

Alexandru

- 21 years old
- Highschool graduate
- 2001-3500RON monthly income
- Has been working as a driver for about 1 year
- Part-time - 4-5 hours / day
- Bolt and Uber
- Student

Ridesharing

- opportunity for extra income
- Likes the flexible schedule
- Helps him relax while driving and earning money
- Wants to see why clients gave him a bad rating
- Contacts one person when he needs info or is in difficulty - via email - slow replies
- Also consults app FAQs.

Needs and daily problems for drivers

- Had one ride where the customer had to pay 100 RON and just left the car and ran away. The company did not reimburse him.
- Expected drunk or conflictual customers, but had mostly pleasant experiences. Met nice people with whom he enjoyed talking.
- Usually speaks with the fleet director, colleagues, Facebook groups - about his issues.
- Other drivers' experiences are very important for him

Ideal help / assist:

- live chat, FAQ section
- Video - easier to understand by most drivers

Better relationship with customers:

- if customer is silent, he lets them be
- If customer communicates, he engages in conversation, but generally he listens if they want to tell a story.
- Patience - if something doesn't work in the app or he has a bad day - he tries to stay calm.
- Understanding is another thing he exercises
- Always adapt to the client.

E-learning platform - what they expect to see:

- info regarding app and payments
- Simple info about app concepts (i.e. dynamic pricing)
- Differences between plans (premium, economic)
- Doesn't see how info about how to get more tips would be relevant because every customer is different.
- Info to be kept up to date by allowing drivers to share their experience.
- Ridesharing basics
- Would be useful for beginners
- Would change his opinion about the company because it would prove they care about drivers.
- Would recommend.
- Would see the app being used mostly by beginners to find info about app and how to maximise income
- Thinks elderly would ignore it because they are impatient and think they know it all

Summary

- main problems - customers not being well informed (dynamic pricing, adding new stops)
- Customer interaction would be improved if he offered small gestures
- Interaction with company would be better if he had the guide
- Online e-learning platform would be a plus
- Most valuable info: about other drivers' experience

Alina

- 42 years old
- Graduated college
- 3501-5000RON monthly income
- Has been working as a driver for about 1 year
- Part-time - 6-7 hours / day
- Bolt and Uber
- Also cargo transportation manager

Ridesharing

- Gets mails from bolt/uber with info (i.e. if her rating goes down, she gets advice on how to behave better - car cleanliness, greeting customers, etc).
- WhatsApp group for fleet drivers - gets some advice from there sometimes
- More serious questions - asks the fleet manager

Needs and daily problems for drivers

- As a women, she's constantly asked by customers if she's not afraid to do this job. She isn't. Worked many nights as well and did not have any negative experience.
- Would want to see more info about the customer - their gender, for example.
- Prefers night shifts due to lower traffic
- Would want the guide to reassure women they are safe while driving.
- Would need extra info.
- Technical information about the car are not explained very well.
- Don't engage in conflictual discussions, respect other's opinion every time, don't be mad, leave your personal problems at home, sit decently on the seat, don't swear.
- "Ridesharers are drivers after all - they really need someone to guide them"
- Don't look for conflicts: if a customer is conflictual, the driver should be advised by such a guide to not escalate the conflict.

Ideal help / assist:

- explanations to basics - drivers expect to access a knowledge source and find solutions to their problems straight away.
- For example: if they get a bad rating, they don't know what the issue was in the customer's mind
- To learn from A to Z: what does ridesharing mean in Romania, each customer is different, your facial expressions matter.

E-learning platform - what they expect to see:

- How to avoid conflict.
- How to adapt to the client personality - some like compliments - speak with them. Some, on the contrary.
- Some drivers work for 8 hours - don't forget to eat, hydrate, exit the car from time to time.
- Driving conduit - drive safely in traffic, avoid your customer being/becoming afraid or sick.
- Animations would be nice
- Video is preferable - easier
- She would read / view during breaks - there are gaps of tens of minutes without rides.
- Lots of short lessons - many don't have the patience or mood to read for 10 minutes. 5-6 minutes is enough.
- "Your driver guide" - name suggestion
- Used Abraham Hix - animated personal development advice community
- At first, there are many questions - you don't want to bother the fleet manager with stupid / embarrassing questions (i.e. if customer throws up in the car) - so very important to have a source of knowledge
- If her rating decreases she would look for info on how to improve it.
- Would positively change her opinion about the company - shows they care
- Would recommend to all her colleagues - especially if someone asks a question on the group.
- Thinks beginners would use it most.
- Expects it to be free

Summary

- main problems - customer conflicts, conduit, driver's health
- Customer interaction would be improved if drivers would drive better (conduit)
- Online e-learning platform would be a very good idea
- Most valuable abilities - communication and good driving.

Gheorghe

- 30-39 years old
- Graduated college
- 8000RON+ monthly income
- Has been working as a driver for 7 months
- Full-time - 7hrs+/day
- Bolt, Uber, Freenow

Ridesharing

- No info source - just generic messages from company - doesn't like not having a reliable source for info. If he has issues, the company replies in a few days (v. slow).

Needs and daily problems for drivers

- Simple job, hardest step was to activate the app.
- Has his own fleet (him being the only employee)
- Works nights to avoid traffic and higher income
- Customers don't add stops and ask for detours - he then goes to Uber, reports the situation and gets the extra money
- No issues with customers. Thinks working nights implies having issues more often with the customers.
- Low rating customers - either avoids or is attentive (expects problematic behaviours)
- Identifies problematic clients straight away
 - If they don't cross the street and expect driver to turn around to pick them up - red flag
 - If they place the pin in the wrong place - they're the ones to complain.
 - If cash ride is quite long - softly mentions "you know you selected cash, right?" Or asks them to show him they have money. Sometimes customers choose cash payment by mistake. Very important how he approaches the situation - he doesn't want the customer to feel like he's being scolded.
- At first he went the extra mile: was trying hard to please the customer, was detouring to pick them up - now he just cancels the ride because he's afraid of getting a bad rating due to the customer already being frustrated.
- For a good relationship with the customer: clean car, greet, decent clothes, ask about where they want to be left off, don't drive aggressively.
- He chats, but not with everyone. Avoids sensitive subjects (politics, religion, football) so that he doesn't start a conflict.
- Knows there are sources of info out there - doesn't have time to research and read - ideally, a concise guide so he can find the relevant info quick without having to read things he's not interested in.
- It's important to be a good driver, don't start conflicts with people, some are frustrated - better to shut up.
- Don't be affected by low ratings or reports - he drove within the speed limit and still got a report. Be calm, don't lose your temper.

Ideal help / assist:

- All paperwork needed - was complicated at first. It was easy for him though because he had a friend who helped him out. No info anywhere.
- All info comes from experience - once he started the app, things ran smooth.
- At first he didn't know Uber/Bolt would pay for his ride if customer didn't pay the cash fee, so he was very annoyed. He then found out and was more relaxed.

E-learning platform - what they expect to see:

- Necessary paperwork and procedures (where to get accreditation, medical tests)
- He's ok with reading - knows most people don't have patience to read anymore.

- Useful for beginners. After 8 months he isn't interested.
- Useful for fleet managers - as they are asked most questions.
- Would pay for the guide via fleet commission increase, not a flat fee.

Summary

- main problems - traffic, drunken customers at night (one situation with vomit and aggression, other situations where people were literally laying on the ground and couldn't pick them up).
Not picking up drunks anymore.
- Drivers union

Gabriel

- 41 years old
- High school college
- 8000RON+ monthly income
- Has been working as a driver for 5 years
- Full-time - 7hrs+/day
- Bolt, Uber

Ridesharing

- No info source - bolt/uber just robots

Needs and daily problems for drivers

- Has his own fleet - multiple employees
- Terrible job - would do something different. He is frustrated by every flaw a customer has.
- Very tiring mentally. After 3 difficult clients he just wants to go home and do nothing - ideally the driver should take a break after such experiences and continue when feeling well.
- Only 5% are OK - the rest are assholes. Slamming doors, stepping on doorframe when entering, "They want luxury but don't manifest respect".
- He is just silent now - he tried to "educate" them a few times but gave up.
- Rating matters just to not have his account locked.
- Recommends using cars drivers don't care for, because customers will slam doors
- Most drivers are annoyed by 3 customers entering through the same door.
- Feels drivers don't matter for companies, only having as many customers as possible.
- "People are crazy, you'll be shocked by what you see during a longer period of time, you have to be really strong or I don't know..."
- Drivers should drive well, have steel nerves (with customers).
- Doesn't think the driver should make too much of an effort, just behave well, be nice, because clients don't respect you anyway.

E-learning platform - what they expect to see:

- Advice: know about your car. Men usually ask about the car specs (electric, hybrid, etc)
- How to use app and cash register (problems arise if receipts aren't properly processed)
- Drivers should pick up or drop off clients where they want, but where it's safer
- Avoid low-rating customers - this way they discourage the client's bad behaviour.
- Thinks people won't be interested in a guide - "people just want to drive"

Gheorghe

- 37 years old
- High school college
- 3501-5000RON+ monthly income
- Has been working as a driver for 4 years
- Part time - 4-5hrs+/day
- Bolt, Uber
- Works in construction

Ridesharing

- No info source - had an issue with Uber and went to their HQ in Bucharest and they treated him badly

Needs and daily problems for drivers

- Feels he can't choose his clients in ridesharing (compared to basic taxi) - he would like to avoid pets for example. The customer should ask about possible allergies, they sometimes don't have leashes, cages or muzzles for dogs...
- One customer even started choking him - went to the police, Uber said they can't provide info about the client unless the police explicitly requests that. The police didn't do anything.
- Some clients use burner SIM cards and fake names - can't be traced
- Customer accounts are never closed due to aggression, but drivers' do
- Clients have the wrong idea that the driver is forced to pick them up no matter what. If the driver refuses, conflict arises.
- In order to avoid issues, he just shuts up, ignores problems, takes the customer to the destination and that's it.
- Often customers ask for extra stops (for shops, for example) which cost the driver time and money. They only say a basic "thank you" or tip 1RON. He tried to explain the situation to the customers, but no matter his approach, conflict arises. To avoid that, he stops for shops and doesn't say anything.
- Most customers are not at the pickup spot - that's wrong, he says
- Many customers enter the car 3 at once through the same door and exit through multiple doors in crowded areas, without making sure there are no cars passing.
- Rating doesn't matter (for customer or driver)
- Car should be clean, not necessarily new.
- He makes more money than a friend of his who has an electric car, with nice interior and dresses smart.
- He thinks the most important aspect is the driver-client interaction
- He doesn't start chats, lets clients speak, asks them about their opinion at most. Client speaks and at some point, the ride end.

Ideal help / assist:

- He wants the driver reports (complaining about the client) to matter for the app/company.
- It is imperative for some support with violent clients.
- Help with cost calculation - many drivers don't know how to calculate app interest, fleet interest, other contributions

E-learning platform - what they expect to see:

- Expenditures, paperwork needed at first
- Info about the car requirements (4 doors, no older than 15 years)
- Confirm client name - sometimes customers simply enter any bolt/uber car they see in a crowded area.
- TikTok videos - show bite-sized pieces of info, dos and don'ts
- Video format - nobody is patient enough to read
- There is enough info about the interaction with the client in the app - doesn't think there's an imperative need for more info on that.
- If fleet manager offers guidance - he would appreciate that, would be a differentiating factor - support from fleet (and manager) is crucial.
- Would be useful for all drivers, not only beginners

Mihai

- 24 years old
- Has been working as a driver for 1 year and a few months
- Part time - 3-4hrs+/day
- Bolt, Uber
- Works in factory (auto) as well

Ridesharing

- Works for a fleet put together by his friends
- Usually takes drunks, but also nice people.
- Feels like customers think the driver's their slave, if they pay the ride fee.
- Slamming doors - if driver complains, they get a report. He got used to these reactions though and doesn't complain anymore.
- Sometimes customers cancel the ride in the last minute, after he has been driving for 5-6 minutes already - annoying, because rating also goes down.
- Customers: some are nice, some are entitled and with an air of superiority, uneducated
- He brushes off annoying attitudes with a joke. He can't change the way the customer behaves.
- Very annoyed with customers littering and dirtying the interior (pebbles, bottles, package plastics, open crisp bags, etc)
- Someone asked him to put 20 sacks of potatoes in his trunk - he refused, as it is impossible to do that.
- One client lit a cigarette and he asked him to put it out because he takes care of his car and "pays a lot for car perfume"
- Some returning customers remembered he had a clean and nice-smelling car.
- His good practices came about after he put himself in the client's shoes.
- When complaining about certain attitudes, he feels the customer is always taking his affirmations personally and gets angry.
- Even when he tries to be respectful, some customers enter the car with an annoying attitude "Let's go, take me there" "Take me there and shut up" - his reaction is to kick them out respectfully and explain he's their driver and not their slave.
- He offers recommendations about the area happily.
- Traffic / slow drives - can't stay silent, some customers do small talk - lots of returning customers in smaller cities - he is getting friendly with them.
- Did not see whether ride was cash or card, customer took him through multiple locations, ride fee amounted to 700RON, client kept saying "I'll pay, I'll pay", he drove him to last destination and client never came back.

Ideal help / assist:

- Drivers should stay calm, be polite, ensure comfort (e.g. A/C during summer)
- Conduit - don't drive with loud music and your hand out the window.
- Don't be aggressive
- Advice about laws - for example, he wasn't able to use photos taken by himself as legal proof - the police asked him to delete the photos because they weren't take with the approval of the subject/client.
- Some drivers simply take whatever the client left in the car - not good - stop stealing
- Charisma is a good asset - make humorous remarks about the surroundings to lighten the mood.

E-learning platform - what they expect to see:

- There is no info around about how the app works and about the ridesharing process.
- Be nice, don't be aggressive, don't hit on/flirt with customers
- He read text formats, avoids videos
- He uses many FB groups for drivers.
- He would read a guide out of curiosity at first
- Advice on getting tips, advice for beginners

Radu

- 30 years old
- College graduate
- 3501-5000RON / mo
- Has been working as a driver for 3 months
- Part time - 3-4hrs+/day
- Bolt, Uber
- Is also in military

Ridesharing

- No reliable source for info/help
- Likes to drive, extra income
- No issues with clients
- Adapts to client, no communicational issues, debates any subject.
- Only possible issue: when picking up drunks that want to listen to loud music. Had clients that were swearing as well.
- If you're calm, open - won't have any issues.
- Gets some info from fleet (manager)
- Always dresses nicely (shirt)

E-learning platform - what they expect to see:

- Dress nicely (how to)
- Be nice, calm, open to different subjects
- Paperwork info
- Obligations, bonuses - a central place for all such knowledge would be useful
- Webinars - would be useful for more experienced drivers
- Doesn't think a written guide will be read, but would be more suitable for beginners
- Would really be curious about the webinar - not about the guide.

Cristian

- 39 years old
- Highschool graduate
- 3501-5000RON / mo
- Has been working as a driver for 1 and 1/2 years
- Part time - 4-5hrs+/day
- Bolt, Uber
- Also drives boats

- Drivers have to adapt to a wide spectrum of customer attitudes - hard to do that. But in time, they learn to adapt.

- tiredness also contributes to lack of patience
- It's important to greet customers and expects the same from them
- 2 solutions: put headphones on and ignore, or kick them out of the car
- He explains it's not his fault if ride was booked in the wrong spot, apologises, etc. - to no avail
- Be calm, respectful - always helps
- He started to complain in some rides and tips increased considerably.
- Realised people tip more if driver has a cheap/old car
- Don't scare the customer - there are many that are afraid in traffic
- At first he asked: do you want me to drive fast or slow? But got fed up with asking that question over and over again.
- Clients ate in his car and made a mess - annoyed him very much.
- Kids are sometimes unsupervised by clients - children entering first in the car make a mess because they don't step carefully.
- Feels that he's belittled - drivers in general. Has a respectable full time job and feels he shouldn't be treated with lack of respect.
- Issues with pickups - incorrect addresses - customer is the one that complains, still.

- Feels like customers expect drivers to apologise no matter the situation (their fault or not). - frustrating
 - Customers should greet first - it's the driver's car.
 - Drivers shouldn't start chatting unless the client does so. Drivers shouldn't talk, but focus on driving. Clean car.
 - One must-have ability: to read the customer well. If the client has a bad day and is prone to conflict, the driver should try to change that. Try to calm him down, lighten the mood. Sort of a clown.
 - Gave some advice to a 15-yr old - not to enter while wearing backpack to protect the seats - his brother then called the driver and asked for a meet-up to complain about the driver's language with his 15-yr old brother. He has a camera in the car which records - some legal defence.
 - Another tense situation - young lady booked ride, came 5 minutes after driver arrived, he explained that's why she has a low rating. Arrogant, conflictual. Driver apologised and went silent. Became very polite and calm when asked additional questions, gave her some personal info about him and she felt bad she disrespected him and apologised in the end.
 - Some appreciate a formal outfit, some don't - most care only about getting from A to B as cheap as possible
-
- Has one person from the fleet he speaks with when having questions - bigger fleet - impersonal contact - irrelevant replies most of the time.
 - Legal advice - would be useful. Paperwork, taxes to be paid, driver's rights
 - Feels the app is not simple to use and understand
 - Costs are complex and pricing as well
 - Long texts are not read
 - Video would be better
 - Community of drivers - wants their voice to be heard
 - Avoid the word "guide"
 - Would be better to provide these materials to fleets - as drivers speak with the fleets more
 - He is experienced, doesn't need a guide anymore. Better for beginners.

Cristian

- 27 years old
- Highschool graduate
- 3501-5000RON / mo
- Has been working as a driver for 3 and 1/2 years
- More than 7 hrs/day
- Uber

Ridesharing

- Has a friend he relies on if trouble arises (being robbed) - Uber never helps
- has to be professional - including attire - he thinks it influences tips amount
- Be punctual, be nice, respectful, professional, talk if client wants, know when to laugh and when to be serious. Relax, even if there are low-paid rides.
- No major issues with clients - lucky
- He adapts to the client very well - 5/5 stars, good rating
- Some inconveniences from lack of education - parents being cheap and not ordering cars with child seat - risking fine; pet owners not mentioning whether they have a cage or not.
- He enjoys seeing different people.
- Important (safety) to be able to share the ride with someone you know - to track you - you never know what happens.
- Cash rides are generally dubious
- Clean car
- Ridesharing is safer because drivers have client personal info.

E-learning platform - what they expect to see:

- Safety and professionalism - these are the 2 main determinants for tips and good ratings

- Shirt, jeans - dress nicely, have a clean car
- Car mechanically safe.
- We could use some good practices from the West.
- A day in the life of a driver
- Cost calculator
- Reassure the driver they're covered in case of damage (dirty car, unpaid rides)
- Text format is good for him
- Community - interact with each other, post about their experience.
- Simple language, maybe funny too, humour helps
- Useful for beginners

Catalin

- has his own fleet
- Works as a driver for 2 years
- Part-time 4-6 hrs/day

Ridesharing

- traffic - big problem and stress cause. An active driver has to avoid many accidents and is responsible for the client
- Never overworks to exhaustion - traffic is tiring
- Customers are very diverse - sees a spike in disrespectful clients
- Customers feel like they're the masters / the driver is the slave, arrogant, entitled
- Frustrating when they're using one door for 3 people to enter
- Some clients are talkative, some aren't, some give directions (this may be a conflict starter).
- Some clients are really nice and you're having fun.
- The richer clients are the more arrogant and entitled ones.
- He talks about any subject - foreigners are usually more silent
- Really disappointed by Bolt/Uber - not helping, treated like subhumans.
- Be respectful, have a clean car, don't start conversations unless the client does.
- Could use help about how rating works, weekly promotions, etc.

E-learning platform - what they expect to see:

- Basic info is necessary: respect the client, have a clean car, in good state
- Info about accept/reject rate for rides.
- Help the client with luggage or if they are in a poor state of health
- Drivers may have policies like using both doors to enter the car
- Drive calmly, safely - helps with ratings and tips - customer feels safe.
- Be cordial.
- Text, video, animations - true stories from drivers
- More experienced drivers - won't need this - beginners and drivers that want to become better will read this.