

A Study of Taxi Aggregators in India: Opportunities and Challenges

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CERTIFICATE

This is to certify that Project Dissertation titled “**A Study Of Taxi Aggregators in India : Opportunities And Challenges**” is a bonafide work carried out by **Mohita Chalia** of MBA 2015-17 and submitted in partial fulfillment of the requirement for the award of degree **MBA of DSM, DTU**. It is a record of the candidate's own work carried out by him under my supervision. The matter embodied in this report is original and has not been submitted for the award of any other degree.

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Signature of HOD, DSM

Date:

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DECLARATION

I, Mohita Chalia, student of MBA 2015-17 batch of Delhi School Of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that Project Dissertation titled “**A Study Of Taxi Aggregators in India : Opportunities And Challenges**” submitted in partial fulfillment of Degree of Masters of Business Administration is the original work conducted by me.

This information and data given in the report is the authentic to the best of my knowledge.

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ACKNOWLEDGEMENT

Every project big or small is successful largely due to effort of a number of wonderful people who have always given their valuable advice or lent a helping hand. I sincerely appreciate the inspiration; support and guidance of all those people who have been instrumental in making this Project Dissertation a success.

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I owe special debt of gratitude to my guide and supervisor Ms. Meenu, for her constant support and guidance throughout the course of my work. I perceive this opportunity as a big milestone in my career development. I will do my best to use gained skills and knowledge in the best possible way and I will continue to work on their improvement, in order to attain desired career objectives.

Sincerely,

MOHITA CHALIA

EXECUTIVE SUMMARY

This study aims gain an in-depth understanding of cab aggregators market in India. Identify the core problems faced by these aggregators in inter-city taxi market and how can they tackle these issues.

Cab aggregator sector is in the driver's seat and has become a leading business with professional services. Before these companies, travellers had to depend on unorganized taxi or auto rickshaw drivers once they got out of the airport, railway station, or bus stations or for that matter anywhere. Now the app on the smartphone can help them book a real cab and travel without any hassles of entering into a spat with taxi drivers or auto rickshaw drivers when they move or need to hire for travel within a city. With GPS enabled services and apps installed in the mobile phone, these services have become very popular in the towns and customer is getting hassle free journey. Particularly in metro cities of India like Delhi or Mumbai where travel distances are getting longer.

In the absence of a good quality public transport system in India, Taxi plays an important role as transportation options in India. According to Road Transport Yearbook, there are 2.3 million registered taxis operating across different states in India. This number includes all types of cabs. There are nearly 500,000 -600,000 cabs offering taxi services in organized sector. It is estimated that total market size is more than \$9 billion and merely 6-7% is organized. Taxi market has witnessed a great growth in last 3-4 years and is currently growing at 15-20% per year.

Taxi aggregator startups also known as Cab Service Providers in India was a business idea on boom around 3 years ago. People witnessed over 15 start-ups providing cab services in India. Some of them succeeded in their business and some of them had to close their businesses.

There were a few controversies that surrounded these companies and a lot of opposition regarding these services. But still, some of them are now on the top, as people still rely on the services provided by these cab providers.

According to indistart.com (Dec 2016), the top 5 taxi aggregators in India are:

1. Ola cabs
2. Uber

3. Meru Cabs
4. Easy Cabs
5. Mega Cabs

Primary research for this project has been conducted through questionnaires on a sample of 203 respondents selected on the basis of judgment sampling. In addition secondary research has also been conducted to complement and at times corroborate the findings of primary research.

On thorough analysis of the survey results I was able to identify the customer needs and perceptions in unorganized inter-city market.

The report also contains a structural analysis of the inter-city taxi market industry. The analysis presents the underlying economic structure of the industry, the competitive landscape and various other factors that may be crucial to the overall success of the business in the near future. An opportunities and challenges matrix has also been included as parts of the report that will help identify core strengths, inherent flaws of the model, available opportunities and threats to the company.

Apart from analysis of the questionnaire related to customer needs, recommendations have also been provided regarding the steps towards achieving a good growth rate.

It was found from the study that the rankings of cab aggregators performed in this study differ from actual market rankings.

Rankings obtained here are:

1. Ola Cabs
2. Meru Cabs
3. Uber
4. Others

The difference in 2nd rank could be attributed to only 203 respondents which may not represent the entire population.

In future we can use a larger sample size with a varied pool of age groups and various income levels so that we can obtain more detailed analysis of every age group and every income level. This research was mostly limited to age group of 20-25 years and 25-30 years. There was significantly lesser number of respondents in

age groups 30-40 years, 40-50 years and below 20 years. Similarly, Majority of respondents were belonging to income level of INR 3,00,000 - 6,00,000 and INR 6,00,001 - 9,00,000 followed by some in Less than INR 3,00,000. There were very few respondents belonging to income levels of Above INR 15, 00,000 and INR 12, 00,001 - 15, 00,000. We can also bring respondents from more locations. Most of the respondents were from Delhi-NCR region, with a very few from other regions in the country.

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CHAPTER I

1. INTRODUCTION

1.1 MARKET OVERVIEW

An aggregator is a body that collects and organizes things into groups that have similar features. Application Based Cab Aggregators (ABCA) are the entities aggregating cabs for the customers willing to hire them to their destination for rates set by the service. By offering a service with combination of an innovative blend of technology, transportation, and low-costs, ABCA appeal to the interests of all people by the help of a smartphone. ABCAs use three major technologies: GPS navigation, smartphones, and social networks, each serving a different purpose. GPS navigation systems provide ride efficiency in distance and time, smartphones offer convenience and social networks offer accountability for both the drivers and the riders.

1.2 TAXI SPACE IN INDIA

The taxi space in India is growing and has been witnessing a phenomenal growth in the past 6-7 years. Over \$400 Mn (INR 2400 crores) of investor's money has been provided to these companies in the past 4 years. The Indian radio taxi market is valued anywhere between \$6-\$9 billion dollars by different estimates, and it is forecasted that it will grow at the CAGR of 17-20% annually. The organised taxi market is still small as compared to rest of the taxi market in India; it constitutes only 4-5% of the market in terms of number of vehicles. Rest of it, is by unorganized operators who own fleets of 2-50 cars and typically have a presence in 1 or 2 cities. ABCAs differentiate in the fact that ABCAs use online-enabled platforms to connect riders to drivers. Convenient and fast, these applications take way stress from both the driver and the rider, giving strong incentives for riders for switching. Mega Cabs and Fast Track Taxi started in 2001 with small fleets. The market, however, started growing on only from 2006 onwards when companies like Meru Cabs, EasyCabs and Savaari marked their way to Indian market.

(Source: economictimes.indiatimes.com, 2016)

During the initial phases of evolution of taxi market in India, the taxi companies owned the entire inventory with the drivers as salaried employees. This phase marked high costs to the company – car loan EMI's and high maintenance costs. It came at a huge cost.

During this phase, bookings were mostly done via telephone calls and cash payment was the dominant modes of payment.

The second phase saw the introduction of fleet aggregation model in taxi industry. Companies like Ola Cabs started using a model where small fleet owners or single car owners can join the car with the company. For every company-initiated ride, owners pay the company a fixed percentage as commission from their service. This model had low expenditure and low maintenance costs. In this model, booking was done via telephone calls as well as through company's websites. While cash was still the major payment form, in-cab POS terminal for credit / debit cards was started being used.

The third phase, which is in progress, is experiencing the adoption of the hybrid model in the taxi industry in India. In this model some part of the fleet is owned by the company and other part of the fleet is by using the aggregation model. This model combined best of both worlds– better control on cab availability and service quality with keeping costs low. This model took booking via telephone, website, mobile apps and the payments via cash, card and wallets.

Following are the 3 major players of organised taxi industry in India:

- **Ola Cabs:**

Ola Cabs is a Bengaluru based company, was founded on 3rd December 2010 by BhavishAggarwal (CEO) and AnkitBhati. It is one of the fastest growing taxi firms in India. It offers taxi booking facility through a mobile app and website. By 2014, the company has expanded to a fleet of more than 18,000 cars across 65 cities. Today, Ola Cabs has more than 1, 50,000 cabs registered. Ola Cabs claims to get an average of more than 150,000 bookings per day and has 60 percent of the taxi market share in India. On 1st March 2015 OlaCabs acquired TaxiForSure for about \$200 million.

- **Uber:**

Uber is headquartered in San Francisco, California. It was founded by Travis Kalanick and Garrett Camp in 2009. It develops markets and operates the mobile-app based transportation network. The app offers consumers to submit a cab request, which is routed to taxi drivers. It expanded to international borders in 2012 and introduced pooling services in 2014.

● **Meru Cabs:**

Meru Cabs is a radio taxi operator started in Mumbai, founded by Neeraj Gupta and India Value Fund (IVF) in 2007. Meru had started in this industry as a full fleet owner, but later in order to reap the best benefits they started aggregating cabs. Meru operates across major Indian tier-1 and metro cities. Meru does cab booking through calls, website or through their mobile application and takes payment by cash, card or mobile wallets. Meru have put Google now in their services by which they can send passengers reminders for cab pickups, asking them if they wish to book a cab based on their location.

Source (yourstory.com, 2015)

1.2.1 TAXI MARKET IN INDIA, SIZING

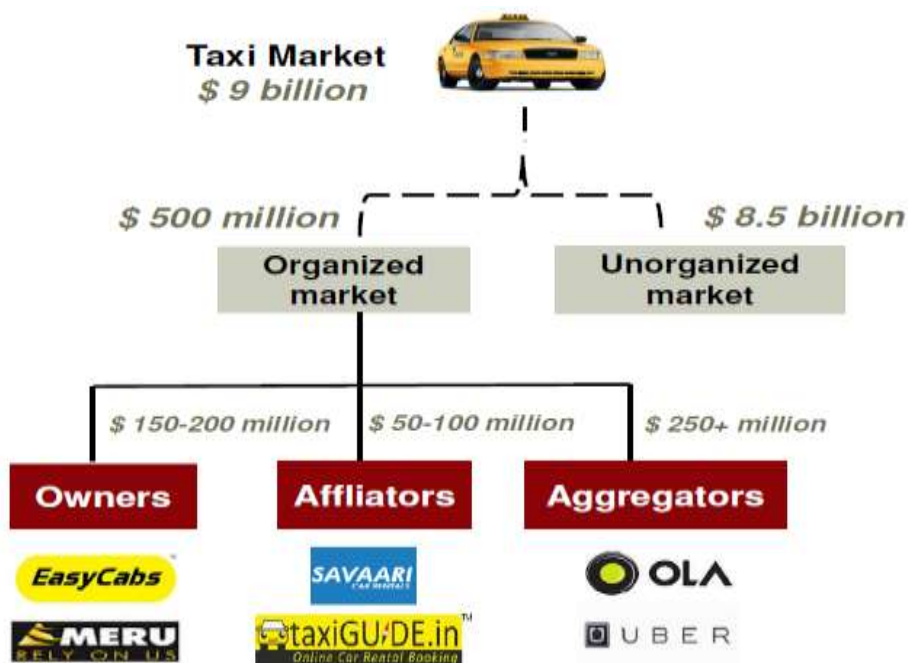


Figure 1.1 Size of Indian taxi market (Source: redseerconsulting.com, 2016)

1.2.2 TIMELINE OF THE ORGANIZED TAXI SECTOR IN INDIA

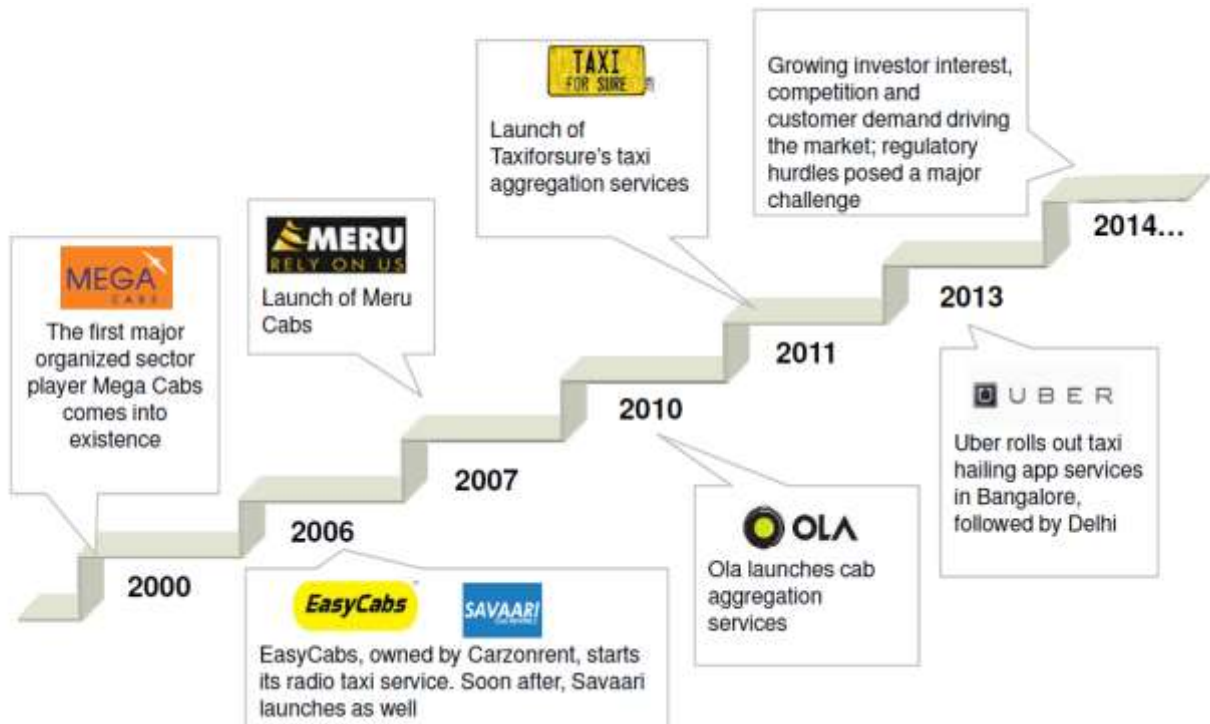


Figure 1.2 Timeline of organized taxi sector in India (Source: redseerconsulting.com, 2016)

1.2.3 FUTURE GROWTH OF THIS SECTOR

The organized cab market is estimated to grow to ~\$2+ billion over the next five years, keeping a growth rate of 25-30% CAGR

1.2.4 MARKET SIZE ESTIMATES

Market size estimates, USD Billion

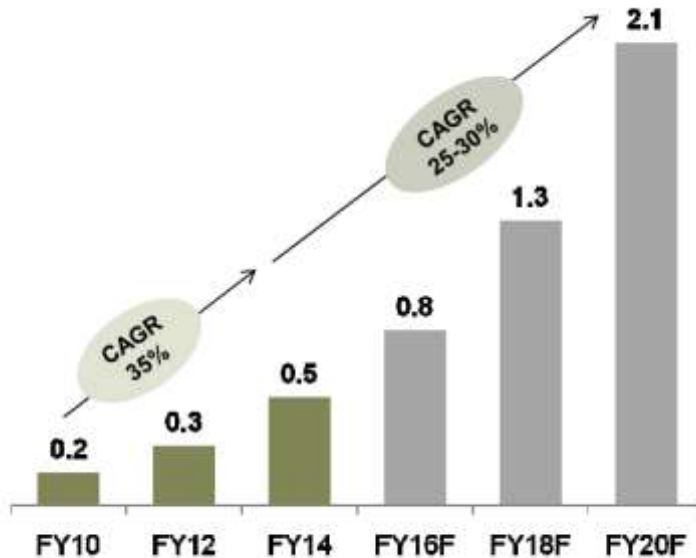


Figure 1.3 Expected growth of taxi market (Source: redseerconsulting.com, 2016)

1.3 KEY DRIVERS AND GROWTH CHALLENGES

Key drivers

- Price as compared to regular public transport.
- Great in customer convenience.
- Cab companies moving towards inventory less model.
- Investment given by global funds.
- Multiple players entering the market.

Key challenges

- Lesser number of skilled drivers.
- Technical issues pertaining to payments with cards/wallets.
- Regulatory bans imposed.
- Demand much greater than actual supply, high volumes of request for cabs.

Aggregators would contribute to the growth; key drivers would be low prices, great customer convenience and increasing investor money flows. Potential growth retarders of this sector in India can be the lesser number of skilled drivers, regulatory bans on these companies and technical issues related to payments and bookings.

1.5 COMPETITIVE ENVIRONMENT

Affiliators, for example: Savaari and aggregators like Ola Cabs are present in majority of cities; players who own the whole inventory are growing less as compared to these.

Presence in Number of Cities

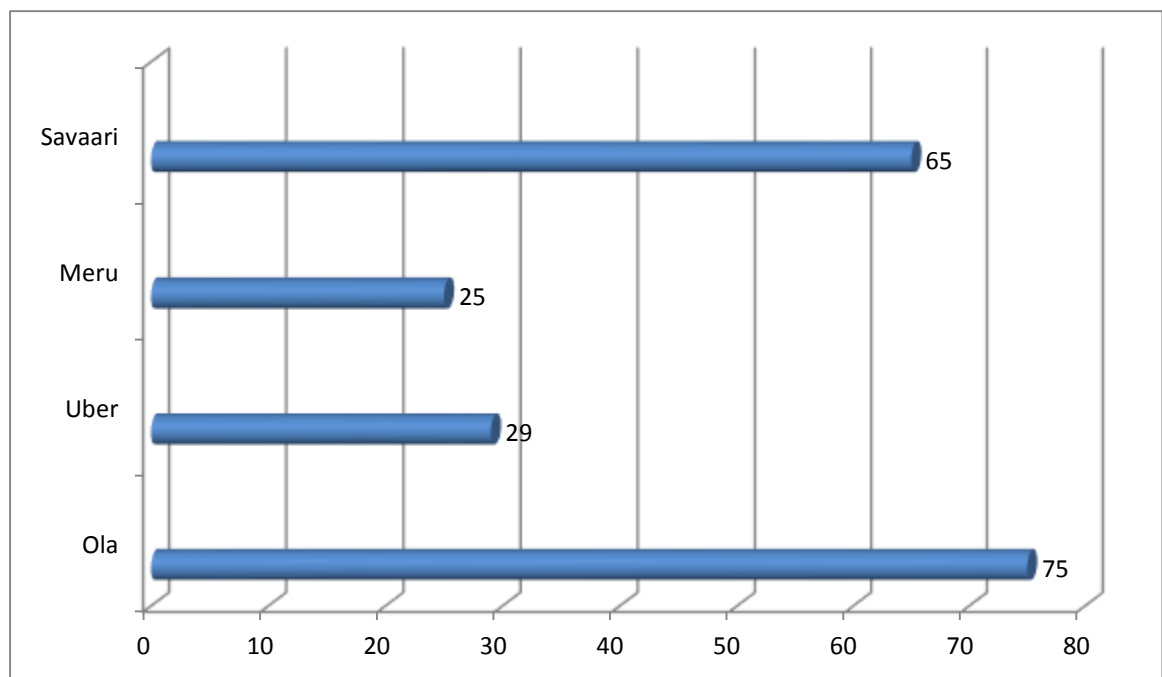


Figure 1.4 (Source: compiled from various websites)

1.5.1 KEY INFERENCES

Good reach of the affiliators. Example: Savaari is an Affliator and takes booking for various taxi operators. The inventory less nature of its business model has helped Savaari to quickly expand to 62 cities. Aggregators are the initiators For example Ola Cabs and Uber have worked on technology for comfort and have been majorly

captured the market by scaling up rapidly across cities in India. Meru is the largest player amongst owned vehicle operators. Even though it was present in the market for 8+ years, EasyCabs always restricted its services to 4 cities in India.

Ola cabs own the largest fleet size amongst all competitors; Meru has started using the aggregator model to grow its fleet rapidly.

(Source: www.livemint.com, 2017)

1.5.2 KEY FACTS

Rapid Expansion of Ola cabs due to the fact that Ola cabs has taken over its rival Taxiforsure recently and increased its fleet. Meru leads in owned cabs segment because of its increasing presence throughout cities and usage of the aggregator model as well has helped it to scale up its fleet very rapidly. Savaari has a small and focussed fleet. Savaari's network consists of operators who offer inter-city rides. Given the small number of such taxis in these cities, Savaari has a smaller fleet comparatively even though it is present in most of the cities

1.5.3 GROSS REVENUES (INR CRORES PER YEAR)

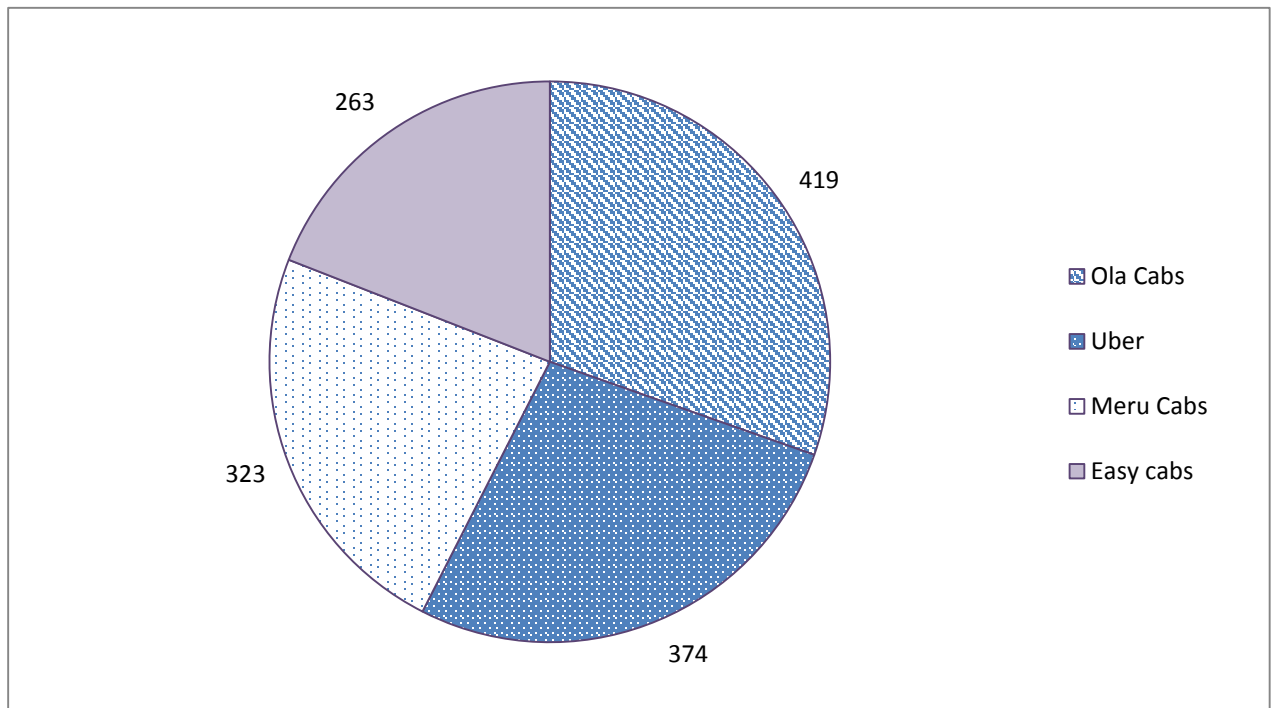


Figure 1.5 (Source: Compiled from various websites)

Olacabs is the undefeated leader in daily rides serviced and revenue generated amongst all organized players in cab market; Uber and Meru Cabs are lagging behind. Approximately 80% business of these aggregators is generated from Metros/Tier 1 cities; Tier 2 cities generate smaller revenue share but have got higher average ride value per ride. Metros and Tier 1 cities have become the place for competition for aggregators because most of their business is generated from there.

The share in the revenue of Tier 2 cities is low at present. However, in most of the tier 2 cities, nearly 70-80% rides are towards/from airport or railway station, with an average fare of ~ INR 500-600.

(Source: www.nextbigwhat.com, 2017)

1.6 TECHNOLOGY TRENDS

Technology is now a key differentiator; these players are looking to increase app usage by making their apps and billing more transparent, convenient and flexible for customers. Bookings are majorly done through apps and hardly any other medium. The dominant booking mode currently is apps; booking through calls is diminished especially in Tier 1 and Tier 2 cities. With this amount of convenience in booking and location services, the % of app bookings is expected to climb rapidly in the future and increase revenues.

1.6.1 PLANNED TECHNOLOGY INITIATIVES AND CURRENT INITIATIVES BY CAB AGGREGATORS

- **Ola Cabs**

Increasing number of languages the app will work in to provide better convenience to customers/drivers of tier 2 cities and to increase the app usage and ultimately revenues. Reducing app lag times and increasing GPS location tracking precision, for an enhanced customer experience on an overall basis.

- **Uber**

Involving traffic status on routes to ensure that the driver allocated for a customer is nearest to the customer on the basis of least time to reach the customer. Including driver management by the use of technology. Eg: Driver ratings.

- **Meru Cabs**

Integrating with Google Now to generate alerts for cabs and to suggest cabs. Also, the company is working on making the GPS tracking system more accurate, especially in outer areas of cities to make it more precise.

1.6.2 EXPANSION INITIATIVES BY THESE CAB AGGREGATORS

These aggregators are offering heavy discounts and multiple vehicle choices from hatchbacks to sedans to acquire customers; car financing assistance is nowadays used for driver acquisition.

- **Customer Acquisition initiatives**

Ola Cabs Associating with big events happening in metros, by providing cash backs and Ola money to promote and by providing options in car type and auto option. Uber is planning to launch offers for small cities to attract more customers, offering variety of car types and has also launched Lower cost Uber-X. Offering free rides and Paytm Cash back. Meru Cabs Started low fare Meru Genie service and is active in tying up with brands such as Kellogg to provide breakfast in cabs. Renewed agreements with airports

- **Driver Acquisition Initiatives**

Ola Cabs Providing Training to driver and encouraging entry of new drivers by financing.

Uber is also financing drivers and including technology focuses in training programs. Uber is offering LCD TVs and I phones through lotteries to drivers. Meru Cabs Has its own training institute to train chauffeurs and is providing bank loans to drivers.

(Source: redseerconsulting.com).

1.7 RESPONSE TO REGULATORY HURDLES POSED BY GOVERNMENT

The recent ban on aggregators had negatively impacted the investor activity in this sector, However Full fleet owners like Meru had benefited from the ban. To highlight their focus on women security, Aggregators like Uber has introduced features like women only cabs and panic buttons on their apps.

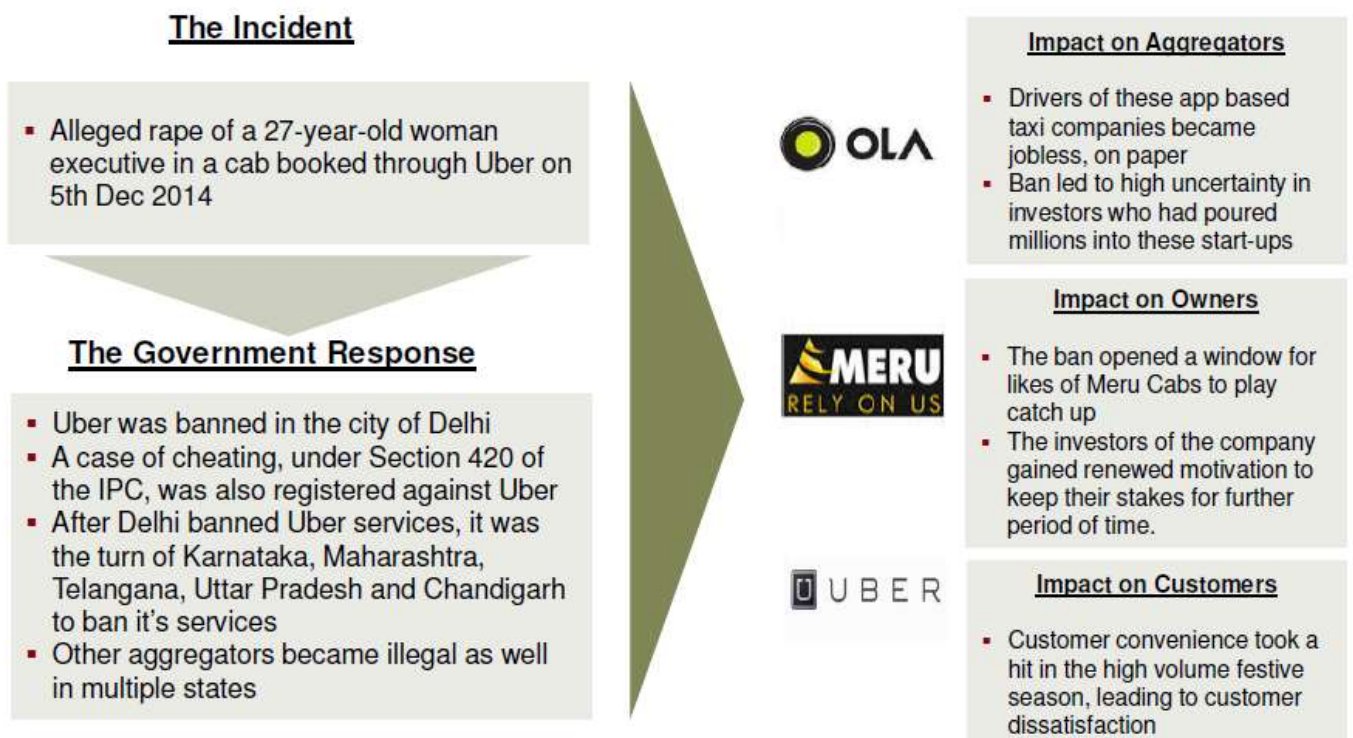


Figure 1.6 (Source: Compiled from various websites)

1.7.1 INITIATIVES BY CAB AGGREGATORS TO INCREASE WOMEN'S SAFETY

- **Ola cabs**

Olacabs.com, has launched a 'pink cabs' service, in which cabs are driven by women drivers and that will only allow female passengers to board . This premium service will help Ola Cabs to compete in a niche segment of the taxi market.To comply with Government regulations, Ola Cabs has also launched an emergency contact service.

- **Meru Cabs**

Meru is getting panic buttons installed in the cabs driven by their partner operators, which is located near the rear passenger seat in the car. As soon as a customer presses the button, a signal is sent to the company's main control room to alert about the emergency. Additionally, Meru Cabs is planning to launch the Meru Driver Finishing School to improve the soft skills of drivers.

- **Uber**

Uber has added a ShareMyETA button to its app, rolling it out first time in India to allow passengers to send trip details to their family members. Additional measures include having all of their drivers reviewed and verified again to ensure they have "authentic and valid police verification," as well as they have hired local "safety experts" to detect any fraud and are developing more effective screening methods for its drivers.

(Source: www.thehansindia.com, 2016)

1.8 OBJECTIVES OF THE STUDY

To gain an in-depth understanding of radio taxi services market in India especially for intercity aggregators cab services. The main aim of this study is to identify the ongoing trends and anticipated growth in the coming years. Besides this, the objective of this study is to find out the problems faced by the aggregators in market and how can they form strategies in future to sustain and grow business. The study aims to come up with a recommendations for the for the cab aggregators without burning fat cash from the company's capital.

PRIMARY OBJECTIVE:

The objective is to study current taxi agger*** scenario in India and find out challenges and opportunities in this market from customer's point of view.

SECONDARY OBJECTIVES:

- To analyze what all factors affect taxi booking in India.
- To find the best players in this industry based on customer's perspectives.

- To rank 3 major players in this industry on basis of service quality.
- To find out relationship between various factors and demographics of respondents.

CHAPTER II

2. REVIEW OF LITERATURE

This section shows the review of literature. An outline of cab aggregators in India followed by some observational research on cab aggregators in India

2.1 INTRODUCTION

The present review aims to find out factors that affect cab booking of major aggregators in India. A review of literature is essential to pick up knowledge into the hypotheses. Henceforth literature survey is done to enlighten and draw out the factors that are found to affect this market.

Hanif and Sagar (2016) said that there was demand for cab service offered by Meru Cab. The cab services are enhancing security through global positioning system (GPS) and women taxi drivers for women passengers especially during night. Meru had invested immensely in driver training programs for training them in etiquettes and also had introduced many financial services for drivers. Example of this would be giving ownership of cabs to these drivers after a fixed time. Horsu and Yeboah (2015) had found out that driver behavior has a negative impact on customer satisfaction. The variables like continuous service, comfort, reliability and affordability have a considerable impact on customer satisfaction with regard to radio taxi services, because mostly customers were complaining about driver behavior in most of the taxi aggregators. Moreover, the major concern with drivers was trust with female customers boarding the cabs in late hours.

According to Lu et al (2015) these mobile technologies helps the commuters to access lot of data about cab services and such technologies have changed the role of both customers and companies. Introduction of mobile wallets had also helped a lot in the payment ease these days. Looking at the success of these wallets some cab aggregators have introduced wallets in their own services which can be recharged through various credit and debit cards. The adoption of taxi aggregator services is impacted by perceived usefulness, perceived ease of use, subjective norms and perceived playfulness. Not only providing discounts bring in more customers, but

customers also rebook because of quality. (Peng, Wang, He, Guo, & Lin, 2014). Chen (2014) had concluded that mobile apps help both drivers and passengers to locate each other. At present the mobile apps provide help to the customers to find cabs. Apps have helped this market in a lot of ways. Customers now also have GPS on apps to locate cab driver during pickup and have reduced delays during pickups.

The Meru cabs have gained popularity and the demand for its cabs had exceeded the supply which means technology has created a huge demand for organized cab industry. Factors like accessibility, reliability and transparency are main factors which have attracted customers towards these cab services like Meru cabs (Vaithianathan&Bolar, 2013). Collecting customer feedback in cab services industry is very important for attaining success in today's competitive car rental industry. Upadhyaya (2013) had told how Meru Cabs Company has used customer feedback to enhance its service quality for sustaining in the business.

Jaiswal and Gupta (2016) had stated that cab companies should not only compete on price but other factors such as innovation, service quality, localization, reliability etc. Malik and Bansal (2016) argued that cab companies should focus on increasing long term relationships with customers by giving high levels of satisfaction, by increasing customer loyalty and retaining. Christensen (2016) mentions is that value creation must happen in the organization in order to sustain in a business. Such a value creation is there is Ola Cabs. They are not only providing taxi and auto-rickshaw services at competitive costs, but their cabs and rickshaws are also always available in a city. The availability and lower costs have been the greatest value creations for Ola Cabs.

Rahman and Anand (2014) mentioned that cab companies should keep minimum education level for it driver as to entry and should pay special attention to soft skills of drivers like greeting the customers, dealing with irate customers, handling cash, hygiene and punctuality. Das (2016) had concluded that offering discounts to burn venture capital money and bad behavior of drivers are two choke points of cab aggregators in India. Traditional companies now have another set of competitors to worry about—Internet startups in the “sharing economy.” These new companies are

actually Web platforms that bring together individuals who have underutilized assets with people who would like to rent those assets short-term.

Organizations are purposeful entities of the society brought together to fulfill certain dreams, goals and objectives. The organizations are generalized by different authors under different parameters, as an entity to achieve goals, and as information processing units. Effectiveness is the ultimate justification for continuance of an organization. The waves of Liberalization, Privatization and Globalization have changed the structure of business processes, nature of employment and economic activities (Geogopoulos and Tannenbaum, 1957). Research done at University of Michigan-1967, shows that 10 dimensions of effectiveness under performance of 75 organizations are: Business volumes, production cost, youth fullness, business mix, workforce growth, devotion to management, maintenance cost, member productivity, market penetration and new member productivity. Barnard-1938 explains effectiveness in terms of organizational long term goals and objectives through induction and training whereas efficiency in terms of satisfaction and cooperation among organizational participants. Finally, the organizational effectiveness was treated as maximization of return to the organization by all means, but by economic and technical means which is efficiency.

Pareek (1989) posits that the organizational structures and systems, norms of accepted behavior, and values and traditions, constituting the organizational culture; and other important elements of organization such as psychological needs of the employees, its leadership behavior, and the goals of the organization; interact and constantly effect each other to create organizational climate. Organizational climate is a perception and how different members of the organization perceive it in terms of their affiliations. The organizational climate can be of different types such as supportive, hostile, conducive to achievements, fostering for individual growth or may be non-supportive also. The employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation. For today's different Generations, access

to training and career opportunities, work/life balance and empowerment to make decisions are important. Thus, to foster a culture of engagement, HR leads the way to design measure and evaluate proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability (Nancy R. Lockwood, HR Content Manager, 2007).

Khandwalla (1989) explains organizational climate as the psychological feeling of the work place and organizational norms which correspond to that feeling within the employees. Ansari (1986), in the study of three organizations found that differences in climate differ between organizations far more than the interdepartmental differences within the organization. The humanistic theories (Maslow's, 1954; and Roger, 1963) consider humans to be energized by an actualizing tendency and believe that wellbeing occurs to the extent people can freely express their inherent potentials. In situations of conditional positive reward (Roger, 1963) or for external demands, individuals often forego their own actualization to attain rewards or outcomes for others. Sinha (1980) analyzed organizational climate and leadership styles are mutually dependent variables which were affected by the organizations processes and systems, and, in turn, they affect job attitudes.

Pareek (1989) has identified six types of motives appropriate for developing a framework for analyzing interrelationship between organizational climate and motivation. These are motivation, affiliation, expert influence, control, extension and dependency. The Indian researchers have used a variety of conventional criteria for effectiveness; some are the organizational health and job satisfaction study done by Khandwalla& Jain (1984), quality of work life and creativity at work by Zahir (1988). However, it is found that in the last decade there is dearth of studies done with an objective to examine this linkage between organizational climate and job satisfaction especially in education sector. The advent of private universities and a number of affiliated colleges in the last decade necessitate the need for this study to understand the difference in the organizational climate in two different types of management institutes. Organizations are purposeful entities of the society brought together to fulfill certain dreams, goals and objectives. The organizations are generalized by different authors under different parameters, as an entity to achieve goals, and as

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CHAPTER III

3. METHODOLOGY OF RESEARCH

The primary focus of this research is to find out all factors that encourage people to book cabs from aggregators and to find the analysis of these estimations to find out ways in which these cab aggregators can innovate to gain a significant market share.

The research methodology used is descriptive research. Respondents were asked to respond to the items by indicating their level of agreement using a five-point Likert scale

3.1 RESEARCH DESIGN

In order to come up with concrete analysis and recommendations for the project, both primary and secondary research has been conducted.. Below mentioned research design is used for the analysis. In the conceptual model below, boxes numbered H1 to H6 represent assignment of independent factors and box named “Cab booking from aggregators” is the dependent factor used in the research.

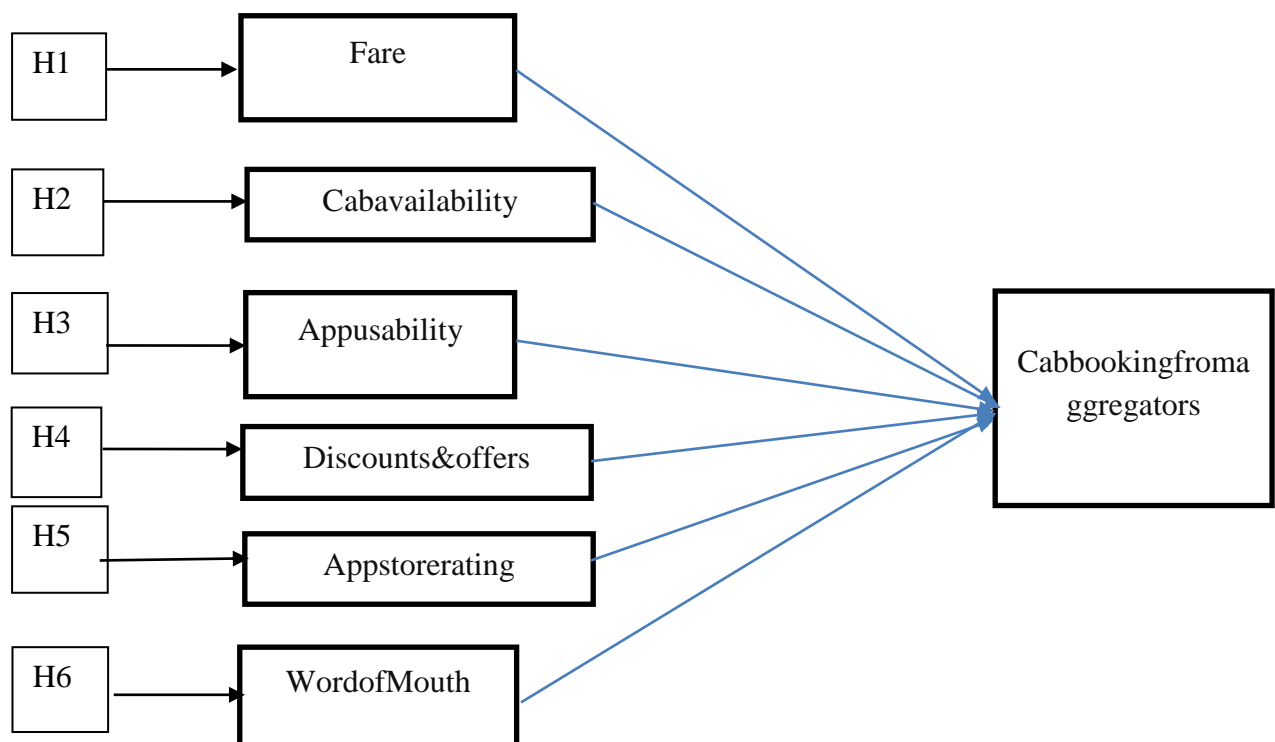


Figure 3.1 Conceptual Model for the Study (Source: Compiled by the author)

3.2 RESEARCH METHOD:

Questionnaire was the method to collect primary data from customers. A questionnaire is a set of questions either written or printed given with a choice of answers, designed for the purpose of either a survey or study. The survey questionnaire comprises of 21 questions. The questions in the survey aim to find out the market share of 3 major cab aggregators that is: Ola Cabs, Uber and Meru Cabs as from the perspective of the survey respondents. Later this data is compared with the actual market shares of these companies.

Respondents were asked about the likeability of the features that are provided in modern day cab booking models to find out how much these influence the cab bookings of any aggregator. Later in the survey, respondents are asked to rate all 3 major aggregators on basis of these attributes. These questions are to find out of the rankings of the 3 major cab aggregators in sense of these attributes. In the end of the questionnaire, I have tried to find if respondents know about extra features offered by these aggregators, such as VIP services, airport services etc. The last question asks respondents to list any two additional features that they might want these aggregators to include in services to make them more attractive.

Respondents were asked to respond to the items by indicating their level of agreement using a five-point Likert scale. The reason behind 5 point Likert scale is because this kind of scale can make a compromise between offering enough choice and making things clear for respondents (since not all people will have a clear understanding of the difference between, for example, the seven -point agree-disagree scale), which are conflicting. In addition, it is mostly recommended from previous papers in similar subjects.

Attributes which affect the cab booking are:

- A. Fare
- B. Cab availability
- C. App usability
- D. Discounts and other offers

- E. Rating on app store
- F. Word of mouth by friends

Attributes that are used to rank major cab aggregators are:

- A. Cab availability during odd hours/ in remote locations
- B. Accuracy of fare estimate
- C. Billing transparency
- D. Ease of payment
- E. Accuracy of GPS
- F. Service reliability
- G. Quality of fleet
- H. Fare competitiveness
- I. Cab availability
- J. Cab punctuality
- K. Driver behavior
- L. App usability

3.3 SOURCE OF DATA

Primary data

Essential information has been gathered specifically from questionnaire with respondents who usually working or students.

Secondary data

Secondary information was collected from different websites and new articles that covered cab aggregators.

3.4 SAMPLING METHOD

The populace incorporates male and female students of various B-schools and some working individuals. In this venture convenience sampling technique is taken into account.

Convenience Sampling

In this method, a specimen is acquired by choosing required populace components from the given populace.

Sample Size

No of respondents are 203.

Data collection technique

Self-processed individual study strategy was utilized to gather the vital information. For this reason proper questionnaire was outlined. This questionnaire was then sent through different online networking channels, for example, WhatsApp, Facebook and so forth and furthermore sent through mails.

Data collection instrument:

Fittingly planned questionnaires to encourage self-directed studies with basic standard inquiries were utilized to gather information.

Questionnaire Format:

The questions were defined in an organized and non-camouflaged manner. The questions provided us all ways to get the fundamental data and to assure that the correspondents could answer with ease. The formulated pattern thus helped in dissecting the information.

Nature of questions:

- **MCQs**

Numerous selections of reactions are given and the customer selects a single reaction. The upside of this sort is simple classification and brisk reaction by the customer.

- **DQs (DICHOTOMOUS)**

This sort of question is of "Yes" or "No" structure. There are just two selections of answers and the customer has to pick either "Yes" or 'No'.

3.5 TESTS USED

T-test

In this dissertation we have used the Independent Samples T-test.

It is utilized when two separate arrangements of autonomous and indistinguishably dispersed examples are acquired, one from each of the two populaces being looked at.

ANOVA

Analysis of variance (ANOVA) is an investigation device utilized as a part of insights that parts the total fluctuation found inside an informational collection into two sections: systematic factors and random factors. The systematic factors affect the given informational collection, yet the random factors don't. Experts utilize the analysis of the variance test to decide the outcome autonomous factors have on the needy variable in the midst of a regression study. Analysis of variance is useful for testing at least three factors. There are two sorts of examination of variance: one-way (or unidirectional) and two-way. A restricted or one-way ANOVA assesses the effect of a sole component on a sole reaction variable. It decides if every one of the samples is the same.

Two-way ANOVA enables an organization to look at specialist profitability in light of two autonomous factors. It is used to watch the cooperation between the two variables. It tests the impact of two variables in the meantime.

In this dissertation we have used the One-Way ANOVA.

CHAPTER IV

4. DATA ANALYSIS AND INTERPRETATION

4.1 CAB AGGREGATORS PREFERRED BY RESPONDENTS

Rank	Cab company name	Number of Respondents
1	Ola Cabs	96
2	Meru	53
3	Uber	51
4	Others	3
NA	Grand Total	203

Table 4.1 Cab aggregators preferred

4.2 IMPORTANCE OF ATTRIBUTES WHILE BOOKING A CAB

Respondents were asked to tell the likeability of attributes such as Fare, App usability etc. on a Likert scale of 5. Values used in Likert scale and their corresponding scores are:

Importance Measure	Score
Extremely Important	5
Somewhat Important	4
Moderately important	3
Slightly important	2
Not at all Important	1

Table 4.2 Importance of attributes

Mean of these scores were found out corresponding to each attribute, and the attribute with the highest mean is ranked the most important one followed by subsequent.

Rankings obtained based on mean:

- I. Fare
- II. Availability
- III. App usability
- IV. Discounts and other offers
- V. Word of mouth
- VI. App store rating

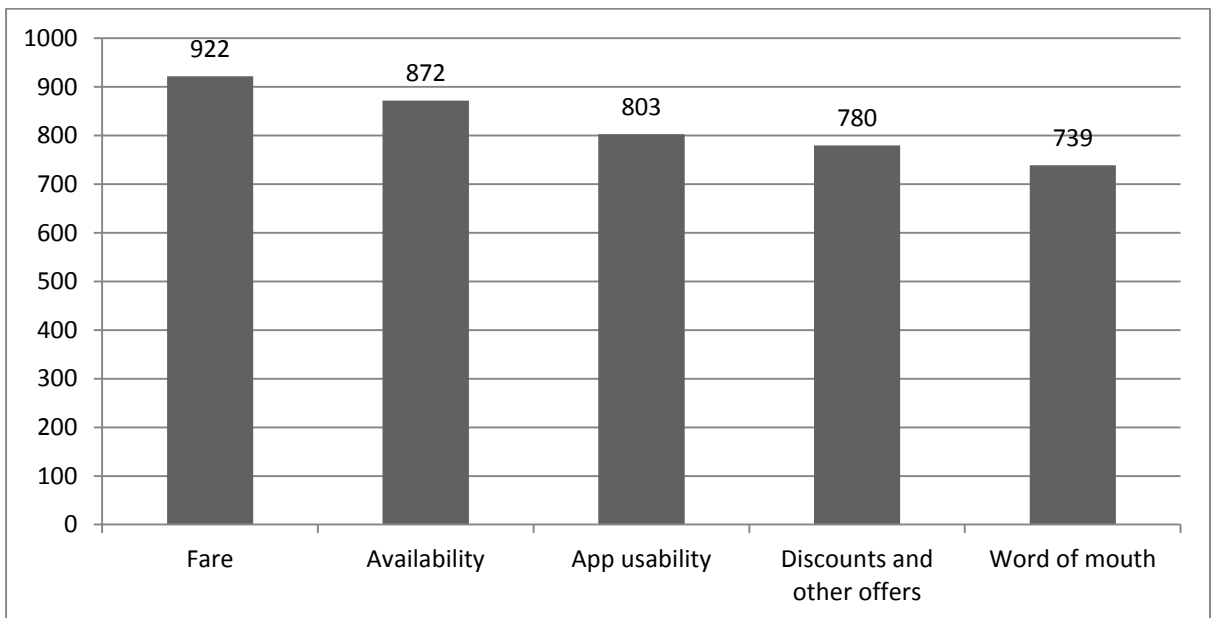


Figure 4.1 Rankings based on mean

4.3 RANKING OF CAB AGGREGATORS BASED ON SERVICE QUALITY

Respondents were asked to rate the cab aggregators on the basis of the service quality factors such fare estimates, GPS accuracy etc. on a Likert scale of 5. After calculating mean of all values the rankings are:

Attributes	1st Position	2nd Position	3rd Position	4th Position
Service reliability	Ola Cabs	Meru Cabs	Uber	Others
Availability at odd hours	Ola Cabs	Meru Cabs	Uber	Others
Accuracy of GPS	Ola Cabs	Meru Cabs	Uber	Others
Accuracy of Fare estimate	Ola Cabs	Meru Cabs	Uber	Others
Billing Transparency	Ola Cabs	Meru Cabs	Uber	Others
Ease of payment	Ola Cabs	Meru Cabs	Uber	Others
Quality of Fleet	Ola Cabs	Meru Cabs	Uber	Others
Fare competitiveness	Ola Cabs	Meru Cabs	Uber	Others
Cab availability	Ola Cabs	Meru Cabs	Uber	Others
Cab punctuality	Ola Cabs	Meru Cabs	Uber	Others
Driver Behaviour	Ola Cabs	Meru Cabs	Uber	Others
App usability	Ola Cabs	Meru Cabs	Uber	Others

Table 4.3 Rankings obtained on service quality

4.4 HYPOTHESES OF THE STUDY

H₀₇: There is no significant difference in Males' and Females' observation for 6 attributes and booking of cabs.

H_{A07}: There is a difference in Males' and Females' observation for 6 attributes and booking of cabs.

H₀₈: There is no significant difference in Age and observation for 6 attributes and booking of cabs.

H_{A08}: There is a difference in Age and observation for 6 attributes and booking of cabs.

H₀₉: There is no significant difference in Income Level and recognition for 6 attributes and booking of cabs.

H_{A09}: There is a difference in Income Level and observation for 6 attributes and booking of cabs.

4.4 DEMOGRAPHICS

After finalizing the questionnaire and surveys are conducted. It is necessary that the gathered data is subjected to data analysis techniques which are appropriate and later the information is analyzed properly so as to accept or reject the hypothesis.

Sample Characteristics	Frequency (n=203)	Percentage
Gender		
Female	123	60.6
Male	80	39.4
Age		
20-25	88	43.3

25-30	98	48.3
30-40	13	6.4
40-50	1	0.5
Below 20	3	1.5
Income Level		
Less than INR 3,00,000	20	9.9
INR 3,00,000 - 6,00,000	55	27.1
INR 6,00,001 - 9,00,000	90	44.3
INR 9,00,001 - 12,00,000	29	14.3
INR 12,00,001 - 15,00,000	7	3.4
Above INR 15,00,000	2	1

Table 4.4 Demographics

Around 203 respondents participated in the survey giving their valuable time and responses of which 80 were males and 123 were females. That is male respondents consisted of 39.4% of the total respondents and female respondents were around 60.6%.

When categorizing the respondent on the basis of age, it was found that the maximum amount of respondents were college going students and working professionals within the age of 20-25 and 25-30. Respondents in age group 20-25 comprised of 43.3% which was around 88 respondents out of the total 203. From the age category of 25-30 there were around 98 respondents which was around 48.3%. Rest comprised of around 8 percent due to the fact that smartphones are more used among youth and working people who are generally young.

When the income level of respondents was studied, almost people from all categories were using cabs.

4.4.1 GROUP STATISTICS FOR GENDER

Attribute	Gender	Mean	Inference
Fare	Male	4.24	Females value fare the most.
	Female	4.74	
Cab Availability	Male	4.20	Females value cab availability the most.
	Female	4.36	
App usability	Male	3.94	Mean difference minimal.
	Female	3.97	
Discounts and other offers	Male	4.01	Males value Discount the most.
	Female	3.73	
Rating on App store	Male	3.49	Females value rating on App store the most
	Female	3.68	
Word of mouth	Male	3.66	Males value word of mouth the most.
	Female	3.63	

Table 4.5 Group statistics for gender

4.5 T-TEST Analysis

Independent variable	Dependent variable	Significant level	Null Hypothesis
GENDER	Fare	0	Rejected
	Availability	0.148	Accepted
	App usability	0.812	Accepted
	Discounts and other offers	0.027	Rejected
	App store rating	0.156	Accepted
	Word of mouth	0.782	Accepted

Table 4.6 T-Test analysis between GENDER and Dependent Variables

INFERENCE:

After doing the T-test, it can be inferred from the table that **Males' and Females'** perception for 6 attributes and booking of cabs is same except for Fare and Discounts(Value of $P > 0.05$). Therefore, we can say that there is a significant difference between perception of males and females in terms of Fare and Discounts. However, there is no significant difference in perception of males and females when it comes to all other factors namely Availability, App usability, App store rating and Word of mouth.

4.6 ANOVA ANALYSIS

Independent variable	Dependent variable	Significant level	Null Hypothesis
Age Group	Fare	0.849	Accepted
	Availability	0.717	Accepted
	App usability	0.735	Accepted
	Discounts and other offers	0.247	Accepted
	App store rating	0.447	Accepted
	Word of mouth	0.881	Accepted

Table4.7 ANOVA between AGE and Dependent Variables

INFERENCE:

After doing the ANOVA, it can be inferred from the table that perception based on **AGE** for 6 attributes and booking of cabs is same (Value of $P > 0.05$). Therefore, we can conclude that there is no significant difference in perception towards all factors amongst all age groups studied here. All age groups have similar thoughts about these factors.

Independent variable	Dependent variable	Significant level	Null Hypothesis
Income Level	Fare	0.138	Accepted
	Availability	0.44	Accepted
	App usability	0.919	Accepted
	Discounts and other offers	0.192	Accepted
	App store rating	0.574	Accepted
	Word of mouth	0.265	Accepted

Table 4.8 ANOVA between INCOME LEVEL and Independent Variables

INFERENCE:

After doing the ANOVA, it can be inferred from the table that perception based on **INCOME LEVEL** for 6 attributes and booking of cabs is same (Value of $P > 0.05$). Therefore, we can conclude that there is no significant difference in perception towards all factors amongst all respondents belonging to various income levels studied here. All respondents earning different income levels have similar thoughts about these factors.

CHAPTER V

5. FINDINGS AND RECOMMENDATIONS

5.1 FINDINGS

The real rank comparison with results obtained.

Rank	Cab company name	Real Rank
1	Ola Cabs	Ola Cabs
2	Meru	Meru
3	Uber	Uber
4	Others	Others

Table 5.1 Comparison

Ola Cabs is the winner, but Meru takes second place in place of uber. May be because the respondents have preferred Meru more and it is only a small representative of population.

It is found from the study that from all the six factors selected for the study, only two factors namely “Fare” and “Discounts and other offers” affect the cab bookings the aggregators receive. “Fare” and “Discounts and other offers” are found to be positively related and their relation is noted to be significant. It is also observed from the study that the remaining four factors i.e. “Availability”, “App usability”, “Word of mouth” and “App store rating” do not contribute much to the cab booking obtained by aggregators.

Moreover, in the end of the survey the respondents were asked if they were aware about some special services and were asked to select some extra services that they would expect form these aggregators to improve services.

Results are as follows:

Special Services

Awareness			
Extra Services	Yes	No	%age Aware
Renting Packages	69	134	33.99 %
Airport Lounge Access	53	150	26.11 %
Disability Services	51	152	25.12 %
VIP programs	54	149	26.60 %

Table 5.2 Special services

It was found that less than 40% of respondents were aware of the special services provided by the major aggregators.

So, as to tackle this issue, these aggregators should publicize more about these programs on their social media channels or on any type of print or advertising media they are using. The emphasis should be laid on promoting and encouraging usage of these programs.

Extra services that can improve service quality from customer's point of view

Extra Facilities	No of responses
Wi-Fi	88
LCD Screens	46
Charging Ports	154
Water/Beverages	77

Table 5.3 Extra services to improve service quality

Most of the respondents considered including mobile and laptop charging ports as a feature that should be included followed by Wi-Fi access, availability of water/Beverages during the ride and lastly LCD screens for displaying news and other important information.

5.2 RECOMMENDATIONS

- Based on survey results, it can be found that customers are attracted towards lesser fares and more discounts offered. However, this cannot be practiced by these forms in a longer run. As this will empty the pockets of the forms and they will spend all investor money into offering discounts. Copying this strategy is obviously very easy for any player in the market. Anyone who offers the best discounts will take away the market shares for only the time till they are offering these discounts.
- Instead of that, these companies should focus more on strategies that will help them retain customers and make loyal customers who are loyal to the brand and do not switch easily. These aggregators should introduce loyalty programs so that only loyal customers get discounts based on their usage of the services.
- Even if some aggregators have these loyalty programs or VIP programs in place, there is not a lot of awareness amongst people about these. This is clear from the survey results when merely 30% of the respondents were aware. So, as to tackle this issue, these aggregators should publicize more about these programs on their social media channels or on any type of print or advertising media they are using. The emphasis should be laid on promoting and encouraging usage of these programs.
- Players can also reach out to niche customers like disability services, and should also make the people aware of these niche services.
- While analysing mean score for all players in service quality attributes, some players had significantly lower means for “Billing transparency”, “Ease of payment”, “Accuracy of GPS” and “driver Behaviour”; which implied that these aggregators should invest in establishing robust frontend and backend systems and should engage in driver support and training by skill development.

- From survey results it can also be concluded that adding some extra services like Wi-Fi access (which is voted by maximum respondents) and charging ports should be added along with basic services, which will increase customer satisfaction and thereby loyalty towards the brand.

5.3 Limitations

The research relied on response data from 203 respondents. So there is chance that the sample may suffer from selection bias. The demographics of the respondents taken for the survey is in disproportionate manner and this might have an influence on the results. This study has considered only 6 factors to determine cab bookings. There are lot of other constructs too which can be considered and which might give a more focussed perspective about customers perception towards these aggregators.

The sample respondents may or may not represent the entire population. This study performed is limited by time and financial resources. The respondents may or may not be casual while answering the questions. The customer perceptions are dynamic in nature and it tough to make robust conclusions from this study. These limitations can be addressed through future studies in the field of customer perspectives.

5.4 Future Scope

As we have inferred that some variation in rankings could be attributed to a small sample size of only 203 respondents. In future we can use a larger sample size with a varied pool of age groups and various income levels so that we can obtain more detailed analysis of every age group and every income level. This research was mostly limited to age group of 20-25 years and 25-30 years. There was significantly lesser number of respondents in age groups 30-40 years, 40-50 years and below 20 years. Similarly, majority of respondents were belonging to income level of INR 3,00,000 - 6,00,000 and INR 6,00,001 - 9,00,000 followed by some in Less than INR 3,00,000. There were very few respondents belonging to income levels of Above INR 15, 00,000 and INR 12, 00,001 - 15, 00,000. We can also bring respondents from more locations. Most of the respondents were from Delhi-NCR region, with a very few from other regions in the country.

ANNEXURE

Taxi market in India

* Required

1. Please specify your gender *

Mark only one oval.

- Male
 Female

2. Please select your age group *

Mark only one oval.

- Below 20
 20-25
 25-30
 30-40
 40-50

3. Name of the city you live in

4. Please select your annual household income *

Mark only one oval.

- Less than INR 3,00,000
 INR 3,00,000 - 6,00,000
 INR 6,00,001 - 9,00,000
 INR 9,00,001 - 12,00,000
 INR 12,00,001 - 15,00,000
 Above INR 15,00,000

5. Which company's cab services you mostly prefer to use? *

Mark only one oval.

- Olacabs
 Uber
 Meru Cabs
 Other: _____

6. How important are these attributes, when you book an Intra-city cab? **Mark only one oval per row.*

	Not at all important	Slightly important	Moderately important	Somewhat Important	Extremely important
Fare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cab availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
App usability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discounts and other offers(e.g. Cash backs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rating on app store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Word of mouth by friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How would you rate the availability of cabs at odd hours or at a remote location ? **Mark only one oval per row.*

	Very poor	Poor	Fair	Good	Excellent
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How often is the fare estimate accurate ? **Mark only one oval per row.*

	Never	Rarely	Sometimes	Often	Always
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. How would you rate these on basis of transparency in billing(surcharges, cancellation fee etc.)? **Mark only one oval per row.*

	Not at all transparent	Slightly transparent	Moderately transparent	Very transparent	Extremely transparent
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. How would you rate these on basis of ease of payment? **Mark only one oval per row.*

	Very Difficult	Difficult	Neutral	Easy	Very Easy
Ola cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How would you rate the accuracy of the GPS location services of these while booking ? *

Mark only one oval per row.

	Poor	Fair	Good	Very Good	Excellent
Ola cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. How would you rate these on basis of service reliability? *

Mark only one oval per row.

	1 (Poor)	2 (Bad)	3 (Satisfactory)	4 (Good)	5 (Excellent)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. How would you rate these on basis of quality of fleet ? *

Mark only one oval per row.

	Poor	Bad	Satisfactory	Good	Excellent
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How would you rate these on basis of fare competitiveness? *

Mark only one oval per row.

	1 (Poor)	2 (Bad)	3 (Satisfactory)	4 (Good)	5 (Excellent)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Would you be willing to use these services in future? *

Mark only one oval per row.

	1 (Very Unlikely)	2 (Unlikely)	3 (Neutral)	4 (Likely)	5 (Very Likely)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. How would you rate these on basis of cab availability? *

Mark only one oval per row.

	1 (Poor)	2 (Bad)	3 (Satisfactory)	4 (Good)	5 (Excellent)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. How would you rate these on basis of cab punctuality? *

Mark only one oval per row.

	1 (Poor)	2 (Bad)	3 (Satisfactory)	4 (Good)	5 (Excellent)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. How would you rate these on basis of driver behavior? *

Mark only one oval per row.

	1 (Poor)	2 (Bad)	3 (Satisfactory)	4 (Good)	5 (Excellent)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. How would you rate these on basis of App interface usability? *

Mark only one oval per row.

	1 (Poor)	2 (Bad)	3 (Satisfactory)	4 (Good)	5 (Excellent)
Ola Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meru Cabs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Please specify if you are aware about these extra services? *

Mark only one oval per row.

	Yes	No
Airport Lounge access	<input type="radio"/>	<input type="radio"/>
Disability Services	<input type="radio"/>	<input type="radio"/>
VIP Programs	<input type="radio"/>	<input type="radio"/>
Renting cabs on hourly packages	<input type="radio"/>	<input type="radio"/>

21. Any two additional services that you would like to suggest for these cab aggregators to improve service quality? *

Check all that apply.

- Wi-fi
- Charging ports for phones and laptops
- LCD screens
- Water/Beverages

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