

Uber – Exploring New Strategic Growth Opportunities

1. Executive summary:

EV charging is facing a problem of scale, where the hardware is not the bottleneck but the utilisation and circuit management is. Uber, with its capabilities in routing logic, incentive/payments, scale and brand trust should enter this domain with a smart aggregation platform.

Uber should enter the EV software infra domain - with a smart aggregation platform - that enables Charging Point Operators (CPOs) to increase charger utilization, reduce congestion, reduce maintenance charges, reduce failures and scale better through real-time demand orchestration and incentives. This will also improve driver experience with cheaper rates and better charger availability.

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Uber is uniquely positioned to solve this because it already influences millions of driver routing decisions every day through its marketplace, routing engine, incentives platform, and payments infrastructure.

Analogy: instead of having just traffic lights for balancing traffic, we add additional layers like GPS + tolls + traffic lights to help out.

Hypothesis: By combining routing intelligence with behavioral incentives, Uber can increase charger utilization by 15–25% without building charging infrastructure.

2. Market analysis

Market selection:

Industry	Growth rate	Uber fit	Verdict
EV Infra	\$20-30B (~20-25% growth)	Good	Yes
Healthcare logistics	10-12%	Needs extra healthcare understanding and compliance	No
Smart logistics	20%	Being done in uber freight	No
Solo tourism	15%	Less relevance	No

Current market size for EV infra: \$20-30B (~20-25% growth)

Asia-Pacific leads with 42.1% market share.

EV chargers by 2030: 140M (20M public chargers).

Need utilisation of ~30% to break even in about 3 years, and current utilisation is under 10%.

Approx \$800 profit per station (mid range). Uber can take 10% as subscription fees
Governments have done: Indian government launched PM E-DRIVE with a ₹10,900 crore outlay. It includes subsidies for EVs and major investments into charging infrastructure. USA government declared federal funding for nationwide charging networks, Up to \$7,500 tax credit for new EVs

Customers have bought: EV sales in the U.S. have grown more than 5x since 2020

Competitor	Valuation	Focus	Weakness
Driivz	\$200mil (2021)	CPO management software	Mostly supply side data, less driver data
Electreefi	NA	CPO management software + charging	Mostly supply side data, less driver data
Uplight	\$1.5B (2021)	Grid services	Utility focus, no control on drivers/CPOs
Nuvve	NA	V2G / grid services	Utility focus, no control on drivers/CPOs
Weavegrid	\$100M-\$250M(2024)	Utility demand response	Utility focus, no control on drivers/CPOs

Other competitors: ChargePoint, Tesla Supercharger, Plugshare

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3. Strategic Fit

Asset	How it fits
Routing logic and driver movement	Uber already predicts and optimizes millions of trips daily. Unlike charging operators that only see current charger status, Uber can anticipate future charging demand based on vehicle movement

	patterns and proactively route drivers to underutilized chargers.
Payment/incentives system	Uber has proven mechanisms for influencing driver behavior through surge pricing, quests, and incentives. The same system can be used to shift charging demand toward specific locations, times, or networks.
Scale	Uber operates large-scale marketplaces across hundreds of cities. This experience allows it to coordinate charging demand across multiple CPOs, fleets, and geographies without owning charging infrastructure.
Brand trust	Uber already works with governments, fleet operators, OEMs, and drivers. This makes it easier to establish partnerships with CPOs, utilities, and EV ecosystem players compared to new entrants.

4. Business Design

Business 1: SaaS licensing for CPOs to get access to performance, utilisation, and rerouting via incentives, better CX etc

Business 2: Contracts with utilities giving them the advantage of cheaper grid maintenance, infra expansion etc.

Business 1 is the better option for now. Business 2 will involve country specific regulatory issues, and less experimentation scope. With business 1, uber can experiment more, and can pivot if they want more easily.

Modules offered:

- a. Demand Forecasting
- b. Dynamic Incentives
- c. Congestion Prediction
- d. Performance Analytics
- e. Predictive Maintenance

Revenue potential:

Revenue = (Number of chargers onboarded) × (Monthly SaaS fee per charger) × 12
Revenue from solely public chargers (conservative) = $(20\text{mil} \times 0.1) \times (0.1 \times 800) \times 12 =$
~\$2B in 2030

+ additional from car manufactures/fleet management software

Fleet management software (eg. Geotab): 5Million vehicles associated, subscription of \$20-\$60 per vehicle per month.

Assuming 10% opt for additional insights by uber, \$2 additional cost per month

Revenue = $5\text{Million} \times 0.1 \times \$2 \times 12 =$ **\$12M**

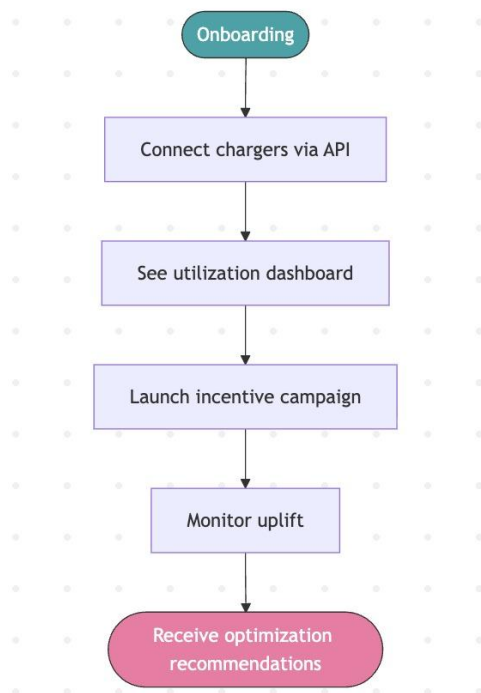
Within model 1:

A subscription model (over profit sharing) provides predictable costs, simpler contracts, and allows CPOs to retain the full upside from increased utilization. This also positions Uber as a neutral infrastructure partner focused on enabling efficiency rather than taking a share of charging revenue, making adoption and experimentation easier for operators.

5. Customer journey

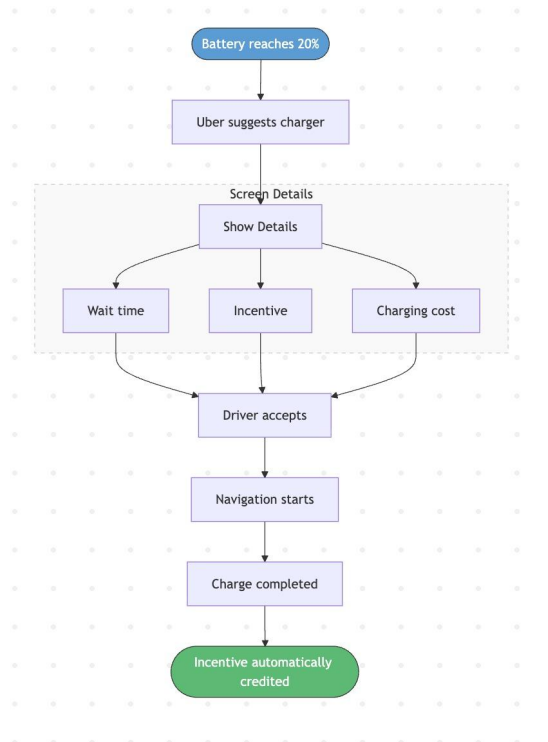
Consumer side apps (control levers/partner vehicles): uber drivers (eats/drivers/freight), partner fleets (integrate with fleet management systems), OEMs (differentiator integrated into their systems).

CPO pay for efficiency, **FMS** pay for optimised management services, **OEMs** pay for better customer experience.



Persona 1: CPO Manager (improving charger utilisations)

Wow moment: "Utilization increased 18% this week."



Persona 2: EV Uber Driver (navigating to the nearest/least occupied charger)

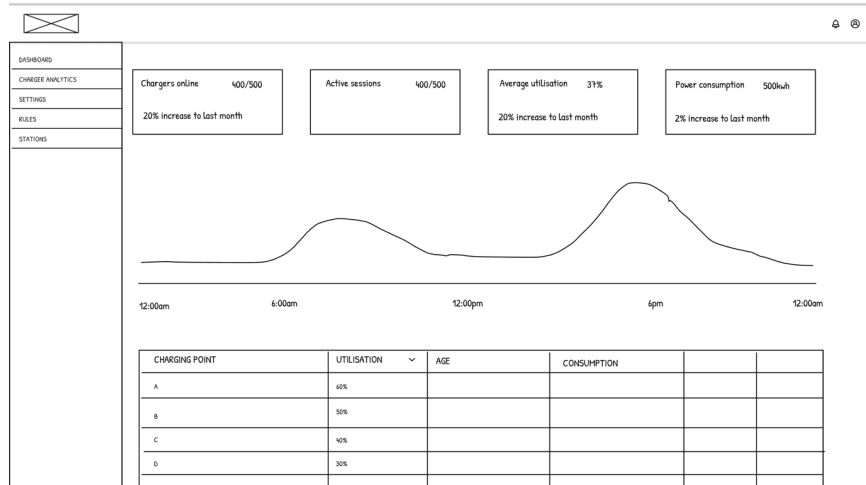
Wow moment: "Save ₹120 and avoid a 20-minute queue."

6. Product/Feature concept

Wireframe:

Persona 1: CPO

Viewing charger analytics, getting a high level view of efficiency, gains, failures etc.



Set rules for optimisation/incentivisation, or use Uber’s smart suggestions.

Dashboard

Charger Analytics

Incentive Engine

Settings

Rules

Stations

Incentive Engine

Automate demand shaping using pricing & routing levers

Automated (Uber Engine)

Simulation: ON

Last Run: Today 14:05

Guardrails: Max discount 20%

Manual Override

Active Rules

Rule Name	Status	Action	Scope	Priority
Peak Spillover - Evening	Active	Util > 80%	6-8pm	High
Off-Peak Pull	Active	Util < 30%	12-5am	Medium
Manual Override - Site C	Paused	Manual	All day	Critical II

+ Create New Rule

Impact Preview

Before	Before	After (Projected)
Avg wait time (Site)	12 min	6 min
Util nearby chargers	40%	35%
Peak overload risk	High	Low
Estimated incentive cost	₹ X	

Rule Name: Peak Spillover - Evening

1. Trigger Conditions

IF Charger X Utilisation 80% 80% 10 minutes AND: L Time Window 6:00 PM - 8:00 PM Days Weekdays

2. Action (Incentive)

THEN Nearby Chargers 2 km Action Increase Discount +5% Add routing nudge Show "Lower wait time" badge

3. Constraints & Guardrails

Max discount per session: 15% Max daily budget impact: ₹ X Exclude chargers under maintenance

Audit & Logs

Last triggered: Today 18:12

Priority:

This rule-increased wait time at Sites B, C 18 sessions rerouted No S14 Violations

Save Rule Run Simulation Apply New

Audit & Logs

Last triggered: Today 18:12

Max wait time increased at Sites B, C

Persona 2: Uber Driver (CPO app)

Find most efficient (by cost+time) charging options by getting incentivised

9:41

Find a Charger

Battery 22% Est. range 68 km

Vehicle Uber EV

KORAMANGALA

HSR LAYOUT

BOMMANAHALLI

SILK BOARD

ELECTRONIC CITY

Recommended

ChargeZone - Koramangala 4th Block 1.8 km away

7 min to reach

4 / 6 chargers free

120 kW DC fast

₹ ₹16.2 /kWh Est. total ₹292

Incentive for charging here

Applied as ₹45 bonus in your wallet after charging

₹45 off

Why we recommended this

Lower wait time • Higher availability • Extra incentive

Navigate 7 min • 1.8 km

Select this charger Get ₹45 incentive

Home

Earnings

Charging

Account

7. Conclusion

Why it makes sense:

EV adoption is fast, but scale constraints need to be solved
Uber can expand into multiple EV segments after this, like utility faced orchestration.
Uber has the capability to orchestrate

Risks:

Drivers don't care about incentives, rather they search for the nearest charger.
Mitigation: Focus recommendations on **total value**, not just discounts. Show drivers combined benefits such as lower wait times, guaranteed availability, faster charging speeds, and incentives.

CPO will think uber prefers some partners over others.
Mitigation: Allow CPOs to view why drivers were routed to specific chargers through audit logs and simulation tools.

What to test first:

Uber can create enough benefit for the CPOs by increasing utilisation.
Start with 1 city with higher EV adoption, 1 CPO partner, 2-3 fleets/OEMs (starting with Uber EV drivers).
MVP features: incentive engine, charger recommendation, availability/utilisation dashboard with congestion forecast and accuracy
Hypothesis: Uber can increase charger utilisation by 10%, and drivers will deviate by 2km if cost benefit is greater than Rs.50.

Notes:  **Uber – Exploring Notes**