Rebuilding Trust:

A Strategic Plan for Uber

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Executive Summary

Uber has experienced many struggles and controversies over the past five years. The company has experienced sexual harassment allegations, fallout from a recorded argument between an Uber driver and the company CEO, criticism for their attempts to evade transportation industry regulations, investigations into the legality of their police detection software, as well as other incidents. Despite public relations attempts to repair the damage of these events, the company image has never fully recovered.

Each time the company’s name is mentioned in the media, its past transgressions are drudged up and used to support the company’s “bad guy” image. This media reinforcement of a negative reputation has led the public, and Uber drivers especially, to lose trust in the company. If Uber wants to overcome its negative media spiral, it has to craft its own narrative and rebuild fundamental trust among its drivers. Trust among drivers must be the starting point if the public is to see the company differently.

The road to building trust is a long-term commitment—something different from the company’s past public relations efforts. I propose a multistep public relations solution that incorporates internal restructuring and outward media narrative creation. Uber must first integrate driver concerns into the decision-making process via listening sessions and a new Driver Partner Relations Division. These systemic changes will be a major basis for a strategic media messaging campaign. Second, I recommend Uber position itself against Lyft as a supporter of financial independence and support this new position with a media tour and advertising campaign. These strategies encourage Uber to be authentic in their admission of past wrongdoings and to begin a new, clean chapter of the company’s life.
Purpose

The purpose of this strategic plan is to use public relations theory to assess Uber’s current situational problems and provide actionable solutions to reshape the company’s image. Both the analysis of Uber’s current situation and suggested strategies focus on how trust has been lost and how it can be rebuilt through a well-crafted public relations campaign and commitment to change.

Rationale

Uber is a ride-sharing platform headquartered in San Francisco, CA with offices located worldwide to serve its 75 million riders and 3 million drivers in 78 countries (Uber Technologies, 2018a). In addition to the well-known Uber App and Uber Driver App that fuel the company’s ride-sharing program, the company has launched more products and services including Uber Freight, Uber Eats, UberPOOL, and Advanced Technologies which includes a research division for self-driving technology (Uber Technologies, 2018b).

Uber’s Mission, Vision, & Values

Unlike many other companies, Uber does not place their mission statement or other company information in a convenient location on their website. Rather than on the main page, company information is listed in the Newsroom section which is not directly linked to from the main page. Even then, the mission statement is very short and vague, the vision is not listed, and the values are listed as a news article post that is buried among other posts about the company.

Mission. Uber’s mission, as listed on their website, reads “Uber's mission is to bring transportation — for everyone, everywhere” (Uber Technologies, 2018a). It is incredibly broad and does not seem to say much about the company or its goal. It successfully identifies Uber as a
transportation company, but that it all it says. This mission reads less like a technology powerhouse and more like a nonprofit interested in equal access and opportunity. It provides less information and guidance than an earlier version of the mission statement from 2015 that reads, “Uber is evolving the way the world moves. By seamlessly connecting riders to drivers through our apps, we make cities more accessible, opening up more possibilities for riders and more business for drivers” (Bresciani, 2015). This mission statement positions Uber less as a transportation company and more as a technology company innovating the transportation industry. It does limit the company to operating in cities, but it does provide a clearer picture of who Uber is and what they do.

Values. Uber’s values were a major point of contention under Kalanick’s leadership. Currently, the company lists eight Cultural Norms (see Appendix A) to guide Uber’s actions as opposed to Kalanick’s 14 Core Values (see Appendix B). The cultural norms were written under Khosrowshahi’s new leadership and were designed to signal a major organizational shift from Kalanick’s controversial high-pressure, results-driven culture. Where the old values championed “making magic,” being “superpumped,” and to “always be hustlin’,” the new cultural norms include such statements as “celebrate differences,” “value ideas over hierarchy,” and “we do the right thing” (Staley, 2017; Khosrowshahi, 2017). The new norms represent a shift from an internal focus to an external focus. Kalanick’s values are directly targeted toward employees and dictates how they should behave and operate whereas Khosrowshahi’s cultural norms speak more to how the organization positions itself in the world. They are values with which people inside and outside of the organization can identify.
Challenges & Opportunities

Uber has found itself in a trust crisis. Drivers and riders alike do not believe the company has their best interests at heart because of the repeated controversies and legal issues the company has faced. While the company’s past transgressions are a significant challenge to future endeavors, the largest hurdle is the negative press Uber receives each time the company is mentioned. The negative media attention has become overwhelming and it is a major hurdle for the company to break the surface from their negative reputation.

While the media may present several challenges, it also plays a key role in Uber’s strategy to rebuild its reputation and trust among drivers. Rather than seeing news outlets as an enemy to be avoided, the company must view it as an opportunity to take ownership of their narrative and reshape public opinion about them. One of the major causes of the company’s troubles may prove to be their lifeline to a better future.

Uber’s mission statement and cultural norms also provide opportunities for a new strategic plan. The current mission to bring transportation to everyone, everywhere suggests a socially-conscious dedication to equal access and opportunity. While the mission statement may need to be expanded to better explain who the company is and what it does, it could play a central role in positioning the company as a supporter of financial security and independence.

The Need for a Strategic Plan

Uber has made great strides in repairing their reputation since the chaos of Kalanick’s leadership. Khosrowshahi’s new cultural norms and attempts to position Uber as a socially-conscious company has provided the company with a more positive foundation, but the organization’s reputation is still not on solid ground. Uber has a long way to go if it is to rebuild
trust with its drivers and the public. A comprehensive strategic plan will provide the company with a new direction and actionable strategies to not only make systemic organizational changes, but also communicate these changes to drivers and the media in an authentic and intentional way. Without a strategic plan, Uber may take a variety of disjointed actions that they believe will contribute to some kind of solution, but the efforts will not be clearly communicated and may not be viable in the long-term. Trust is a long-term process and can only be achieved with intentional, well-planned efforts.

The name “Uber” often brings negative images to mind and inside Silicon Valley, the company is often referred to as “belligerent,” particularly when compared to their rival, Lyft (Lien & Pierson, 2017, n.p.). In each of these situations, Uber put on a good show to apologize for the mistakes and commit to righting the wrongs, but to some, these efforts were superficial and did not lead to significant lasting change (Travis Kalanick’s uber-apology, 2017). Since the resignation of CEO, Travis Kalanick, millennials are beginning to believe that Uber is on the right track, but the company still has a long road ahead of them to earn the trust of their drivers and riders (Marinova, 2017).

Most recently, Uber has been struggling to manage the fallout from multiple class-action lawsuits from drivers who claim they were not fully compensated for their work. They claim the company’s “upfront pricing” feature was anything but as the company only paid drivers 80 percent of the wage and kept 20 percent for themselves (Lien, 2018). In response, Uber issued a statement that discussed the complexities of company policy, but did little to instill confidence in the organization’s ethics (Kravets, 2017). Based on Beck’s definition of public relations, this was a failed strategy.
Analysis

Beck defines the goal of public relations as “striving to reduce uncertainty and complexity in the interpretation of society” (Ihlen, Van Ruler, Fredriksson, 2009, p. 29). While Uber executives may believe that they reduced uncertainty by discussing the complexities of their compensation policies, they did little to minimize the number of interpretations society could have from their statement. The company added to the uncertainty and complexity rather than reduce it. Beck’s theory of public relations also rests heavily on the concept of risk in a reflexive modernity. Reflexive modernity refers to our current era of “multiplicity, uncertainty, and ambivalence” which exists beyond past eras where many aspects of life were certain and fixed (Ihlen, Van Ruler, Fredriksson, 2009, p. 23). This new age allows innovative technology companies such as Uber to thrive, but it also produces immense risk as they and the public constantly negotiate understandings of what technology is and how it is being used.

Reflexive Modernity & the Risk Society

Reflexive modernity brings about a risk society, which Beck describes as “a society where the production and distribution of prosperity is interlinked with the production and distribution of risk” (Ihlen, Van Ruler, Fredriksson, 2009, p. 24). In other words, the more successful a company is, the more risk it will encounter. Among the risks many organizations experience in the age of reflexive modernity are the conflict between laypeople and experts and the influence of mass media. In the case of Uber, drivers can be considered laypeople because they are not the experts on the business strategies of the company or the intricacies of the technology that powers the company’s products.
The first risk can be seen in the misinterpretation of Uber’s statement regarding the lawsuit over driver compensation. The lawsuit comes from drivers who say they were only paid 80 percent of what they were due and that the formulas Uber used to calculate driver compensation were undisclosed and potentially unethical (Lien, 2018). The company issued a statement and court filing explaining the situation. The filing was 30 pages of complex legal terminology and technical examinations of the drivers’ accusations. Several other court cases and legal decisions were cited to support Uber’s claims and the technical terminology concerning the meaning of “fare” and “pricing” were detailed (Sophano Van v. Rasier, LLC, 2017). While legal and compensation experts might see this as an effective way to reduce uncertainty, the average driver or user of the service may see this as an attempt to use legal jargon to evade a straightforward answer. From my research, it appears Uber did not follow up with drivers or to media outlets with a statement that more clearly discussed the issues in layman’s terms that would be more acceptable to the general public without a background in law.

Uber fell into the general pattern that most organizations take when confronting a negative media scenario. As Beck describes, organizations tend to begin with a reaction of denial and then take action to invalidate the anxiety of the public. They assert the claim that “if the public had the same knowledge as the scientists (and were rational) they would be calm” (Ihlen, Van Ruler, Fredriksson, 2009, p. 31). The organization is then subjected to the frustration and anger of the public and media alike and must form a social movement to assuage the public anger. Uber closely followed this pattern as they denied, in the court filing, any wrongdoing and promptly began to say that the drivers’ claims were unfounded and simply the result of a misunderstanding of the app user agreement (Kravets, 2017). They then experienced, for this incident and for their collective negative image, strong feelings of anger and frustration from the
public and from drivers who felt the company should have done more for them. In response, Uber later removed Kalanick from his leadership role and brought in Khosrowshahi as part of a social movement to clean up the company’s image.

Beck defines the goal of public relations as “striving to reduce uncertainty and complexity in the interpretation of society” (Ihlen, Van Ruler, Fredriksson, 2009, p. 29). The risk society and multiplicity of a reflexive modernity cause a society full of risk of misinterpretation, and the responsibility to wade through the mass of information and make sense of the noise falls to public relations. When public relations efforts only contribute to the noise and complexity, it is, to Beck, inherently ineffective. Reliance on complicated jargon, particularly in times of crisis, contributes to the confusion in the wake of the crisis. It does not provide clarity and can lead individuals to become suspicious of the company and believe the company is trying to avoid a clear answer. The issue of Uber’s response to driver complaints contributed to the mistrust placed in the company and suggests a shift in the best practices the company should rely on in times of crisis.

**Mediatization**

Another risk of mass media can be seen in the extensive coverage of Uber’s many past failings in addition to the current crisis. In nearly every article that discusses the lawsuits, Uber’s past transgressions are rehashed and used as evidence to support claims of Uber’s unethical behavior. While this trend in coverage may have been evident in past news ages, the pervasiveness of mass media means that Uber’s checkered past is now disseminated by nearly every major news network every time their name is mentioned. It perpetuates the negative stigma associated with the organization and makes the job of repairing Uber’s image that much more challenging.
Beck discusses how we exist in a world dominated by mediatization where journalism and mass media “work as a map giving guidance in an imaginary community partly with cultural overtones” (Ihlen, Van Ruler, Fredriksson, 2009, p. 31). They provide a somewhat politicized framework of understanding within which the public makes sense of the world around them. As mass media’s influence grows, it becomes the arena and the gatekeeper of information. Not only does media control what information reaches media consumers, it also becomes a mediator between the organization and its publics (p. 32). This is a problem for Uber. The media places all news about Uber in an arena where crowd is against them from the beginning. Each time Uber makes a statement or releases information about their actions, they are framed as the “bad guys” of the transportation and technology industries who must prove their ethical standards to the world. Uber is not in control of their own narrative. They are subject to how the media frames them when being presented to their audience.

**Responsibility**

Beck’s theory also focuses on the responsibility of various actors in regard to subpolitics and the way they communicate with one another. Subpolitics refers to the way certain discourses and actions that were not traditionally considered political have become political in the age of reflexive modernity. On a high level, Beck is talking about how organizations and the public must question how responsibility is shared among “corporations, the state, and other formal and informal collectives as well as individual standpoints” (Ihlen, Van Ruler, Fredriksson, 2009, p. 25). In other words, what goods or values must society strive to protect and how responsible should organizations, governments, and individuals be for protecting these goods?

In the transportation industry, two goods that have been identified are accessibility and innovation. The ride-sharing movement is heavily based on this social good and Uber and their
competitor, Lyft, have done well to communicate this, though they have taken different tones in communicating it. For Uber, their economic goal of market share domination seeps into their current mission statement of “to bring transportation — for everyone, everywhere” as well as in their previous mission statement to “make transportation as reliable as running water, everywhere, for everyone” (Uber Technologies, 2018a; Gasca, 2017). This conflicts with Lyft’s more people-focused statements of “It matters how you get there,” “Your friend with a car,” and “To improve people’s lives with the world’s best transportation” (Matyszczyk, 2017; Hook, 2017; Lyft, n.d.). For this and other reasons, Lyft is often hailed as the nicer or friendlier counterpart to Uber despite the fact that both companies take responsibility for the social good of accessible transportation. This further supports the need for Uber to reevaluate how they present themselves in their outward-facing communication.

**Market Impact**

In order to address Uber’s trust problems, the organization must strategically communicate with two key publics: Uber drivers and news media. The challenge of reaching drivers lies in the fragmented and virtual nature of the relationship. Drivers are scattered across the country and the globe, so a traditional staff meeting to deliver a consistent message in person is simply not a viable option. However, Uber can leverage their position as a leading technology company to develop innovative ways of communicating with drivers. As discussed later, I recommend Uber establish better two-way communication channels with drivers so there is more consistent and rich communication and feedback. Some channels Uber can utilize include forums, regular newsletters or blog posts, video conferencing software, and closed social media groups (see Appendix C). Each of these strategies could serve slightly different purposes and subsets of drivers, but all would carry messaging that supported and reinforced each other.
Closed social media groups (such as a closed Facebook group), online forums, and video conferencing allow drivers and Uber leadership to engage in two-way, or dyadic, communication which is strongly needed if drivers are to feel included in the decision-making process. Blog posts and email newsletters are also effective ways to communicate with drivers, but they are designed mainly for one-way communication from Uber leadership to drivers. These channels are better suited for news updates and more technical information sharing where feedback and collaboration are less important. Blog posts also serve to inform the media as they are public communication.

Uber must also engage in strategic communication with mass media outlets including cable news shows, magazines, and technology and transportation publications. To do this, the company can follow more traditional communication channels including press releases, blog posts, advertisements, speaking engagements, and interviews. This range of channels allows the company to provide both written statements which can be informative as well as face-to-face conversations that allow for a question and answer conversational style that conveys more emotional messages. The first three channels are indirect and asynchronous which are better suited to informational statements and branding while the last two channels are richer media that allow Uber leadership to put a face and personality to the organization that may not be as evident from more text-based communication. The mix of channels allows Uber to reinforce their message and tailor it to various audiences.
Suggested Strategies

Goal: Rebuild Trust

Uber has a trust issue. As the company’s transgressions are broadcasted in countless articles with scathing headlines including, “Can We Trust Uber?” “Another Reason Not to Trust the Company,” and “Drivers Don’t Trust Uber,” drivers and riders alike are questioning the company’s practices (Sims, 2017; Stewart, 2017; Bhuiyan, 2018). Since 2014, the company has seen articles start with sentences such as “Uber is in hot water. Again.” and the road to their reputation recovery will be long (Gayomali, 2014).

We live in a “reputation society” where the impressions the public has of an organization today shape their expectations and behavior tomorrow (Ihlen, 2009, p. 231). According to Putnam’s Theory of Social Capital, reputation is “the past history and the sum of the stories told about the organization among the stakeholders” (Ihlen, 2009, p. 242). This reputation turns into trust, which Putnam defines as “the future expected behavior of the organization, what is believes and expected of it” (Ihlen, 2009, p. 243). Trust then feeds into the experiences between people and cyclically affects reputation again. Through repetitive mistreatment of drivers, Uber currently finds itself in a negative cycle of reputation and trust, but by changing their interactions with drivers, they can reverse the cycle and rebuild their brand.

Putnam’s Model of the Extremes of Social Capital Creation

This cycle is Putnam’s Model of the Extremes of Social Capital Creation (see Appendix D). Social capital refers to “features of social organization, such as trust, norms, and networks that can improve the efficiency of society by facilitating coordinated actions” (Ihlen, 2009, p. 233). When social capital is strong, an organization builds a sense of community; when it is
weak, the sense of community is lost or fractured. Uber has attempted to rebuild their social capital with drivers by introducing a tipping feature to the app and introducing a 180-day driver improvement campaign, but they success has not been significant. Drivers think the changes are good, but not good enough given past abuses. “I’ll put it like this. You’re going to take away my three-bedroom house and you’re going to give me back planks of wood, and you’re going to build me little shacks and say, ‘See, here’s a little of this back’” (Bhuiyan, 2018, para. 40). The company has failed to rebuild trust and is now in a position where they need to bridge social capital.

To bridge social capital, Uber must focus on the connections between drivers and the company. Part of this involves developing positive reciprocal relationships where drivers can voice their concerns, feel appreciated, and believe that the company has listened to them. Uber refers to drivers as partners and that relationship must be rebuilt before drivers will trust them again. The company also needs to develop a positive redundancy of contact. This will be a major struggle as the company already experiences so much negative publicity every time their name is mentioned. Uber must consistently produce good press if they are to re-establish trust, overcome their reputation history, and foster new norms for Uber drivers. However, so many attempts to rebuild the brand have tainted the sentiment of Uber’s many apologies and reforms. The messaging and intentions must be carefully constructed to convey authenticity rather than suggest a calculated public relations cover-up.

**Actionable Recommendations**

To begin to address Uber’s trust problem, I have proposed four actionable recommendations: host listening sessions with drivers, establish a Driver Relations Division in the company structure, embark on a press tour, and launch a rich advertising campaign. Each
recommendation targets one or more level of Putnam’s cycle of Social Capital Creation with the intent to reverse the cycle in favor of developing social capital. The first two strategies focus on Uber’s internal communication with drivers while the last two shift the focus outward to the company’s communication with media outlets (see Appendix E).

**Listening Sessions.** Before Uber takes any steps to implement changes, they need to demonstrate their commitment to drivers and hear what they have to say. Uber should hold a series of listening sessions in major cities around the world where they have drivers. Drivers should be invited to these listening sessions and Uber leadership of all levels should be present from app developers to legal representatives to senior leadership. In these listening sessions, company representatives should invite drivers to air their concerns and pose questions to the company. The representatives should strive to listen more than they talk and develop a list of concerns, ideas, and solutions from these meetings. Any strategic communication plan to build trust among drivers must fundamentally start with a strategic effort to listen to their needs and provide a channel for their voices to be heard. This strategy directly targets the first stage of Putnam’s cycle concerning the experiences drivers have with working with Uber. Without the transparency these listening sessions will provide, the cycle of mistrust cannot be broken.

**Driver Relations Division.** From these listening sessions, it is expected Uber drivers will say that they feel their voices are not being heard and they feel decisions are being made behind closed doors. To combat this, I recommend Uber make systemic changes to their organizational structure by developing a Driver Relations Division. This division of the company would serve as the liaison between drivers and key decision-makers throughout the company. The division staff will be tasked with organizing area managers to represent drivers in several areas of the United States as well as drivers across the globe (see Appendix F). This system is similar to the
map editor and area manager system used by Waze, a navigation and traffic monitoring app. Each area manager would hold elections for or appoint city representatives of approximately two major cities in each region. This new structure would provide a communication channel for drivers to present their concerns and be present in decision-making as well as serve as a way to distribute information from Uber’s corporate offices to the various area drivers. This strategy targets the second stage of Putnam’s cycle concerning drivers’ expectations and willingness to trust the company and well as the third stage of generalized trust in others as Uber demonstrates their trust in drivers’ ability to make decisions and manage themselves.

**Media Tour.** While the first two recommendations speak to Uber’s internal communication between company leadership and drivers, the last two recommendations focus on Uber’s external communication with media outlets. I recommend the Uber CEO embark on a press tour with large cable news networks as well as smaller transportation and technology publications and blogs to announce the new strategies and focus of the company. Uber should prioritize interviews with large media organizations and smaller publications who have previously written about Uber’s troubles. The messaging should accomplish a few goals: briefly admit to the company’s past transgressions, announce Uber’s focus on financial independence, communicate the start and initial results of the driver listening sessions, and instill confidence in Uber’s turnaround. This tour addresses the first and second stages of Putnam’s cycle that refer to experiences with working with the organization and expectations of the organization respectively.

**Advertising Campaign.** The final strategy involves an advertising campaign that includes television advertisements, billboards, print ads in technology and transportation magazines, and sponsored advertisements on YouTube, Facebook, Snapchat, and Instagram. The
ads will be released as a series of profiles of real Uber drivers who have used the ride-sharing app and other products to achieve financial independence or security. Possible narratives could include a single mother who needs a flexible job to supplement her income, a teenager who drives to put himself through school, and a person living on disability who needs a flexible income that works with his health conditions. These advertisements should be clean and simple to fit with Uber’s brand. The goal of the campaign is to demonstrate a connection with Uber drivers, announce the company’s focus on financial security and independence, and suggest Uber’s social consciousness.

Conclusion

Uber has experienced significant hardships since their founding. From sexual assault allegations to damning videos to lawsuits from their own drivers, it is a testament to the strength of the organization to have survived so many hardships that would have destroyed most companies. Uber has survived, but they now have an opportunity to thrive. With a new CEO comes a new chapter in the organization’s life. This new chapter will not be a completely blank one, but instead, it carries the ink stains of countless pages before it. However, as the organization continues to move forward, those stains will fade and Uber will one day have the clean slate for which they have worked so hard.

The company has much going for them. They still have the largest market share compared to their competitor, Lyft, and they are making great strides in their self-driving technology efforts (Hook, 2017). They have a new CEO with great energy and have already taken steps toward rebuilding their reputation. The momentum and heart are there and these proposed strategies only serve to direct that energy toward sustainable, long-lasting, impactful
change. With this new strategy, Uber has the tools to become not just the biggest player in the ride-sharing market, but the best.
REBUILDING TRUST IN UBER

References


Appendix A

Uber’s Cultural Norms

We build globally, we live locally. We harness the power and scale of our global operations to deeply connect with the cities, communities, drivers and riders that we serve, every day.

We are customer obsessed. We work tirelessly to earn our customers’ trust and business by solving their problems, maximizing their earnings or lowering their costs. We surprise and delight them. We make short-term sacrifices for a lifetime of loyalty.

We celebrate differences. We stand apart from the average. We ensure people of diverse backgrounds feel welcome. We encourage different opinions and approaches to be heard, and then we come together and build.

We do the right thing. Period.

We act like owners. We seek out problems and we solve them. We help each other and those who matter to us. We have a bias for action and accountability. We finish what we start and we build Uber to last. And when we make mistakes, we’ll own up to them.

We persevere. We believe in the power of grit. We don’t seek the easy path. We look for the toughest challenges and we push. Our collective resilience is our secret weapon.

We value ideas over hierarchy. We believe that the best ideas can come from anywhere, both inside and outside our company. Our job is to seek out those ideas, to shape and improve them through candid debate, and to take them from concept to action.

We make big bold bets. Sometimes we fail, but failure makes us smarter. We get back up, we make the next bet, and we go!

(Khosrowshahi, 2017)
Appendix B

Kalanick’s Original 14 Core Values

1. Customer obsession
2. Make magic
3. Big bold bets
4. Inside out
5. Champion’s mind-set
6. Optimistic leadership
7. Superpumped
8. Be an owner, not a renter
9. Meritocracy and toe-stepping
10. Let builders build
11. Always be hustlin’
12. Celebrate cities
13. Be yourself
14. Principled confrontation

(Staley, 2017)
Appendix C

Communication Channels for Drivers
Appendix D

Putnam’s Model of the Extremes of Social Capital Creation

(Ihlen, Van Ruler, Fredriksson, 2009, p. 243)
## Appendix E

### Actionable Strategies Breakdown

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Level of Communication</th>
<th>Stage of Putnam’s Cycle</th>
<th>Goals</th>
<th>Parties Involved</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Listening Sessions</strong></td>
<td>Internal</td>
<td>Stage 1</td>
<td>Hear driver concerns</td>
<td>Drivers</td>
<td>6 months to 1 year</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Demonstrate authenticity</td>
<td>Executive leadership</td>
<td></td>
</tr>
<tr>
<td><strong>Driver Relations Division</strong></td>
<td>Internal</td>
<td>Stage 2 Stage 3</td>
<td>Hear driver concerns</td>
<td>Drivers</td>
<td>1 year to implement Permanent strategy</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Include drivers in decision-making</td>
<td>Executive leadership</td>
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<td></td>
<td></td>
<td></td>
<td>Develop new communication channel</td>
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<td></td>
<td></td>
<td></td>
<td>Demonstrate trust in drivers</td>
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<tr>
<td><strong>Press Tour</strong></td>
<td>External</td>
<td>Stage 1 Stage 2</td>
<td>Admit to checkered past</td>
<td>CEO</td>
<td>3 months</td>
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<td></td>
<td></td>
<td></td>
<td>Instill confidence in change</td>
<td>Public or Media Relations Team</td>
<td></td>
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<td></td>
<td>Publicly announce change</td>
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<td></td>
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<td></td>
<td>Show public new face of Uber</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advertising Campaign</strong></td>
<td>External</td>
<td>Stage 2 Stage 3</td>
<td>Share narratives of real-life drivers</td>
<td>Advertising Team</td>
<td>6 months to 1 year</td>
</tr>
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<td></td>
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<td></td>
<td>Position Uber as a supporter of financial security &amp; independence</td>
<td>Drivers</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Instill confidence in change</td>
<td></td>
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</tr>
</tbody>
</table>
Appendix F

Proposed US Driver Relations Division Organizational Structure

Chief Driver Relations Officer

Driver Relations Officers & Staff

Northeast Area Manager
- Boston Representative
- NYC Representative

Southeast Area Manager
- Atlanta Representative
- Miami Representative

Southwest Area Manager
- Los Angeles Representative
- Pheonix Representative

Northwest Area Manager
- Seatle Representative
- Portland Representative