

Uber

*What is the  
setting (e.g.,  
company  
characteristics or  
external  
challenges)  
?*

- **Uber Technologies, Inc. (Uber)** is an American **mobility as a service** provider, allowing users to book a car and driver to transport them in a way similar to a **taxi**
- **Founded** - March 2009
- **Number of employees** - 29,300 (2021)
- **Key people** - **Dara Khosrowshahi**, Emil Michael

# What was the problem?

In April 2017, **Uber** disclosed financial results for the first time, and it was revealed that, with revenues of \$6.5 billion, the company ended 2016 with a loss of \$2.8 billion. It was mainly **Uber's** international expansion that became unprofitable. At the same time, the company's capitalization was estimated at \$69 billion in September 2017.



# Emil Michael

- CEO Travis Kalanick's right-hand-man in **Uber**.
- Helped the company raise nearly \$15 billion from key investors worldwide.
- In 2017, Michael helped negotiate a deal with **Y**andex, the largest technology firm and most popular internet search engine in Russia, known as the "Google of Russia".



**Y**andex + **Uber**



# What was the decision?

Given the deplorable state of the company and the inability to compete in foreign markets, in 2017, **Uber** Vice President Emil Michael decided to merge with **Yandex** in order to painlessly leave the unsuccessful market for himself. The company will unite the businesses of "Yandex.Taxi" and **Uber** in Russia and several countries of the former USSR, where the companies were present.



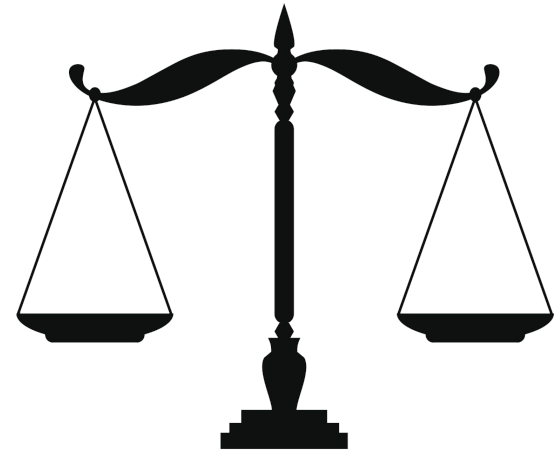
## What is the decision-making style of the top manager?

Administrative solution model:

1. Restrictions
2. Alternative choices are not considered
3. Satisfying solution by transaction

# What was the degree of certainty or uncertainty?

The whole situation was uncertain. Uber has invested a lot of money in the development of expansion in Russia and the CIS countries. Therefore, the decision to merge with Yandex was very difficult for the whole team.



# Results

After studying the data on the Uber deal with Yandex, we concluded that Emil Michael was faced with a nonprogrammed solution and used the administrative model to find the right decision. He was betrayed to his company until the end of his career in **Uber**, instead of being under pressure. This move really encouraged us to be managers like him.



**THANK  
YOU  
FOR  
YOUR  
ATTENTION**

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