Caber Cabs: Competing in a Disruptive Landscape

Introduction

Founded in 2008 by Ikshit Bothra (CTO) and Saurabh Jain (CEO).

Headquarters in Pune; operations in 85+ cities with 2 lakh cars.

Services: Cab rides, auto-rickshaws (since 2012), luxury rides (planned).

Key Stats:

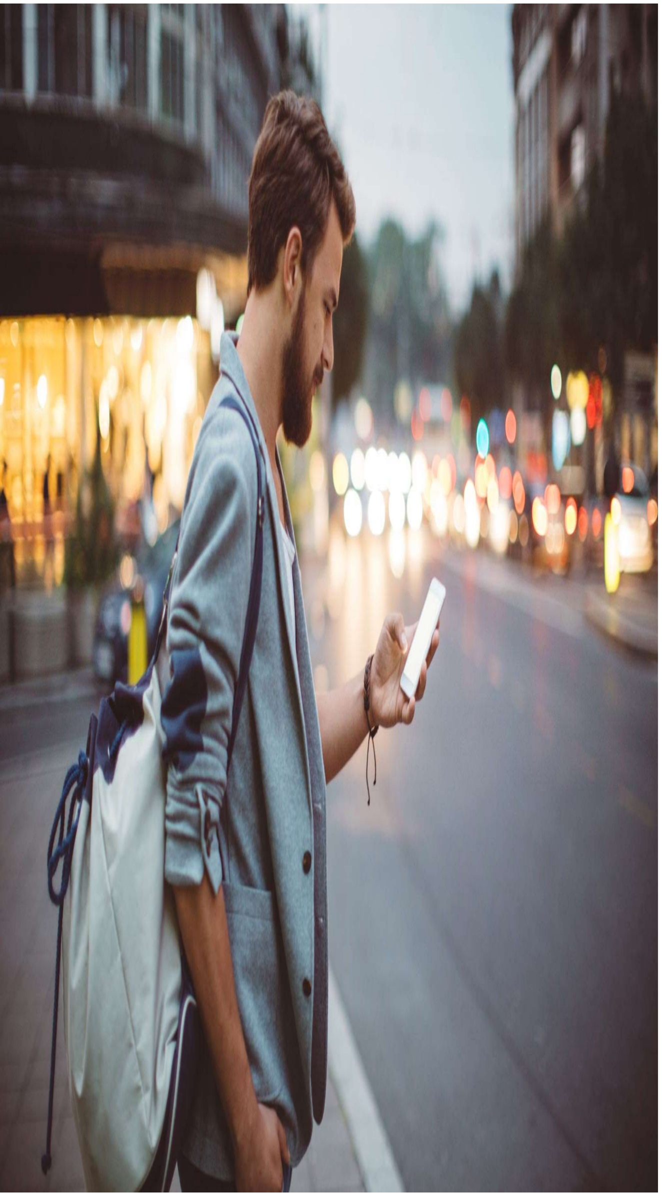
55% market share (FY 2022).

$6.5 billion valuation (2023).

Business Model and Disruption

Disruptive Strategies

- Dynamic pricing ("surge pricing") during peak demand
- Mobile app-based hailing with real-time tracking
- Cashless payments (Caber Money, digital wallets)



Business Model and Disruption

Impact	Reduced wait times, transparent pricing	
	Opposition from traditional taxi unions	

Customer Segments

Non-Car Owners

- Affordable sharing rides (pooling)

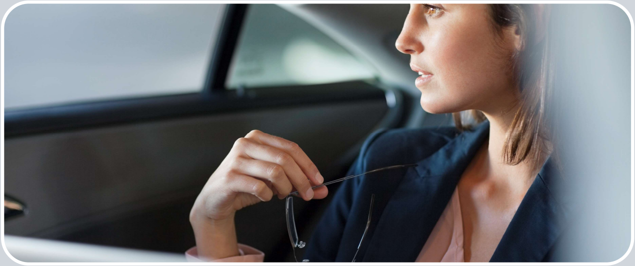
Corporate commuters

20–25-year-olds (office pickups / drops)

Premium users

Luxury rides in metro cities

Value Proposition



Passengers

- Real time tracking
- Upfront pricing
- Multiple ride options (Micro, Prime etc.,)
- Driver background checks
- 24/7 support

Drivers

- Flexible shifts / locations
- Vehicle loans
- Leasing model
- Training on safety and customer service

Revenue Model

Total Operating Revenue

15–30% commission per ride
Surge pricing, cancellation fees
Promotions (brand ads on app)

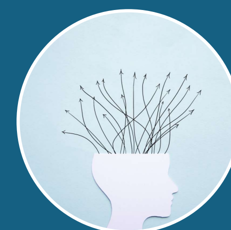
Regulatory Challenges

Compliance with Motor Vehicle Act / GST

Legal battles with Taxi unions

Strategic Leadership Restructuring

Expansion into **multiple segments** demands **stronger governance and strategic oversight**.

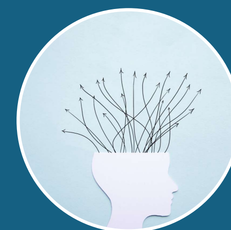


Need for **specialized knowledge** and **domain-specific expertise** for effective decision-making.

Current board composition: **7 directors**.

Strategic Leadership Restructuring

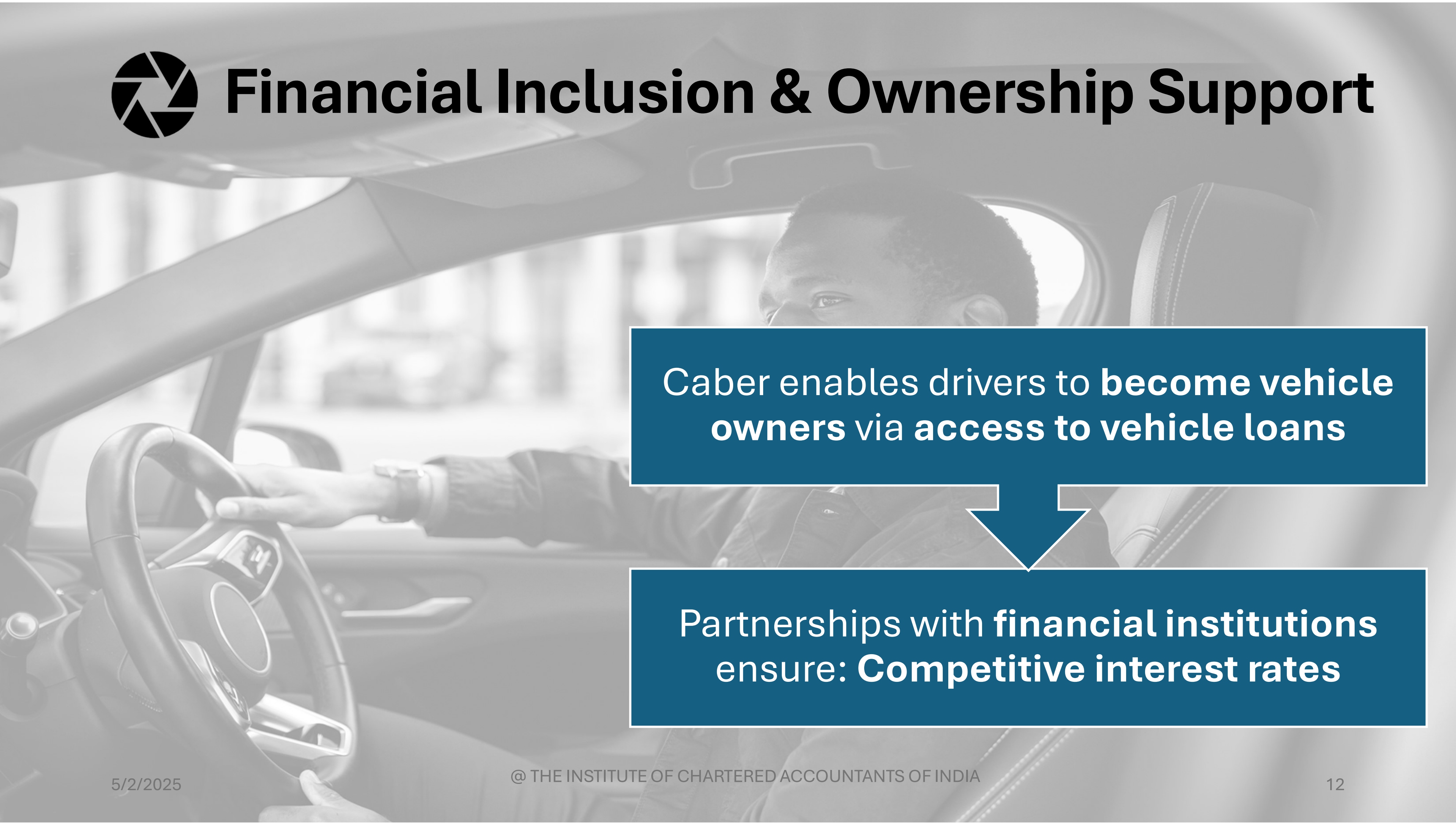
Proposal to increase **board strength to 16 directors**.



Induction of **qualified and experienced professionals** in line with the company's strategic vision.

Enhances capability to manage **diverse operations** and **future growth** effectively.

Financial Inclusion & Ownership Support



Caber enables drivers to **become vehicle owners** via **access to vehicle loans**

Partnerships with **financial institutions** ensure: **Competitive interest rates**

Vehicle Leasing Program

Vehicle Leasing Program-Upfront security deposit from drivers.

Weekly deductions from earnings for lease payments.	Caber purchases vehicles from **Shakti Motors**.	Lease agreements provide **repossession rights** in case of defaults.	**Vehicle registration in lessee's name** under Motor Vehicles Act, 1988.

Tax & Accounting Aspect- Caber claimed **depreciation of ₹5.00 crores** in FY 2023-24 on **motor cars leased out** to drivers.