

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".



Yandex + **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.



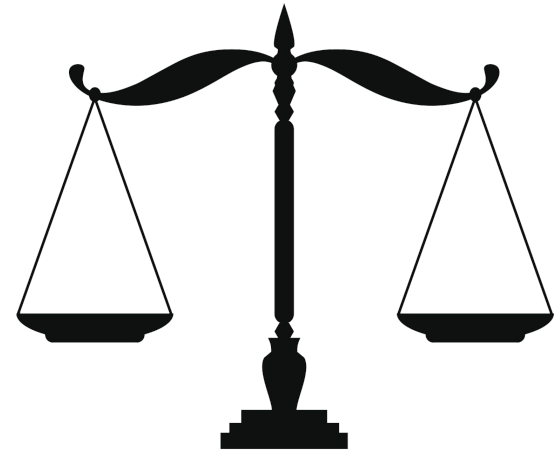
What is the decision-making style of the top manager?

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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