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Uber Technologies, Inc. Final Research Paper

Introduction

Uber Technologies, Inc. is a global leader in mobility, delivery, and logistics, whose rapid rise from a small San Francisco startup to a multinational platform presents a compelling case for strategic analysis. Founded in 2009 to solve the inefficiencies of traditional taxi services, Uber has since expanded into more than 70 countries and 10,000 cities, reshaping how people move, order food, and ship goods through its asset-light, technology-driven model. Its evolution from a premium ride-hailing service to a diversified platform spanning Mobility, Eats, and Freight provides rich insight into disruptive innovation, digital marketplaces, and modern business strategy. Throughout this paper, we will explore Uber's key strategic concepts, including external analysis, competitive dynamics, internal capabilities, and sustainable advantages, while examining how it leverages technology, scale, and network effects to remain competitive in a rapidly changing global environment.

Company Overview

Background

Uber Technologies, Inc. (Uber) is an app-based technological platform company headquartered in San Francisco, California. The company was founded by two men, Travis Kalanick and Garrett Camp, frustrated with the difficulty of hailing taxis and aiming to find a solution to having a more reliable, on-demand ride service. They established their company,

UberCab, in March of 2009 and were able to fully launch service in San Francisco by July of 2010. Their initial strategy focused on gaining a strong presence in Northern California using premium vehicles and drivers. As Uber experienced popularity and revenue growth, it was able to expand to many cities throughout the United States and into new markets. New offerings included providing ordinary passenger vehicles at more affordable rates with nonprofessional drivers and UberPOOL, a hybrid carpooling service. Uber has since been able to expand their reach into delivery and freight and become the leading global entity in mobility, delivery, and logistics that it is today. Currently operating in over 70 countries and 10,000 cities worldwide, Uber aims to “reimagine the way the world moves for the better” with a focus on innovation, safety, and sustainability.

Uber operates through a two-sided marketplace model providing services across three main sectors, including Mobility (Rides), Delivery (Eats), and Freight. The Rides segment, its original and most popular segment, connects riders with drivers in a variety of vehicle options through an app-based platform. The Eats segment provides consumers with access to numerous restaurant, grocery, and convenience pickup and delivery options. The Freight segment connects freight carriers and shippers, optimizing trucking and logistics supply chain services.

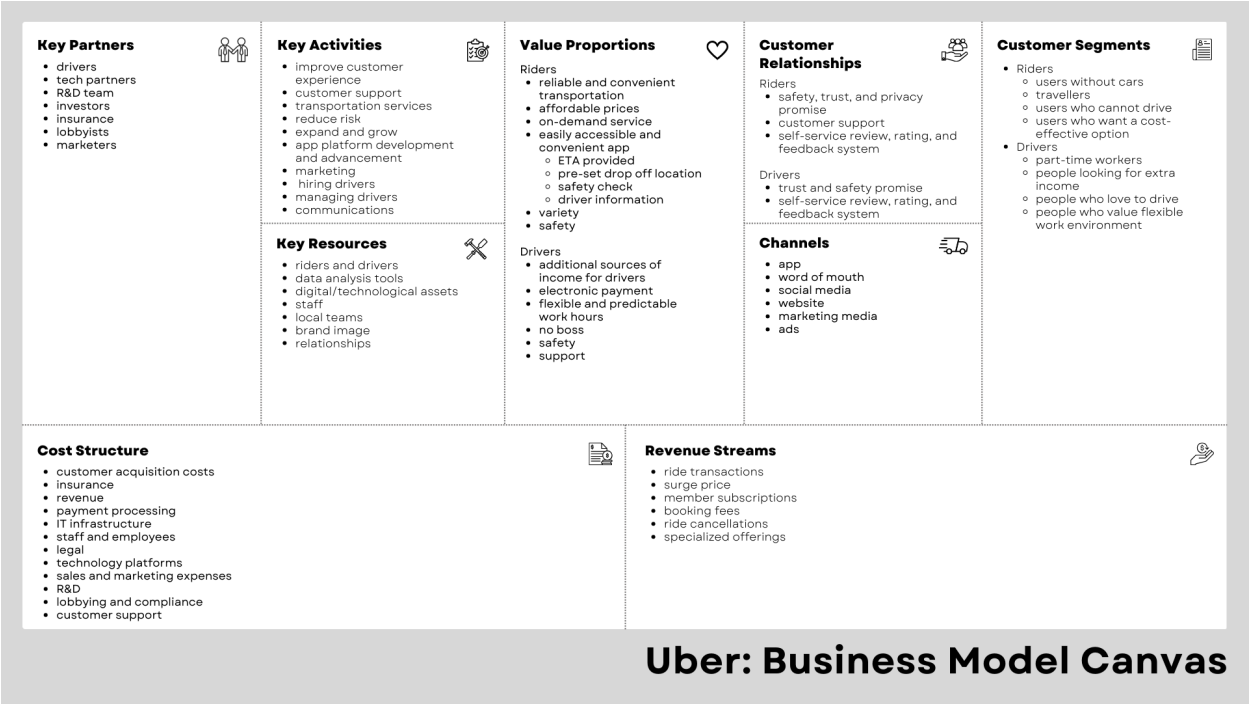
Uber's growth and success can be attributed to its dedication to reliable and affordable on-demand transportation for users, allowing it to build the infrastructure for its strong brand recognition and consumer trust. However, Uber does face challenges with external pressures from rising competition, economic and regulatory threats, and safety concerns.

Interest

Uber is an interesting corporation to study because it is both well-known and revolutionary. It serves as a primary example of disruptive innovation, fundamentally reshaping

the transportation industry through its platform-based, asset-light model. From an academic standpoint, Uber provides valuable insight into many core business concepts that are discussed in class. For these reasons, we decided to select Uber for our project.

Uber's Business Model Canvas



Providing value to two segments of customers, both riders and drivers, Uber needs to determine the best, most effective way of balancing these customers' needs. Emphasis on trust, safety, and flexibility as its differentiators is crucial to instill both rider confidence and driver retention. With a strong digital presence, Uber positions itself as a convenient, self-service, trust-driven platform that prioritizes customer support and driver management.

Key partners and activities play a central role in maintaining this balance. Partnerships with drivers, tech partners, R&D teams, investors, insurers, lobbyists, and marketers help ensure that the service experience and underlying infrastructure remain effective. Uber's core activities,

like customer support, communications, and continuous app development, reinforce its dual value proposition.

For riders, value comes from affordability, convenience, and safety. For drivers, it resides in flexible income opportunities and transparent processes. The central challenge is aligning these interests: keeping fares attractive for riders while ensuring sufficient earnings for drivers.

Uber's cost structure reflects the complexity of this balance, encompassing customer acquisition, insurance, payment processing, IT infrastructure, staff, legal compliance, technology platforms, sales and marketing, R&D, lobbying, and customer support. Its revenue streams, such as ride transactions, surge pricing, subscriptions, booking fees, cancellations, and specialized offerings, diversify income while also incentivizing both rider demand and driver supply.

In summary, Uber's business model relies on its ability to leverage technology, manage complex stakeholder relationships, and adapt to regulatory and competitive pressures, all while balancing the needs of its dual customer base. Next, we will dive into Uber's corporate business strategy and how it capitalizes on its business model.

Business/Corporate Strategy

As a public company, Uber continues to expand rapidly into various industries, including food delivery and freight logistics. From its earliest days, Uber has pursued opportunities beyond ride-hailing, seeking to build a multi-service platform. While rides, ride sharing, and carpooling remain the core of Uber's operations, Uber operates on an asset-light model, utilizing existing capital from drivers and partners rather than owning or manufacturing its own vehicles. This structure gives Uber a cost advantage over traditional taxi services, which typically must invest directly in vehicles and infrastructure.

Uber's strategic objective is to become the leading global platform for mobility and logistics, combining transportation, delivery, and freight in a singular platform. Its scope is broad, targeting both individual consumers and businesses across international markets, while tailoring services to local conditions. Uber's competitive advantage lies in its scale, brand recognition, and ability to leverage network effects–connecting millions of riders, drivers, and merchants on a single platform. Over time, Uber has diversified its offerings to strengthen customer engagement across multiple services, working toward a global, diversified platform with a strong profit potential, customer loyalty, and operational flexibility. Although it has succeeded in many ways, external factors from Uber's macro-environment and the industry at large, and how Uber navigates these factors, play a significant role in its ability to remain a top-performing competitive force, which we will dive into next.

External Analysis

STEEP

A STEEP Analysis is a macro-environmental scanning tool, standing for Social, Technological, Economic, Environmental, and Political. It allows companies to identify external trends and forces beyond the firm's direct control. These trends will pose either as an opportunity or as a threat.

STEEP Analysis Table

The STEEP table below (Table 1) was created by first identifying broad external forces across the five macro-environmental dimensions: Social, Technological, Economic, Environmental, and Political. For each category, current developments in mobility, transportation, and the gig economy were researched, noting Uber's reliance on independent contractors rather than full-time employees. Then, trends were narrowed to those with the

greatest relevance and potential impact on Uber's business model. Ultimately, each trend was classified as either a threat or an opportunity, which provides a foundation for assessing how Uber can align its strategy with external pressures.

Table 1:

STEEP Dimension	Key Trends/Drivers	Description/ Implications for Uber	Sources
Social/Sociocultural	1. Urbanization & megacities growth. 2. Changing work patterns (remote/hybrid work). 3. Consumer preferences for convenience & on-demand.	1. More dense cities increase demand for ride-hailing/mobility services. This is an opportunity because denser cities mean there will be a higher demand for rides. 2. Lower commuting demand on some days; fluctuations in peak versus off-peak demand. This is a potential threat because fewer commuting trips will result in a decrease in demand. 3. Raises expectations for fast pickup, app reliability, and multi-modal options. This is an opportunity because it aligns with Uber's value proposition.	1. (a) juniperresearch.com, (b) McKinsey & Company. 2. (a) arXiv, (b) McKinsey & Company. 3. (a) McKinsey & Company, (b) Oliver Wyman.
Technological	1. Autonomous vehicle/robotaxi	1. Potential to reduce driver cost, but	1. (a) INRIX, (b) The Economic Times.

	development. 2. Advances in AI/ routing/predictive demand. 3. Electrification/ battery improvement.	regulatory and safety barriers remain. This is an opportunity because of long-term cost savings and Uber's ability to handle an increase in user demand. 2. Improves matching, dynamic pricing, and utilization. This is an opportunity because there will be better matching and efficiency. 3. Shift to EV fleets; infrastructure integration (charging). This is an opportunity because EV adoption will reduce overall cost. However, there is the short-term threat of charging infrastructure limits.	2. (a) ResearchGate, (b) PMC. 3. (a) forthmobility.org, (b) Oliver Wyman.
Economic	1. Fuel/energy cost volatility. 2. Inflation/cost pressures. 3. Macroeconomic cycles/disposable income.	1. High fuel costs raise costs for drivers, pushing for EVs. This is a threat because it raises driving costs and may increase fares. 2. Maintenance, insurance, and parts costs rise; upward pressure on fares. This is a threat because of higher	1. (a) ScienceDirect, (b) CynthiaLin. 2. (a) Oliver Wyman, (b) McKinsey & Company. 3. (a) Grand View Research, (b) Custom Market Insights.

		insurance and driver dissatisfaction. 3. In downturns, users may reduce discretionary travel. This is a threat because demand will fall in downturns.	
Environmental	1. Emissions regulations and climate policy. 2. Sustainability expectations/ESG scrutiny (environmental, social, and governance factors). 3. Urban congestion and air quality concerns.	1. Pressure to convert to low-emission/EV fleets. This is a threat because of compliance costs and pressure to electrify quickly. 2. Consumers, investors demand greener operations. This is an opportunity if Uber is able to position itself as a green leader. 3. Cities may encourage shared mobility or restrict private vehicle usage. This is an opportunity because ride-sharing and pooled mobility are part of the solutions that cities encourage.	1. (a) The Greenlining Institute, (b) PMC. 2. (a) forthmobility.org, (b) McKinsey & Company. 3. (a) juniperresearch.com, (b) ScienceDirect.
Political/ Regulatory	1. Labor/gig-worker regulation. 2. Local licensing, taxi regulation, and ride-hailing caps. 3. Data/privacy, competition, antitrust	1. Reclassifying drivers as employees, minimum wage, and benefits mandates. This is a threat because of legal risk and lower flexibility.	1. (a) Akerman LLP, (b) Global Finance Magazine. 2. (a) World Bank Documents, (b) Custom Market Insights.

	laws.	2. Cities might restrict the number of vehicles or impose fees. This is a threat because of limited growth and an increase in prices. 3. Scrutiny over platform dominance, data practices, and pricing algorithms. This is a threat because of the potential scrutiny of algorithms and competition practices.	3. (a) McKinsey & Company, (b) Wiley.

The STEEP analysis reveals that Uber faces a mix of significant opportunities and pressing threats across its external environment. Social trends such as the growth of urban density create strong potential for Uber to expand operations and capture more riders, since demand for shared mobility rises as congestion worsens. As noted by Juniper Research, "As urban congestion intensifies and expanding road networks become increasingly impractical, shared mobility is emerging as a vital solution for sustainable city living" (Wilson, 2023). However, economic factors pose real risks, as downturns reduce disposable income and may cause consumers to view Uber as a discretionary expense rather than a necessity. Taken together, the findings suggest that Uber's long-term success will depend on how effectively it leverages opportunities like urbanization while insulating itself from economic volatility.

Five Forces Analysis

A Five Forces Analysis is a strategic analysis of an industry that analyzes the internal and external stakeholders of that industry, including competition, suppliers, and customers, by focusing on the negotiating power of suppliers, the negotiating power of buyers, the level of rivalry between competitors in that industry, the threat of new entrants into the industry, and the threat of substitute products The analysis illustrates the potential profitability and attractiveness of the industry and can provide companies with insights into strategic positioning, risk assessment, and decision-making.

Ride-Hailing/Sharing Industry Five Forces Analysis Table

The Five Forces table below (Table 2) was created by first specifying the industry to be analyzed as the ride-hailing and sharing industry. Then, by comparing previous analyses, researching current trends, and taking a deep dive into the players of the industry, the drivers of each of the forces and their implications in the sector were determined. Ultimately, the power of each of the forces in the industry was classified as either high or low based on analysis.

Table 2:

Force	**Industry Analysis**	**High/Low Conclusion**
Negotiating Power of Suppliers	For the ride-hailing/sharing industry, drivers are the core suppliers of the service. With a high concentration of drivers, no unionization among drivers, and drivers as independent contractors, negotiating power is relatively low. Switching costs of drivers are also low as wages differentiate based on flexible scheduling, times of day, location, tips, etc, giving no significant bargaining ability. As the industry matures, the	Low

	negotiating power of suppliers is expected to gradually increase, driven by the growing importance of drivers, who are increasingly seeking better working conditions, fair wages, and benefits. Sources: (Bich, Lucy), (Jena, Sarat K., et al.), (Uenlue, Murat), (Zinkula, Jacob)	
Negotiating Power of Buyers	For the ride-hailing/sharing industry, riders are the core buyers of the service. With high rider volumes, low switching costs between ride-hailing platforms, easy access to information (costs) of undifferentiated substitute providers and suppliers (app platforms), alternate transportation options, and complete dependence on buyers, bargaining power for buyers is high. Ride-hailing and sharing platforms are almost identical, allowing riders to compare and choose a provider based on factors such as price, availability, and promotions. Sources: (Bich, Lucy), (Jena, Sarat K., et al.), (Uenlue, Murat)	High
Level of Rivalry Between Competitors	Competitor rivalry is extremely high in the ride-hailing/sharing industry. Some dominant players have strong geographic and even global presence (Uber, Lyft, Didi, Ola), yet still face local competition in every city. With little differentiation of services and low switching costs for buyers, competitors face pressure to outperform each other by providing the most value to customers, usually with lower prices. Local entrants have the power to establish an adequate market share, weakening the power of large industry players and increasing rivalry. Sources: (Bich, Lucy), (Cai, Zeen, et al.),	High

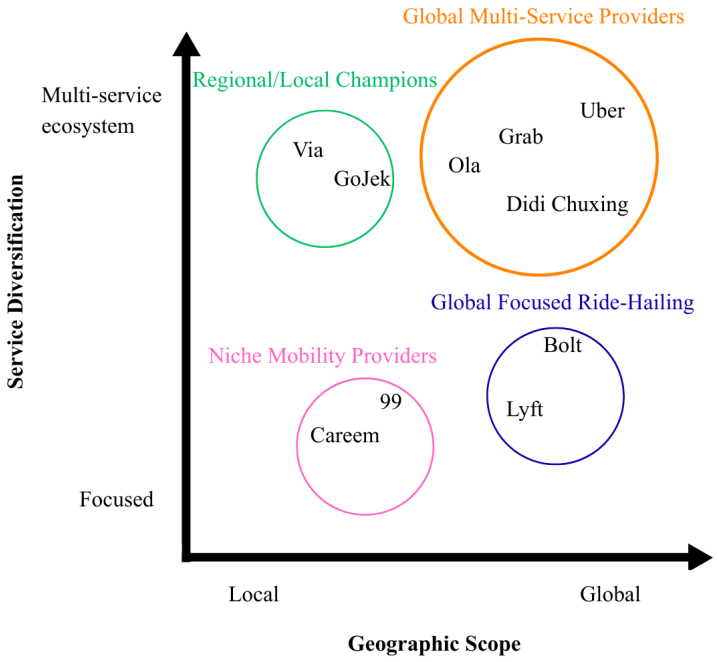
	(Uenlue, Murat)	
Threat of New Entrants	With low entry barriers and easy ability to create a ride-hailing/sharing platform, the threat of new entrants can be seen as relatively high, but when it comes to scaling the business and brand, substantial investment must be made. Local industry entrances pose high threats for large players, especially with the ability to cater to local preferences, but the ability to outperform these top players at their level is unlikely. Brand trust and loyalty also provide large players with safety against new entrant threats. Sources: (Bich, Lucy), (Uenlue, Murat)	Moderate
Threat of Substitute Products	Many substitute products serve the same need of 'transportation' for ride-hailing/sharing services, including public transportation, traditional taxis, personal vehicles, e-scooters, autonomous vehicles, and public bikes. Although these substitutes provide a different value proposition than the ride-hailing industry, they keep pricing pressure high and limit profitability within the industry. Sources: (Bich, Lucy), (Kong, Hui, et al.), (Uenlue, Murat)	High

The negotiating power of suppliers within the ride-hailing/sharing industry is low, illustrating high profit potential and an attractive industry in this aspect. Suppliers (drivers) currently have low bargaining power due to their independent contractor status and ease of switching platforms. The negotiating power of buyers is high, illustrating low profit potential and an unattractive industry in this aspect. Buyers (riders) hold high bargaining power since platforms offer nearly identical services, switching costs are low, and customers can easily

compare prices, availability, and alternatives. The level of rivalry between competitors is high, illustrating low profit potential and an unattractive industry in this aspect. Global giants and local entrants compete in largely undifferentiated markets where low switching costs push firms to battle over price and customer value. The threat of new entrants is moderate, illustrating low profit potential and an unattractive industry in this aspect. Low startup barriers make market entry easy, but scaling requires major investment, making it difficult to challenge established players with strong brand trust and loyalty. The threat of substitute products is high, illustrating low profit potential and an unattractive industry in this aspect. Public transit, taxis, personal vehicles, and micromobility options intensify pricing pressure and limit profitability. In conclusion, with strong global players, established local competition, high bargaining power of buyers (riders), and access to substitutable products, the industry is not attractive for a new entrant as profit potential is low. For current players in the industry, recommended areas of strategic focus can include differentiation efforts, added value propositions, customer relationship and loyalty growth, and scalability.

Strategic Group Analysis

Strategic Group Analysis for Ride-Hailing/Sharing Industry:



Strategic Conclusion from External Analysis

Uber's current strategy, which is centered on global scale, platform diversification, technological innovation, and an asset-light model, is broadly appropriate given the external environment highlighted in the STEEP, Five Forces, and Strategic Group analyses. Social and technological trends such as urbanization, rising demand for convenience, and advancements in AI and routing strongly support Uber's focus on expanding its mobility, delivery, and logistics services through a highly optimized digital platform. Environmental pressures and growing sustainability expectations also align with Uber's investments in electrification and multimodal transit options. However, economic volatility, high fuel and insurance costs, and tightening political and regulatory conditions pose significant threats to Uber's cost structure and ability to balance rider affordability with driver satisfaction. The Five Forces analysis further shows that Uber operates in an industry defined by intense competitive rivalry, high buyer power, and numerous substitutes, all of which limit profitability and make diversification into Eats and

Freight a strategically necessary move. While the industry itself is structurally unattractive, Uber's strong brand recognition, scale advantages, and network effects position it better than smaller competitors to withstand downward pricing pressures. Overall, the analyses indicate that Uber's strategy is well-aligned with major external opportunities but must continue adapting to regulatory, economic, and competitive threats to sustain long-term advantage. Next, we will be analyzing the internal environment of Uber and determining how the firm navigates and capitalizes on sustainable competitive advantages from the inside.

Internal Analysis

VRIO

A VRIO analysis aids managers in identifying opportunities for sustainable competitive advantage. This analysis focuses on determining the strengths and weaknesses of a company's internal resources and capabilities, evaluating if they are valuable (V), rare (R), costly to imitate (I), and organized (O). Once analyzed, managers can determine how to allocate resources, what efforts to focus on, and how to differentiate from competitors to ensure financial success.

VRIO Table

The VRIO table below (Table 3) illustrates ten resources/capabilities of Uber and analyzes each of them using the VRIO analysis. First, if it is valuable (helps a firm increase the perceived value of its products or services in the eyes of customers), then if it is rare (if only one or very few firms possess it), then if it is costly to imitate (if firms that do not possess it are unable to develop or buy it at a reasonable price), and lately if it is organized to capture value (if it has an organizational structure and coordinating mechanisms in place that allow them to leverage that resource or capability into the marketplace efficiently and effectively). Then the resource/capability is determined to be a sustainable competitive advantage, limited benefit from

advantage, temporary competitive advantage, competitive parity, or competitive disadvantage for the firm.

Table 3:

Resource/ Capability	Valuable?	Rare?	Costly to Imitate?	Organized to capture value?	Competitive Implication
Global Brand Equity	Yes: well-known and trusted brand in the ride-sharing industry	Medium-low: few other competitors in the industry with brand equity	Yes: other brands can launch, but it is costly to build as much equity and compete	Yes: extremely strong branding and marketing	Sustainable Competitive Advantage
Vast Two-sided Network	Yes: the vast network of drivers and riders creates value	Yes: extremely large network, greater than competitors, hard to imitate	Yes: costly to reach the vast network Uber has	Yes: the platform efficiently connects one side of the network (drivers) to the other side (riders)	Sustainable Competitive Advantage
Technological Platform and App	Yes: the platform connects riders with drivers to make transactions and facilitate business	Medium-low: competitors have similar apps and technology	Medium-low: competitors can utilize technology and platforms, but a major investment is required to achieve scale	Yes: strong infrastructure of technology and apps to capture value	Temporary Competitive Advantage
Dynamic	Yes:	Medium:	No: can	Yes: utilizes	Temporary

Pricing Capability	maximize temporal needs and demand to maximize profit	competitors utilize a dynamic pricing structure	easily be replicated by industry	technology and demand to maximize price	Competitive Advantage
Customer Loyalty and Trust	Yes: loyal, reliable consumer base creates brand value	Medium: other brands have loyalty; time and investment needed to grow consumer base	No: switching costs between competitors are low	Yes: loyalty programs and infrastructure in place to capture value from loyal consumer base	Temporary Competitive Advantage/ Competitive Parity
Financial Capital	Yes: substantial funding, revenue, and cash reserves	Yes: time and investment needed to achieve the level of financial capital that competitors have not achieved	Medium: competitors have the ability to grow and achieve financial success	Yes: strong financial performance enables further growth, ensures stability, and improves performance and decision-making efficiency	Temporary Competitive Advantage
Brand Ecosystem (Rides, Freight, Eats, Reserve)	Yes: ecosystem of services provides differentiation of revenues,	Yes: a few competitors have replicated this ecosystem structure	Yes: major investment and complex infrastructure needed to imitate	Yes: multiple services provided, each with strong infrastructur	Sustained Competitive Advantage

	increased access points, and a stronger brand			e and high value	
Integrated Payment and Reward System	Yes: simplifies transaction process for riders and drivers; drives retention and loyalty	Medium: competitors have loyalty systems, but not an integrated infrastructure	Medium: technology can be imitated, but the integration of the ecosystem is hard to replicate	Yes: app platform manages loyalty and cross-service integration of rewards program	Temporary Competitive Advantage
Data Analytics and AI Capabilities	Yes: optimizes prices, demand projection, routing, and customer service and support	Yes: scale of data and abilities not achieved by competitors	Yes: acquisition and research of data is costly	Yes: data acquisition implemented into the infrastructure	Sustained Competitive Advantage
Regulatory Navigation (Global Scale)	Yes: experience and knowledge of how to navigate expansion and regulatory structures provides value	Yes: competitors lack experience	Yes: experience, relationships, and legal infrastructure are costly, and knowledge is an investment	Yes: an effective legal team with strong data and information in place to navigate	Sustained Competitive Advantage

Uber capitalizes on its sustained competitive advantages through its large-scale network, which includes brand equity, a two-sided user base, and an integrated brand ecosystem, along with its advanced data infrastructure and regulatory expertise. The firm's expansive network contributes to high market share and global presence while reinforcing customer satisfaction and creating multiple revenue streams across mobility, delivery, and logistics. Its data infrastructure enables accurate demand forecasting, operational efficiency, and revenue optimization for each transaction, proving a strategic competitive advantage over competitors with less extensive data infrastructure. Additionally, Uber's strong regulatory navigation capabilities help the company secure market access in major cities and sustain international expansion, ensuring stable long-term performance despite policy challenges. To preserve and strengthen these advantages, continued innovation in customer experience and service diversification will be essential for maintaining profitability, deepening engagement, and reinforcing Uber's strategic position in the competitive mobility landscape.

Value Chain Analysis (VCA)

The value-chain framework, developed by Michael Porter, breaks an organization's activities into primary activities (directly creating value) and support activities (enabling/enhancing primary activities). Mapping organizational activities allows managers to identify where a firm creates a competitive advantage, reduces costs, or differentiates itself.

VCA Table

Table 4:

Activity Category	**Key Uber Activities**	**Value-Adding Features/Differentiators**	**Challenges/Weaknesses**
Primary Activities			

Inbound Logistics	Onboarding drivers and delivery partners; platform marketplace supply acquisition.	A large network of supply (drivers/partners) enables high availability and geographic reach.	Managing driver/partner quality, retention, and regulatory classification issues.
Operations	Matching riders/deliveries with drivers/partners; routing and platform operations.	Real-time matching, large-scale operations across many cities give a cost and service advantage.	Operational complexity, local market regulatory burdens, and quality consistency.
Outbound Logistics	Delivery of rides and food/goods; end-customer interface via app.	Multi-service platform (mobility, delivery, freight), ease of use, vast scale.	Logistics in less-developed markets, variable service levels, and high costs in some segments.
Marketing & Sales	Customer acquisition (riders, eaters), driver/partner acquisition, brand building.	Strong brand recognition globally; cross-sell between segments; network effects.	Intense competition for growth/retention, high marketing/incentive costs, and regional regulation on pricing.
Service & After-Sales	Customer support, driver/partner support, app/platform updates, dispute resolution.	Platform updates add value (e.g., features), and the service ecosystem supports user retention.	Scaling global support, maintaining margin while ensuring quality, and regulatory litigation.
Support Activities			
Firm Infrastructure	Corporate strategy, legal/regulatory frameworks, global operations.	Global presence, diversified geographies, and infrastructure to support the large-scale platform.	Regulatory risk, compliance cost, liability exposure, and global complexity.
Technology Development	App/platform development, data analytics, and machine learning for matching, pricing, and routing.	Advanced algorithms enhance matching efficiency, reduce cost, and improve user experience.	Rapid pace of change, competitor catch-up, and high R&D investment needs.
Human Resource Management	Recruiting and managing technical and operational staff (app developers, operations managers).	A skilled team enables rapid scale, innovation, and global operations.	Scaling culture internationally, cost of talent, workforce issues (drivers classified as contractors).

Procurement	Sourcing third-party services (payments, mapping, insurance, vehicle leasing/partners).	Efficient partner networks reduce cost, expand service capabilities.	Dependence on external partners, cost pressures, and variability in partner markets.

In the table, the primary activities highlight how Uber actually delivers its core service: onboarding supply, matching demand, executing trips, acquiring users, and supporting them after the fact. The support activities show the enabling infrastructure: technology development, HR and procurement, and overall firm infrastructure. The table connects Uber's distinctive features (multi-service platform, global scale, advanced analytics) to particular value-chain links (operations, marketing & sales, tech development). It also uncovers operational risks: scaling globally means regulatory burdens, variable service quality, cost pressures, and dependence on a gig workforce model with evolving legal status.

Uber's value chain demonstrates a strong alignment between its platform business model and operational execution. The company leverages scale, network effects, and advanced analytics to create value through lower wait times, broad geographic coverage, and multiple service offerings, including mobility, delivery, and freight. Its support activities, particularly technology development and firm infrastructure, serve as critical differentiators, enabling efficient real-time matching, seamless payments, and robust platform performance. The multi-service strategy enables Uber to leverage common infrastructure across segments, resulting in cost efficiencies and enhanced value creation. However, there are notable weaknesses in the value chain. Onboarding and maintaining high-quality drivers and partners poses operational risk, while regulatory and legal challenges across global markets impose cost and uncertainty. Marketing and customer acquisition remain expensive, and scaling support services globally can be challenging and inconsistent. Overall, Uber is well-positioned to capture value through its integrated platform and operational capabilities, but sustaining competitive advantage and

improving profitability will require careful management of regulatory, operational, and cost-related risks while maintaining high service quality across all markets.

Final Thoughts/Conclusions

Uber Technologies, Inc. has solidified its position as a global leader in mobility by blending technological advancement, platform expansion, and a wide-ranging service portfolio across rides, delivery, and freight. The external analyses (STEEP, Five Forces, Strategic Group Mapping) indicate that Uber operates in a landscape marked by both promising opportunities and substantial challenges. Trends such as rapid urban growth, breakthroughs in digital tools, and increasing sustainability initiatives support Uber's continued evolution, while economic uncertainty, regulatory pressures, and fierce competitive dynamics create ongoing obstacles. Although the industry itself remains difficult and highly contested, Uber's scale, brand strength, and extensive network give it strategic advantages that newer or smaller competitors struggle to match.

The internal analysis reveals that Uber's key resources, including its global brand presence, expansive two-sided marketplace, interconnected service ecosystem, and sophisticated data capabilities, offer meaningful competitive benefits, some of which are difficult for rivals to replicate. However, the company still faces internal vulnerabilities related to regulatory risk, cost management, and the complexities of relying on an independent-contractor workforce. The value chain assessment further highlights Uber's technology-driven operations and vast platform as major sources of differentiation, while also emphasizing the managerial and operational challenges involved in coordinating services across thousands of diverse markets.

Ultimately, Uber's future performance will depend on its ability to harness its technological strengths, expand its platform responsibly, and adapt to shifting economic and

regulatory environments. Continued investment in innovation, sustainability initiatives, and improved stakeholder relationships will be essential to strengthening long-term performance. If Uber can effectively balance its growth ambitions with operational discipline and local market responsiveness, the company will remain well-positioned to shape the future of transportation and logistics in an increasingly interconnected world.

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