



**CATOLICA
LISBON**
BUSINESS & ECONOMICS

Cabify's Rebranding Case Study: A repositioning challenge

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Dissertation submitted in partial fulfillment of the requirements for the degree of MSc in
Management with Specialization in Strategic Marketing at Católica-Lisbon School of
Business & Economics Thesis written under the supervision of Pedro Celeste
June 2017

Abstract (EN)

Dissertation title: Cabify's Rebranding Case Study: A repositioning challenge

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In 2016 Cabify expanded to Portugal with the intention of leading corporate transportation and seeking to stand out in the market through its service of excellence and quality. At the end of that year, an internal and external study was conducted to assess if the general perception of the brand was in line with what the company wanted to convey. The results showed that employees did not identify with the communicated brand and that consumers perceived Cabify as premium, nevertheless inaccessible. Thus, the perceived brand was not aligned with the company's desired positioning. A rebranding strategy was put in motion in order to reshape consumers' perceptions, placing Cabify as a more inclusive brand. The main challenge lied in bringing the brand closer to the audience, while maintaining the premium facet and avoiding confusion in the current users.

The ultimate goal of this case study is to deeply understand the reasons that led to Cabify's rebranding, to analyze the steps taken to reposition the brand and the impact of this strategy on consumer perceptions, having in mind Portuguese preferences regarding digital platforms of mobility.

Main results indicate that although a successful shift in the audience's perception occurred, when considering the company's intentions, there was also a propensity of perceiving the new Cabify image as more lowcost. Additionally, the study concludes that the current image awareness is low. Some recommendations are drawn in order to leverage the company's communication strategy and user acquisition.

Keywords: Cabify, repositioning, rebranding, digital platforms of mobility

Resumo (PT)

Titulo da dissertação: *Rebranding* da Cabify: Um desafio de reposicionamento

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A Cabify expandiu-se para Portugal em 2016 com a intenção de se destacar no mercado como solução de mobilidade corporativa, através da qualidade do serviço. No final desse ano foi realizado um estudo interno e externo para perceber se a percepção da marca estava de acordo com a imagem pretendida pela empresa. Os resultados mostraram que os colaboradores não se identificavam com a marca e que os consumidores percepcionavam a Cabify como uma marca premium mas consequentemente inacessível. Essa percepção não estava alinhada com o posicionamento desejado da empresa. Foi desenvolvida uma estratégia de rebranding com o intuito de remodelar as percepções dos consumidores e promover a Cabify como uma marca mais inclusiva. O principal desafio enfrentado pela empresa é tornar a marca mais próxima do consumidor, mantendo a sua faceta premium.

O objetivo deste estudo é compreender as razões que levaram ao rebranding da Cabify, analisar as medidas tomadas para reposicionar a marca e o impacto dessa estratégia nas percepções dos consumidores, fazendo também uma análise das suas preferências em relação às plataformas mobilidade.

Os principais resultados indicam que, embora tenha ocorrido uma mudança positiva na percepção do público quando consideradas as intenções da empresa, houve também uma tendência em perceber a nova imagem como mais *lowcost*. Adicionalmente, concluiu-se que as pessoas ainda não estão familiarizadas com a nova marca. São apresentadas recomendações com o objectivo de melhorar a estratégia de comunicação da empresa e a aquisição de usuários.

Palavras chave: Cabify, *rebranding*, reposicionamento, plataformas digitais de mobilidade

Acknowledgments

This thesis represents a great milestone not only in my academic life but also in my personal life. This document symbolizes another goal fulfilled and a transition to the professional world.

This walk was not made alone. I was fortunate to be surrounded by several people who helped me reach the top of the mountain. Thus, I want to thank all my dear friends, colleagues and, above all, family, for having accompanied me since the first of many days.

A special thanks to my Father, Mother, Constança and Rosarinho, not only for the vote of confidence in providing me this opportunity, but mainly for having guided and supported me in both good and bad times, giving me their hands and several hugs that allowed me to recharge energies and encouraged me to continue the process.

My dear aunt Isabel Figueira, among many other lessons, my most sincere thanks for having taught me that failure is part of life and that it is only an obstacle that allows us to become stronger. Joana Ribeiro, Leonor Sousa, Mariana Pimenta, Maria Canedo and Marta Machado, my sincere thanks for all the good moments we spent together, your friendship was essential during these last academic years. I would also like to express my gratitude, to Francisca Castro and Dimitri for the availability and crucial help during the last months. Furthermore, I would like to thank my thesis supervisor Pedro Celeste, not only for all practical help in the development of the thesis, but also for his kindness and availability in my moments of insecurity.

Last but not least, I want to express my gratitude to the entire Cabify team, but especially to Nuno Santos, Catarina Cabral, Raul Perdigão and Daniela Valente, not only for providing all the information and tolls necessary for making this thesis possible, but also because they have given me the unique experience of working in a company like Cabify.

Table of contents

- 1- Introduction..... 3
 - 1.1- Problem Statement 4
 - 1.2- Research Questions 4
 - 1.3- Methodology 4
- 2 - Literature review 6
 - 2.1- E- Brand..... 6
 - 2.2- (Re) Branding..... 7
 - 2.3 – (Re)positioning and its relationship with rebranding 9
 - 2.4 - Differentiating through the digital platform economy 11
- 3- Case study 13
 - 3.1- Cabify’s background..... 13
 - 3.2- Digital platforms in the Portuguese mobility market 15
 - 3.2.1- The bet on the Portuguese market 15
 - 3.3- Competitive Landscape..... 16
 - 3.4 - Cabify Features & Services - Enjoy the ride..... 17
 - 3.4.1- Service portfolio 18
 - 3.4.2- Core Business Operations 18
 - 3.4.3- Marketing Strategy..... 18
 - 3.5- Revenues, Pricing Policy and Cost Structure..... 19
 - 3.6- Current and future main challenges 20
 - 3.7- The need for a brand change #CabifyPurple..... 21
 - 3.7.1 -Rebranding process – Brand essence..... 21
 - 3.7.2- Rebranding Process - Visual identity..... 22
 - 3.7.3- Communication Changes 24
 - 3.7.4- Rebranding Campaign 25
- 4 – Market research 26
 - 4.1 – Aim and scope of research 26
 - 4.2 - Demographic factors 26
 - 4.3 - Mobility habits 27
 - 4.4- Brand awareness 29
 - 4.5- Valued mobility platform attributes 30
 - 4.6- Rebranding 31

- 5- Conclusions..... 34
- 6- Recommendations..... 38
- 7-Limitations 40
- 8-Teaching notes 41
 - 8.1- Synopsis 41
 - 8.2- Target audience and teaching objectives of the case study 41
 - 8.3- Teaching Plan..... 42
 - 8.4- In-Class discussion..... 42
- 9- References 44
- 10 - Other sources 48
- 11- Appendixes 49

1- Introduction

Branding is increasingly seen as one of the companies' management priorities, since the visual elements of a brand have a strong impact on the way it is perceived in the market. A company's initial visual identity often fails to convey to consumers the image intended by the company, creating the need to redesign the brand in order to occupy a new position in the target consumers' minds. This is exactly the scenario Cabify, a Spanish electronic platform of mobility, recently came across.

After 5 years of existence, Cabify's global marketing team reached the conclusion that the brand was being perceived in an undesired way by the marketplace – as elitist and inaccessible - and employees. For this reason, the company felt the need to change the brand image globally in order to achieve the intended positioning, that is, to get a new position in the mind of consumers. The recent rebranding has involved the development of a new logo, color and slogan. Simultaneously, new communication strategies were defined in line with the brand's new image and values.

The whole process of rebranding was done with the purpose of making Cabify a more human, fun and young brand, i.e. a inclusive brand. However, the company does not want to stop being perceived as a premium brand as was true prior to this process. But is it possible for a brand to be simultaneously perceived as inclusive and premium? Did Cabify manage to find the balance between these two practically opposing poles?

This dissertation will provide a profound understanding about Cabify's background and how it expanded to Portugal as well as the characterization of the controversial digital platforms market, exploring the competitive landscape and future market challenges faced by the company. It will also explore all the rebranding steps and communications changes, as well as future management challenges. Finally, an analysis of consumers' brand perceptions will be made, before and after rebranding, with the main intention of demonstrating whether the positioning objectives were effectively achieved or not.

1.1- Problem Statement

The aim of this study is to assess the effectiveness of Cabify's rebranding through an analysis of the underlying causes behind this decision, the stages of the process, the expected results and the impact on the brand's perceived positioning, while understanding the differentiation drivers for the mobility platforms market.

1.2- Research Questions

To solve the problem mentioned above, five research questions were formulated:

RQ1: What were the reasons that led to a global repositioning?

RQ2: What were the steps taken to change the brand's image?

RQ3: What are the reasons and most valuable attributes that lead people to use transport platforms?

RQ4: How effective was Cabify's rebranding?

1.3- Methodology

On the one hand, in-depth interviews with both General and Marketing Directors were conducted, in order to collect viable and detailed information about the company, such as current strategies and future moves. The information provided by the two directors was essential to enrich the contents of this case study.

On the other hand, market research was carried out in order to quantitatively understand, in detail, the impact of rebranding on Portuguese consumer perceptions and to gather information on which attributes consumers value the most when using this type of services. There were no limits or specifications as to who was to answer the survey, and it was extended to participants, independently of demographic factors. An exploratory research method was performed as well, i.e. a focus group, in order to get different insights about the consumer's usage habits and preferences, brand awareness, valued attributes and perceptions about the brand. This method is an effective way to create a discussion between the participants and consequently get unique and specific opinions and perspectives. Additionally, secondary data was gathered from several scientific articles through ESBCO database in order to develop a consistent literature review, by providing relevant concepts to understand the case study «a priori», and to complement the teaching notes. Finally, the dissertation contains information provided by the company, including internal presentations and reports, to make

the case study as viable as possible. The case study also includes information from self-research, such as the Cabify's website.

2 - Literature review

According to Tsao and Tseng (2011) the internet has revolutionized the way people interact with each other, purchase products and services, and share information. As a result, the authors stated that companies had to adapt their strategies to this new digital world, developing new business behaviors. Indeed, in this new era of digital business, most of consumers associate an organization's image as inferior if it does not provide products/services information and payment methods through an online channel (Al-Hawari, 2011). Additionally, technology growth has had a significant impact on the growth of service delivery options (Dabholkar & Bagozzi, 2002). Therefore, these changes towards digitalization in consumer behavior greatly increase the need for outlining rebranding and repositioning strategies, usually providing companies a competitive advantage (Zahid & Raja, 2014).

Bearing this in mind, the purpose of this chapter is to provide the reader important information on the marketing and digital platforms sector and introduce crucial concepts about these topics. This consists of four sub-chapters: E-brand, branding, positioning and platform economy.

2.1- E- Brand

Although there are several brand definitions, the American Marketing Association and Bennett (1995), define a brand as “A name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers”. A brand represents a company promise to deliver a foreseeable product or service performance (Kotler & Keller, 2006), which is a promise of future satisfaction (Berry, 2000). Furthermore, a brand manifests the emotional and intellectual associations that people have of a person, company or product (Babu,2011). Recent literature highlights the positive connection between a brand and capital stock performance of a firm (Todor, 2014). Even former researchers found a positive link between branding strategies and financial results through the analysis of a list compiled by *Interbrand* of the most valuable companies (Kerin & Sethurman, 1998). Therefore, a strong brand represents a definite financial advantage, which implies a constant maintenance and management of brands.

Tsao and Tseng (2011) posited the importance of the brand in the online context. The authors believe that when the online impression of a brand is negative, the user will not

navigate in that e-store again. Furthermore, Martin and Todorov (2010) stated the importance of a brand to be agile when using digital platforms. The authors highlighted that brands must make sure that their digital content is actual, by "modifying the language or the feel of a campaign to adapt to seasonal changes or adjusting to behavioral trends exhibited by their customer (Farshid et al., 2011), meaning that many traditional offline services have become or are in the process of becoming online services, such as banking, accounting, healthcare and law services (Mills & Plangger, 2015), therefore, redefining their brand into e-brands.

2.2- (Re) Branding

Nowadays, brands are considered one of the most valuable intangible assets of a company and consequently branding has become a management priority (Keller & Lehmann, 2006).

According to Berry (2000), branding is especially an important issue within the service companies, since strong brands invoke consumers' trust and enable them to better understand intangible products. For a branding strategy to be successful it must actively involve all the organization levels (Harris & Chernatony, 2001).

Due to the constant changes in the market environment, such as changes in consumers' taste, new processes of innovation and competitors' offerings, often the associated meaning of a brand ceases to have relevance (Jayashree & Babu, 2012). In these circumstances, applying a rebranding strategy is an effective solution to retrieve an obsolete brand and face market challenges (Petburikul, 2009). In other words, rebranding must be taken into account in order to rejuvenate a brand and disrupt the original consumers' associations of the brand and, therefore reshape consumers' perceptions about the company (Jayashree & Babu, 2012). Based on the before-mentioned American Marketing Association brand definition, a plausible characterization of rebranding is the development of a new name and visual identities devices that differentiates a company from the competition, with the intention of creating a differentiated new position in the market (Muzellec & Lambkin 2006). In other words, rebranding denotes a change in brand personality and brand positioning (Dubey & Babu, 2011).

According to Muzellec and Lambkin (2006), although rebranding is usually an attempt to reshape external stakeholders' perceptions, the internal stakeholders should be also involved in the process, since the company's internal culture and structure influence the external image and reputation. The authors highlighted this by saying that "Managers are

reminded that corporate rebranding needs to be managed and supported by all stakeholders, with particular attention to employees' reactions".

Rebranding is even a more complex and challenging task than branding itself, since it shows a higher probability of generating confusion among the target consumers and therefore it should be carefully approached (Todor, 2014). Furthermore, even small modifications in the visual identity carries significant costs, such as making changes in the website and printing new stationery (Muzellec & Lambkin, 2006), and reputational risks (Clavin, 1999). Therefore, a strategic analysis has to be conducted to decide whether or not to rebrand, since rebranding can be a case of great success, as in the case of Apple and Gucci, despite the fact that several other companies faced the opposite results due to the instability of the rebranding decision (Todor, 2014).

As previously mentioned, a brand is composed by three different vital organs, including name, logo and slogan. A rebranding strategy may involve changing one or more of these components. If a company decides to change any of these elements, it has to ensure that changes will have a noteworthy impact so that consumers will recognize, remember, and associate (Zahid & Raja, 2014). A rapid way to revitalize the corporate image is through visual changes of the brand, which is called a logo re-creation (Müller et. al, 2013). In general, logos are one of the key tools to increase brand recognition and communicate image and appeal to consumers' emotional responses (Aaker, 1991). Therefore, and accordingly to Stuart & Muzellec (2004), marketers must ensure that the new logo truly and clearly symbolizes the organization. The same authors state that the logos with higher recognition are abstract and related to the company by its shapes and/or colors, while Henderson and Cote (1998) have previously found evidence that recognition comes with natural, harmonious and moderately elaborated logos. Regarding the name change, Stuart and Muzellec (2004) stated it is one of the most used methods of transmitting a new identity but inherits risk as the name is the main instrument through which the firm communicates to its stakeholders. As to the slogan change, the same authors stated that it can be done more frequently, with lower levels of risks and costs. A company can quicker change the two other in contrast to its logo and name but it should be done in moderation as it can influence the organizational positioning.

Muzellec, Lambkin (2006) distinguished evolutionary from revolutionary rebranding: on one hand, evolutionary rebranding represents a slight and gradual change in company's aesthetics and positioning, that is barely perceivable to outsiders. On the other hand, revolutionary rebranding refers to a significant and identifiable development in aesthetics and

positioning, with the purpose of redefining the company, which is usually represented by the change of the company's name.

According to the literature, there are different reasons behind a company's decision to rebrand, such as mergers or acquisitions, need for scale economies, structural or management changes, new scope of operations, image updating, external and/ or internal misunderstanding of company's proposition, new organizational focus/vision/culture, competitive reasons and when the brand's differentiating benefit turns to a cost position (Baker & Balmer, 1997; Lomax & Mador, 2006; Stuart & Muzellec, 2004). Additionally, David Aaker (2005) pointed out other factors that can lead to the need for a rebranding strategy, such as when the company's target market becomes saturated, in the case of product obsolescence and when new brand associations need to grow. According to several authors, image repositioning and corporate structural change, such as mergers and acquisitions, are the main drivers behind this decision (Lomax & Mador, 2006; Stuart & Muzellec, 2004, Muzellec & Lambkin, 2006).

Finally, implementing a rebranding strategy, either with an evolutionary or revolutionary approach, represents a strong way to convey that something in the company is different (Muzellec & Lambkin, 2006). Hence, it is important that it is adequately communicated (Stuart & Muzellec, 2004).

2.3 – (Re)positioning and its relationship with rebranding

The positioning of a company represents a convincing reason why the target consumers should acquire the company's products (Kotler, 2003) and therefore contribute to its long-term competitive advantage (Hooley et al., 2001). According to Zhang et al. (2016), repositioning is required "when the operational environment leads to drastic changes in the competitive landscape, such as changes in consumer behavior".

Fuchs and Diamantopoulos (2010) suggested three different perspectives of positioning: the intended, the actual and the perceived positioning. While the intended positioning is how companies want to be perceived by their target, which is usually based on core business capabilities (Ellson, 2004), the actual positioning is the execution of the intended one, through the positioning information that is actually transmitted to the consumers (Fuchs & Diamantopoulos, 2010). In contrast, the perceived positioning is how consumers truly perceive the company's intended positioning, based on their perceptions, beliefs, impressions and feelings that consumers hold about a brand in comparison to

competitor brands (Ellson, 2004). In this sense, Zhang et al. (2016) state that there may be a discrepancy between the way the company intends to be perceived and the way the target consumers perceive it. The authors believe that the origin of this perception discrepancy may derive from different causes, such as inefficient communication or inadequate positioning strategies. According to Schiffman and Kanuk (2007), cultural and ethnic differences, past experiences, capabilities and knowledge are other factors that can also lead to that positioning discrepancy.

The repositioning of a company aims to change its image in order to position itself in a new place in consumers' minds (Keller, 2008), and it can be achieved through different strategies. Ellickson et al. (2012) state that although the most visible forms of repositioning are brand related, there are many other ways to reposition a company. For instance, Apple repositioned its downstream distribution strategy when it included third party retailers and Procter & Gamble adopted a value-based pricing and consequently repositioned the firm's overall pricing strategy (Ailawadi et al., 2001).

Consumers are the unique judges of the market and therefore are the ones who define whether positioning and repositioning strategies are effective or not. A successful repositioning is achieved when consumers accept and learn the new positioning of the company and fail to retrieve the old one (Jewell, 2007). In other words, when consumers develop positive perceptions about the product offering change and are satisfied with the service, there is an effective repositioning (Zhan et al, 2015). Additionally, Fuchs and Diamantopoulos (2010) stated that the positioning's effectiveness occurs when the brand occupies a "favorable, differentiated and credible" position in target consumers' minds. Therefore, positioning strategic decisions are considered to be one of the most important decisions that companies have to make. (Hooley et al., 2001). However, repositioning is not a slight decision since consumers have already developed attitudes towards the brand and therefore repositioning decisions require "proactive, iterative and deliberative management of consumers' perceptions" in order to fade the old position and ensure that the new one is learned and accepted by consumers (Strategic Direction, 2008). Additionally, Jewell (2007) stressed the importance of effective marketing communication in (re) shaping consumers perceptions in the (re) positioning process.

Repositioning can be achieved by the before mentioned rebranding process. Indeed, in response to changing market conditions, repositioning a brand through gradual changes of the

marketing aesthetics and brand proposition can be a crucial task of brand management (Aaker, 1991). When that is the case, repositioning can be considered the crucial element of the rebranding process (Muzellec & Lambkin, 2006) through establishing a new name, logo or slogan (Stuart & Muzellec, 2004). Those visual elements of a brand are redefined or improved in an endeavor to reposition the brand as a whole (Zahid & Raja, 2014). Muzellec and Lambkin (2006) reinforce this connection between rebranding and repositioning by stating that "rebranding is described according to the degree of change in the marketing aesthetics and in the brand position". When the rebranding involves a repositioning goal, this must take the existing customers into account, so the company does not lose them (Ewing et al., 1995).

2.4 - Differentiating through the digital platform economy

The technologic evolution is restructuring several areas of society, improving productivity and developing new services by integrating solutions from different business areas, like e.g. the mobility industry (Ruutu et al., 2017). Indeed, a new business model emerged: the platform economy. Finck and Rachordás (2017) defined the term "platform economy" as the phenomenon of digital platforms that serve as an intermediary between two parties. The authors stated that with increasing purchasing power of consumers, the improved features of smart phones and the growth in the number of internet users, digital platforms facilitate interactions between people but also provide more sophisticated services. More specifically, digital platforms connect supply and demand, mediate and facilitate payment transactions and are closing the gap between businesses networks. In addition, platforms reduce the uncertainty in two-way transactions, by providing secure payment methods and peer-review tools (Finck & Rachordás, 2017). For all the reasons previously mentioned, there are several small and large firms that pursuit a business model relying on mediating digital platforms to provide their products or services (Dempster & Lee, 2015), which are essential for the broader ecosystem of these businesses (Gawer & Cusumano, 2008).

Software platforms provide value-added services, such as "open discussion sections, feedback mechanisms, evaluation systems, post-sale services, fast shipping priorities, optional return policy, computer mediated communications, etc" (Ke et al., 2016). The rating systems embedded in the platforms are particularly important as they ensure the quality of the service in relation to the dimensions valued by consumers (Finck & Rachordás, 2017). Using transport electronic platforms as an example, according to Edelman and Geradin (2015), a

dangerous driver is eliminated from the transportation platform if negatively evaluated by users. However, the same authors note that these rating systems have limitations, especially not ensuring consumers the availability of the service in a specific area. The authors argued that this issue could be outdated if local regulations were created, since the transport platforms would have to guarantee service throughout the region, providing the nearest vehicle available.

The lack of regulation of the platforms has brought several problems to the intermediary transport platforms such as Uber, Cabify and Lift. The expansion of the transportation platforms was very controversial, leading to demonstrations by the taxi entity and some incidents with users of these platforms and cities' councils (Finck & Rachordás, 2017). Indeed, Edelman and Geradin (2015) refer that despite all the benefits that these systems bring to consumers, digital platforms are in constant tension with the existing legislation, even though there is currently no law prohibiting entry into this new market. For that reason, the authors stress the importance of developing a regulatory framework for software platforms that allows platforms to offer its services and the adjoining advantages while ensuring proper adressation of consumers' and involved parties' rights. To conclude, the authors believe that regulations would be required to ensure that software platforms provide "their fair share of universal service" and therefore price distortion between incumbents and platforms would vanish, allowing all interested users to freely access the platform.

3- Case study

Currently, more than 70% of the Portuguese population uses the internet, 40% of which make online purchases (ACEPI, 2015). This consumer behavior lead several industries to become more digital, and the transport sector is no exception. Indeed, urban mobility platforms have been developed that offer advantages over the traditional transport service. Currently, the digital mobility market is a very competitive market and new players are expected to enter Portugal. With this new global trend, the platform market is increasingly competitive, which makes companies seek to differentiate and stand out against competition. Indeed, in 2017 the mobility platform Cabify felt the need to reposition the brand globally, mainly through a visual change of the brand, more specifically logo, colors and slogan. The rebranding, the change in the communication strategy and the definition of the brand purpose were developed in order to create a more inclusive and less inaccessible brand image in the eyes of the consumer, as shown by the study carried out by the company on consumer perceptions in Colombia, while continuing to position itself as a premium service.

3.1- Cabify's background

Spanish entrepreneur Juan de Antonio was attending Stanford University when Uber launched in 2010. Uber presented itself as a mobility platform for private clients, with several advantages over the traditional taxi service. Inspired by this business model, he saw a business opportunity that no one had yet grasped: a mobility solution for companies. Juan de Antonio realized that the mobility' need of the ordinary citizen was already covered, but there was no specific solution for companies, which represent a large part of the daily traffic in every city. In this sense, he created a business model with similarities to existing platforms, but focused on the corporate segment, without obviously discarding the private user, providing a higher quality service for both segments. At that time, Uber was generating much controversy due to the clashes with the taxi entity. The protests of taxi drivers were widely shared in the media, providing Uber with free publicity and quickly making it a "top of mind" brand. For this reason, Juan de Antonio realized the competition was powerful and he had to find a way to differentiate and swiftly establish a stronger market position.

At the end of 2011 Cabify was officially launched in Madrid, as an urban mobility solution that provides different vehicle categories for both corporate and private clients. More specifically, Cabify is a high quality mobility service designed for companies that can be

extended to private consumers. However, although internally there is the distinction between the two segments, the quality of the service provided is exactly the same for both types of clients.

Due to the success of the company in Madrid, the CEO felt the need for expansion. As the Spanish founder had a deep knowledge of the Spanish market, Spain was initially given priority during the first implementation. Thenceforth, two internationalization criteria were established. First, countries that still did not have many technological mobility solutions available were prioritized. Second, the main focus was on Spanish speaking markets because there was no language barrier, facilitating the expansion. Regarding Portugal, the need for expansion came naturally. According to Cabify Portugal Director Nuno Santos, it made no sense not to be present in Portugal since it belongs to the Iberian market. Therefore, Cabify has become one of the main players in the Spanish and Portuguese speaking countries, as it also entered Brazil in 2016. Currently, Cabify has internationally consolidated its position as a new mobility solution, with a total of 750 employees and an estimated valuation between 364€ and 546€ millions (Exhibit 1), currently operating in 36 cities among 13 countries worldwide (Figure 1).



Figure 1 - Cabify around the world

Source: internal documents

3.2- Digital platforms in the Portuguese mobility market

Since the appearance of Uber in 2014 in Portugal, the electronic mobility market has grown exponentially. Due to the rapid mass consumer reaction to this new digital transport service, companies started entering the market to gain or retain part of its share. In the same year of Uber's launch, the taxi sector immediately tried to counter their entrance and actual loss of market share with the creation of Meo Taxi, a platform that operates nationally. In 2015, Mytaxi and 99taxis expanded their services to the Portuguese market as well. After analyzing the potential of this market, Cabify decided to enter in 2016. According to Nuno Santos, all these platforms saw an opportunity in the Portuguese market based on it being considered a country of early adopters of new technologies.

3.2.1- The bet on the Portuguese market

Regarding Cabify's entry in the market in May 2016, the Portuguese Director proudly said that "*It seemed the market was waiting for us*". Cabify took advantage of being the second player entering in the market, since Uber, as a pioneer company, had to explain their service, as a technologically advanced alternative to transportation and its advantages to consumers. Therefore, Cabify did not have to spend time and resources explaining the concept of service upon market entrance, allowing them to focus on communicating the advantages of the service vis-à-vis the competition from day one.

On the launch day of the brand, several members of the media were present at the event, attesting to its importance. Consequently, in the first week thousands of downloads were made and the Cabify's application was the most downloaded app in the Portuguese Apple store.

During the first months of existence in Portugal, the company surpassed its objectives at all levels. Regarding the sales growth rate (exhibit 2), there was an increase in the first months of activity of 150% on average due to the fact that Portuguese people are considered early adopters of new technologies, as previously mentioned. As for the next months, the growth rate has a sharp fall which can be explained by the summer seasonality. The lower business activity causes a less demand on this type of services and consumers likelihood to go on vacations. Since the 1st semester of 2017, Cabify sales growth represent a stable rate which according to the Director is a synonym of a consistent user base. The corporate growth rate has shown a highest level against the private one, meaning that companies are prone to engage this type of services.

3.3- Competitive Landscape

Cabify's biggest direct competitor is Uber, since it is the platform that offers a more comparable service, even if there are some characteristics that distinguish the two, such as Cabify's focus on the corporate segment. However, it might be fair to say that their differences may be neglected by most of consumers. In addition, Mytaxi and Meotaxi are also direct competitors, but only work with taxi vehicles and therefore distinguish themselves from Cabify.

Indirect competition is classified as competitors that serve the same need but do not provide an electronic platform. This includes taxis, private vehicles, transfer services and public transportation, including bus and metro. Although private vehicles are categorized as indirect competitors, Nuno Santos considers them to be their main competitor, since the company's medium-term strategy intends to replace the majority of private vehicles in circulation. Considering transfer services, companies use them for specific events or employee pick-ups at the airport, reaching the main target customers of Cabify. Finally, the public transportation services are not the ones Cabify aims to replace. Although the transfer and public transportation services don not rely on technology, it is likely that they will develop platforms to satisfy people's needs.

In this sector it is very difficult to calculate each player's market share because neither Cabify nor its competitors openly share this data in order to protect their business. These limitations have led the Director to estimate his company and their competitors' market share based on the size of each company's car fleet and number of drop-offs, which are information that the director has access through private sources. Nuno Santos further argued that this method is not totally viable but it can be used as an indicator nonetheless. In this sense, it is estimated that Cabify represents about 20% of the market share of mobility platforms and 5% of the transport market in general. Furthermore, relying on this criterion, Uber is considered to be the market leader in the mobility platforms market and the same can be said about the Taxi entity in terms of the traditional transportation market. However, it seems like these estimates are not given a lot of importance, because as mentioned, Cabify's main competitor is the private car. The company believes that this strategy will provide a greater capacity for growth, by way of attracting customers which travel daily in their own cars and contributing to the sustainability of cities.

3.4 - Cabify Features & Services - Enjoy the ride

There are certain features of the service that are transversal to all the countries in which Cabify operates, such as the process of requesting the service and the access to service details, including the vehicle model, car registration and driver's name. It is also possible to track the route between departure and arrival in real time. In addition, there is a feature that allows users to request a car for their present needs, through the "as soon as possible" (ASAP) mode, or to arrange the transportation to a given moment in time beforehand, through a booking process. At the moment the customers specify they desired destination and are informed of their journey's final price. Prices are fixed to the distance in kilometers and there are no variable fares associated with the journey, such as the duration of the trip, traffic or time of day. The payment is made through the app which means that no physical money transaction is required. Last but not least, there are no extra costs derived through transportation of luggage. The same applies to the option of requesting a driver who has the ability to speak a foreign language, or the option of asking for a sign indicating the client's name in a pickup at the airport. After the journey, users may rate drivers on a scale of 1 to 5 stars through the app.

According to Nuno Santos, "*Cabify tries to be a chameleon around the world*", speaking about the service specificities in each country. In European markets, Cabify's differentiation strategy is mainly based on service quality, which requires all drivers to comply with specific requirements regarding the service, high vehicle quality and include a number of extras like Wi-Fi, power banks, water, candy and executive magazines. Additionally, drivers should adjust to the client's music and temperature preferences, customizing their trip accordingly, and wear formal attire. The purpose of these criteria is that the client does not see Cabify strictly as a mode of transportation but rather as a comfortable experience. Every Cabify category offers a grace period of 5 minutes, which is extended to 15 minutes if the pick-up is at the airport. Finally, all the vehicles ensure sufficient insurance and safety for the both passengers and drivers. In Latin American countries, the service requirements are "more liberal" since the investment in service excellence is inferior to Europe. However, even if the service quality does vary geographically, the premium positioning remains in all markets because of the general high quality perception.

Depending on each country's legal environment and the intended service quality the business model is also different. In Latin and South America, Cabify directly cooperates with

self-employed drivers. This model does not apply to Spain and Portugal, due to the existence of clearer and more stringent laws, such as in Spain and Portugal and a higher expected service quality. In these European countries, Cabify is perceived as a technological platform instead of a transportation company, contrarily to what occurs in Latin America.

3.4.1- Service portfolio

Regarding Portugal's particular case, there are three types of categories available that determine the type of service: Lite, Group and Baby. The Lite service is composed by mid-high range cars that carry up to four passengers. The Group category comprises upper range vans for up to seven passengers and is only available through booking. Finally, the Baby service, a specific type of the broader Lite service, that assures the safety of children and offers a bench or chair according to the age and/or weight of the child that can be booked beforehand. This service is particularly interesting for Portuguese consumers due to the existing legislation regarding safety requirements for children in public transportation that does not require safety chairs. Cabify saw this as an opportunity and created another differentiating factor.

3.4.2- Core Business Operations

Cabify's core business operations are branched into two strategic focus: corporate and local. On the one hand, Cabify's focus is to be a transport solution for the mobility of people in a business context, adapting to each company's reality, allowing a more practical and effective management of employees travel expenses (Exhibit 3).

On the other hand, they seek to understand each local market in order to find differentiating factors in contrast to the competition. The local focus involves the creation of services that respond to each city needs, the payment of taxes in each country they operate and the marketing team's effort to develop local partnerships (Exhibit 4). Indeed, the creation of the Baby category in Portugal is a fitting example of the local adaptation aspect.

3.4.3- Marketing Strategy

The company differentiates itself from the competition primarily through its high quality service and the transparency of prices, which are fixed to the kilometer. Additionally, the differentiation factor of the company is present in aspects such as the possibility of booking in advance and the fact that each company has an account manager to ensure the

excellence of the service. The company believes that its set of differentiators allows them to generate solid growth without participating in a “race to the bottom”¹.

Since Cabify is a mobility solution for companies, the brand's main target is the corporate segment. The target covers all companies, regardless of size, because it is their belief that their service is advantageous to any type of company. The marketing team supports the sales department by developing opportunities for companies, such as creating a “Cabify Zone”² in a particular business area, and communicating the benefits that the corporate consumer can enjoy at a digital level. Nuno Santos justifies that the choice of focusing on businesses as their primordial target was made with the aim of extending this quality service to the private customer. Regarding private consumers, the target covers heavy users that use the service frequently. To reach this target, the company focuses on enriching their experience by starting at the very first trip. The director stresses that *“Although we offer a premium product (...) we want to be a solution for everyone”*, meaning that there is no customer segmentation at the demographic and psychographic level. The only type of segmentation employed by the company is at the geographic level. In Portugal, the target includes people who live or travel regularly in Lisbon and Porto.

As for the positioning, Cabify is among the group of premium apps for urban mobility. It is considered a premium brand for several reasons: the cars are all mid-range high; training is given to drivers within the company; and the drivers have a protocol that they have to follow during the service. With all these specific features of the service, the company seeks to provide a whole experience within the vehicles and not only the transport of passengers from point A to point B.

3.5- Revenues, Pricing Policy and Cost Structure

In the European business model, the company's only revenue comes from the partners' license to use Cabify's technology. In each service the company retains a percentage of the total value of the trip, which is 20% in Lisbon and 25% in Porto. The remaining are for the partner since it withholds high fixed costs inherent to this service, such as the drivers' salary and costs inherent to the vehicles.

¹ Race to the bottom: a situation in which companies compete with each other to reduce costs by paying the lowest wages or giving workers the worst conditions (Cambridge dictionary).

² Cabify zone: The users enjoy an automatic discount in a specific geographic area.

Concerning the pricing policy of the company, Nuno Santos stated that they seek to have a competitive price. Consequently, the price of the service is calculated only according to the number of kilometres traveled. The price is fixed per kilometer (1.15 €) and there is no influence of variable factors, such as trip duration. The only variation that may possibly exist is related to the waiting time by the customer: after the grace period of five minutes, the client is charged 0.25 cents for every minute of waiting time. The average ticket is priced between € 8 and € 12, which is, according to the Director, a low range of prices for the high quality of the service provided, but Uber's low prices do not allow cabify to raise the amount charged.

Regarding the operating costs, Cabify mainly invests in human capital, more specific in the growth of Cabify's internal team. Indeed, currently Cabify Portugal has 36 employees and for that reason supports fairly high fixed costs. Nuno Santos believes that investing in human capital is the only way to ensure the quality of service and once again differentiate from the competition.

3.6- Current and future main challenges

There is a large discussion about the future of this new electronic market, as technology advances faster than governments can implement efficient policies and laws. Indeed, the main challenge currently faced by the company is the volatility in the legislation procedures. It is extremely challenging to make a business grow without knowing how governments will condition its functioning and service in the future.

Furthermore, the aggressiveness of the competition is also an always evolving barrier with which Cabify has to deal. Its main direct competitor, Uber, is one of the most highly valued companies in the world and naturally, it is a great challenge for Cabify to compete with a company with such power. However, Nuno Santos highlighted that they tried to turn this difficulty into an advantage, differentiating Cabify from Uber as much as possible. In this sense, the marketing department is constantly analyzing the competition to understand how they can continue to differentiate themselves and stand out in the market.

Finally, with the company's and the market's rapid growth, maintaining and improving service quality becomes a challenge, due to the struggle of quality control in a broader service.

3.7- The need for a brand change #CabifyPurple

During the first five years of the brand's existence, a general orientation was not defined. According to Catarina Cabral *"It was a learning period"*, as the old brand image did not convey the intended image and values. In this sense, it was necessary to create a stronger brand image that would reflect what Cabify truly represents.

After a study carried out in Colombia to consumers, the company realized that it did not have a consolidated image. Results showed that Cabify was seen as a premium brand, which was undoubtedly the way the company intended to be positioned, but simultaneously seen as an expensive, inaccessible and distant brand, which deviated greatly from the intended image. Furthermore, an internal study showed that Cabify employees did not identify with the transmitted brand. According to Catarina Cabral, this discrepancy between their targeted positioning and their perceived image was the company's own fault, as a global image communication was not backed by necessary measures.

With the rebranding, the company intends to position itself as a company created by people for people, that is, an inclusive, modern, young, human, fun and friendly brand, close to customers and employees, but at the same time ensuring high quality service, i.e. maintaining the premium facet they already had before. Changes were also made to the company's purpose and communication strategy to support this visual change of the brand.

3.7.1 -Rebranding process – Brand essence

"Brands, like people, have a DNA. In other words, products can be copied, brands however, are unique. They are one of the company's most valuable assets. Therefore, the new Cabify is much more than a logo or slogan, it represents a purpose." (Cabify internal documents, 2017).

Before moving forward with the visual part of rebranding, Cabify had to define the brand's mission, vision and values as until that moment no formal definition existed. Regarding mission and vision, both statements seek to convey that Cabify cares about the cities and their respective citizens, by paying drivers fairly, reducing its environmental impact and making transport accessible and pleasurable to all riders (figure 2). Regarding Cabify's values, the global marketing team defined four values, which were communicated to all employees globally in order to obtain feedback on the explanation of each value. Collaborators were not allowed to change the values, only to edit their definition. By

involving the company's own workers in this decision, it sought to define the true meaning of the organization's values. After evaluating the results, the current four values of the company were established: "Care", "Aim for excellence", "Have fun" and "Be fair" (exhibit 5). These four values were the basis of the whole Cabify's visual change, which began in September 2016 and was officially launched in February 2017.

Mission	<i>Making cities better places to live</i>
Vision	<i>Moving people more safely, efficiently and thoughtfully</i>

Figure 2 - Cabify mission and vision

3.7.2- Rebranding Process - Visual identity

“The first and most evident change people will notice about the new brand, is its visual elements. Designed to make Cabify stand out from the competition, though providing a renewed and friendlier face” (Cabify, internal documents 2017).

Slogan

As mentioned earlier, in the first five years of existence the brand did not have a consolidated image and there was no official brand slogan aligned across all countries. Each country was allowed to adopt one of the company's taglines as a slogan, such as "Your private driver" or "Enjoy the ride". As in the values creation, all local teams were involved in the new logo creation. Each local team held brainstorming sessions and presented different slogans to the global marketing. The slogan "Going Together" resulted from this global creation initiative. On the one hand, “Going” relates to movement, which is what Cabify does as a transport solution - moving people. One the other hand “Togetherness” is the state of being close to one another and Cabify is a promoter of communities, as seen in its values. In addition, "Going Together" seeks to express that everyone is involved in the brand, including customers, employees, partners and drivers is part of the same community.

Colors

Prior to rebranding, the brand's colors were black and yellow, colors that are usually associated with taxi services. Consequently, Cabify chose purple as the brand's new color for two reasons: first, because the symbology of purple means creativity, independence, quality

and pride, which is in accordance with what the new image intends to transmit; second, because there is no mobility application in the world with this color, which allows Cabify to visually stand out from competitors and be identified automatically within its market (figure 3). Additionally, the accent colors add a bit of variance to the palette to keep it young, fun and spontaneous.

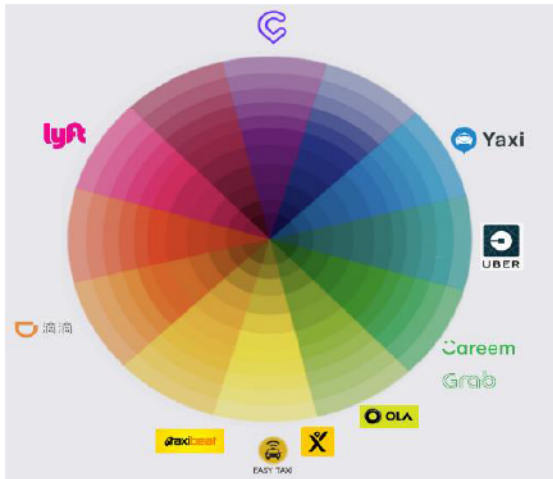


Figure 3 - Mobility platforms colors

Logo

Once the colors were defined, four logo options were developed and submitted to internal voting by all employees, among all countries of operation. In this way, the process of Cabify's rebranding and its end, reflects company's culture because it was defined by the people belonging to the organization. The final choice was taken in accordance to the majority's preference. The new logo (Figure 4) maintains a connection with the old one (Figure 5) and incorporates the shape of the location icon as it lends direction to the transportation service. The product department was especially involved because they had to adapt the entire application to the new image (Exhibit 6 and 7). The typecase was also changed to lowercase and the new font is rounder, in order to present a young, modern, fun and approachable impression to consumers.



Figure 4 - Cabify new logo



Figure 5 - Cabify old logo

3.7.3- Communication Changes

Parallel to the change in brand essence and visual elements, changes were also made at the marketing communication level, more specifically altering the brand's voice and creating illustrations to be present in all brand communications.

Voice

According to Catarina Cabral "Now we do not want to be the brand that people look for because of discounts.". They no longer promote Cabify through promotional actions or price competition, but instead present consumers a high quality mobility experience in order to appeal to their emotions. This decision had in consideration that discounts and low prices do not connect people to the brand, nor do they increase loyalty. In this sense, four selling points (A+service, 5-stars drivers, security, local) were defined, based on the new image and values of the brand, in which the price is not included (figure 6). These selling points are the topics that should be consistently presented in the company's messages, aided by different channels, including products (web and app), advertising (digital and offline) and social media (posts and videos). All messages must be transmitted in a familiar and relaxed manner, not in a technical and commercial way. Last but not least, messages must be adapted to the city they are intended for, using local expressions and phrases, i.e. using city idiosyncrasies.

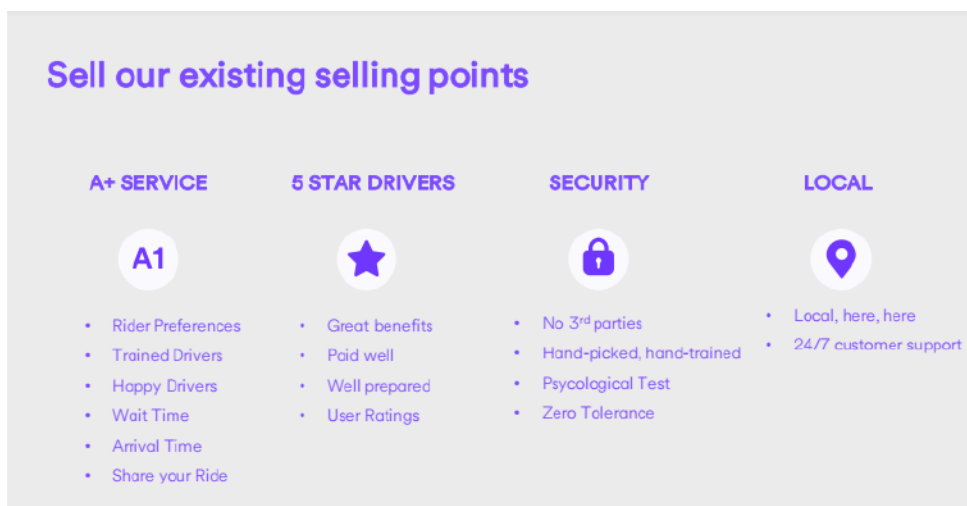


Figure 6 - Cabify's five selling points

Source: internal documents

Illustrations

Cabify desired to be perceived as an inclusive brand, in terms of their closeness to the consumer, and therefore wanted to create elements that reflected that differentiating aspect. Thus, brand illustrations were developed to simplify the new brand concept. The illustrations incorporate people with different looks that appear different personalities, to transmit the new inclusive image. More specifically, there are different colors of hair, skin, clothing and body types among the illustrations (exhibit 8).

3.7.4- Rebranding Campaign

Launch campaigns have been developed to communicate the new brand. A landing page created on the website to announce and explain the reasons behind rebranding. Additionally, advertising was done through social media, including Facebook and Instagram, with photographs of the organization's employees spreading colorful ink to show that the brand has gained color (exhibit 9). The campaign "We love all riders" on social media (exhibit 10) sought to express that regardless of the type of customer or number of journeys made, the quality of the service is transversal to all customers. The aim of the campaign was not only to convey the brand's new image, but also to respond to a campaign by rival Uber that promised advantages to heavy customers. Finally, they offered merchandising inside the vehicles (exhibit 11) and material to promote the brand in events (exhibit 12).

In order to measure the success of rebranding campaigns, an analysis was made considering number of visits on the landing page and downloads during the launch day of the new brand. Because this campaign did not have any associated discount codes, they could not accurately measure the impact of rebranding on those numbers. In addition, the impact of the campaign on social networks was also analyzed through the number of views, shares, clicks and likes.

4 – Market research

4.1 – Aim and scope of research

The aim of this research is to analyze whether the new image transmits the intended positioning by the company, considering the visual changes of the brand. Furthermore, the research had the purpose to understand which attributes of the service are more valued by consumers, in order to identify which improvements or features could be added to the service to maintain and attract new users. In this sense, the market research data was obtained through a face-to-face interview with both the General Director (exhibit 13) and the Marketing Director (exhibit 14) of Cabify Portugal, a focus group (exhibit 15) and an online survey (exhibit 16).

The online survey was shared through email and Facebook, in order to achieve a greater diversity of responses. 348 valid answers were collected and analyzed in SPSS statistics software.

The focus group was performed in order to obtain more specific insights to complement the survey data and enrich the market research.

4.2 - Demographic factors

The majority of the online survey respondents were older than 25 years (32,8%), followed by people older than 55 years old (22,4%) and between 25 and 35 years old (18,4%), with the biggest sample being female 67,5% in terms of gender (figure 7 and 8). Considering academic qualifications, more than half of the sample (52,9%) acquired a bachelor degree. Finally, most of the respondents are currently working (60,3%), and the average monthly income of the majority was higher than 1.500 € (35,9%). These results can be seen in Exhibit 17.

The focus group was attended by two females and three males, aged between 19 and 50 year old. The three participants aged between 19 and 25 years old are referred in the analysis as “young adults”, while the remaining are described as “adults”. Three of the participants are currently working while the other two are students.

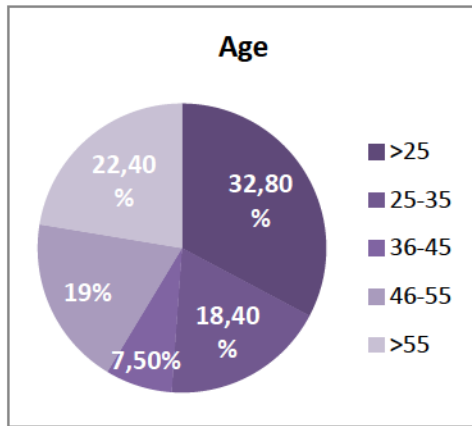


Figure 7 - Age distribution

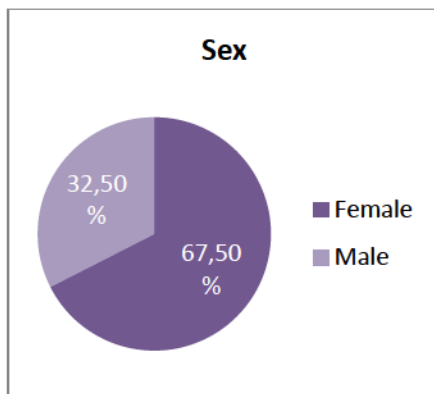


Figure 8 - Gender distribution

4.3 - Mobility habits

To travel around the cities, the majority of the respondents use their own vehicle five or more times per week (60,6%). Taxi usage has a lower frequency, as 56,3% of the answers fall in the “No Usage” category. A similar behavior may be observed among the users of Subway and Bus (52,6% and 66,1%, respectively). As for the mobility platforms, the category that gathered the highest percentage of respondents was “1 to 3 times per month”, with 37,9% of the answers. Within these transportation category, 28,7% of the remainder respondents state to have never used this services, 14,7% use it once per week, 11,2% do it twice per week, while the last two frequency intervals – three to four times per week and five or more times per week – have a respondents’ percentage of 5,5% and 2,0%, respectively (Exhibit 18).

The majority of participants who have already used transportation platforms (72,1%) revealed that they did it for personal reasons (85,7%), while only 14,3% used them in professional circumstances. In addition, most of these users request the service to replace their own vehicles after the consumption of alcohol (75,7%), not to waste time parking the car

(74,5%) or because they consider it safer than other transports (55,8%), as it can be seen in figure 9. On the other hand, the main reasons why the remainder participants have never used mobility platforms (27,9%) are because they have never felt the need to use this type of services (86,6%), they prefer to drive their own car (68%) or they do not like to use their credit card online (56,7%), as shown in figure 10. Nevertheless, the part of the respondents that do not switch their own car for Cabify were asked to select the main three reasons that would make them change their minds. The reduction of prices and waiting time (91,3% and 82,5%, respectively) or a fidelization plan with advantages for users (52,4%) were the three top selections. These data can be improved in exhibit 19.

Additionally, from the respondents that stated to have used mobility platforms, only 41% stated to have used Cabify's service, a value that represents 29,6% of the totality of respondents (Exhibit 19 – Table 34)

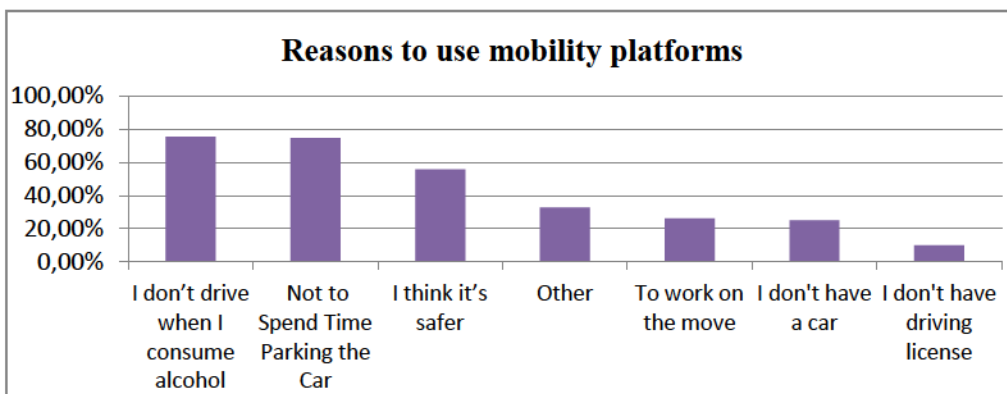


Figure 9 - Reasons to use mobility platforms means

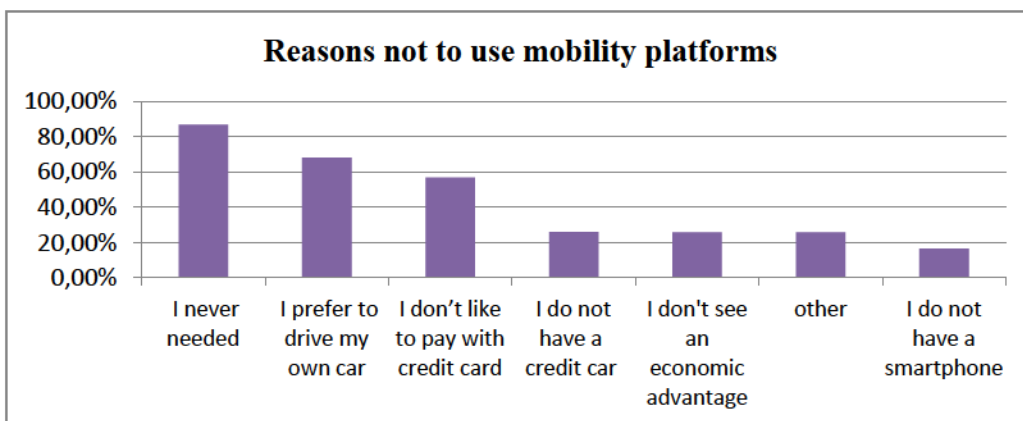


Figure 10 - Reasons not to use mobility platforms means

In the focus group, participants were also asked how often they used mobility platform services. The 3 young adults only use it in sporadic situations, such as when they consume alcohol or if they go to a difficult to park area, and they have only resorted to Uber. From the older respondents, one has never tried any electronic mobility service and the other adult often uses Cabify abroad in a professional context. The reason why they rarely use platforms is mainly because they own a private car. However, they unanimously stressed that they do not opt more often for these platforms because they are not comfortable with the electronic payment, as they are afraid of sharing online banking. In addition, young adults consider that the price is high.

Furthermore, according to the Marketing Director, the corporate segment uses Cabify mainly during working hours and the private segment on the weekends.

4.4- Brand awareness

In order to know the top of mind recall brand in the mobility platforms market, respondents were asked about the first brand that comes to their mind in this context. The majority said "Uber" (72%), while only 10% stated "Cabify". Additionally, to assess the familiarity level of each mobility solution brand, participants had to indicate, on a scale of 1 to 10, the brands they were most familiar with (figure 11). The results (exhibit 20 - Table 35) suggested that the most familiar platform is Uber ($\mu = 8.75$) and Cabify ($\mu = 6.41$), and people are less familiar with Mytaxi ($\mu = 2.31$) and Meotaxi ($\mu = 0.86$).

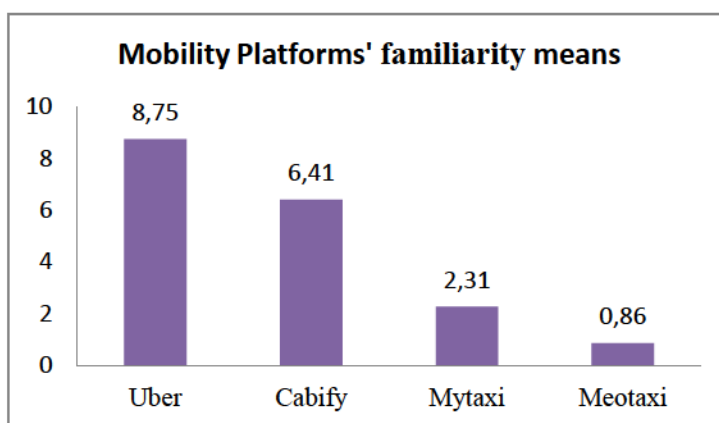


Figure 11- Average level of familiarity with the platforms

A One-way Anova with repeated measures (exhibit 20 – tables 36 and 37) was conducted to search for statistically significant differences between the level of familiarity among the four platforms, and the results suggest that these differences do exist ($p = 0.00$).

Additionally, the Post Hoc test made possible to understand that there were statistically significant differences regarding familiarity between all platforms. Exploring this data, it can be concluded that regarding its familiarity, Uber is statistically superior to all others ($p=0.00$) and that Cabify, despite being statistically inferior to Uber, is statistically superior to the remainder platforms, including Meo taxi($p=0.00$) and Mytaxi($p=0.00$).

All these results were in line with Nuno Santos' statements about Uber being the leading brand in the market and Cabify the second mover. In addition, the brand awareness was also tested in the focus group. When the participants were asked about existing mobility platforms, the top of mind recall brand was unanimously considered Uber. Nonetheless, Cabify was among all the answers, excluding one participant who has never tried these services.

4.5- Valued mobility platform attributes

Respondents were asked to rank on a scale of 1 to 5 the importance attributed to different characteristics in a service provided by a mobility platform (figure 12). The most important attributes, as seen in Exhibit 21 – table 38, were car hygiene ($\mu = 4.48$), waiting time ($\mu = 4.41$), price ($\mu = 4.27$), and accessibility ($\mu = 4.05$).

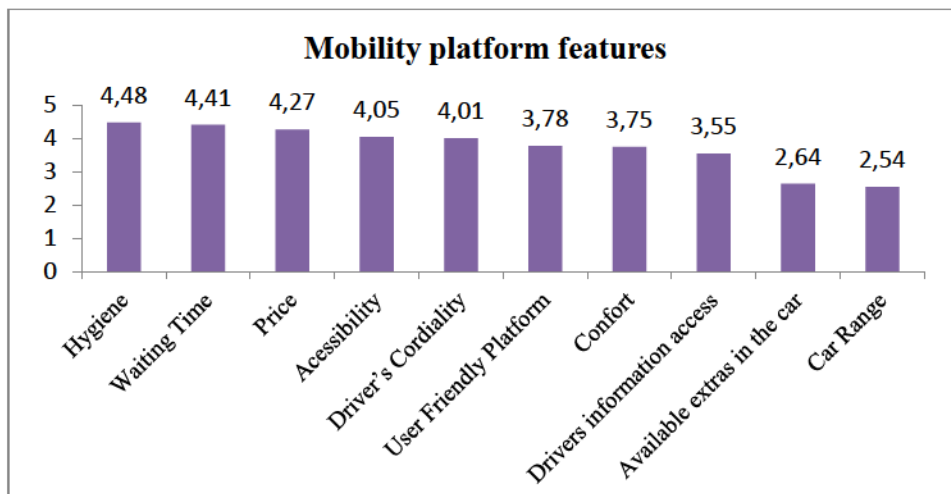


Figure 12 - Means of valued features in mobility platforms

In order to understand if the usage context of this type of service (personal or professional) influenced the valuation of these attributes, an independent samples t-test (Exhibit 21 – table 40) was conducted to compare the mean results between the two independent samples. The results suggested, with 95% of confidence, a statistically significant

change on the perception of the importance of price, being the personal users the ones that are more price-conscious ($p=0,003$).

In the focus group the most valuable characteristics have also been analyzed. The price transparency, cordiality of drivers, recency and hygiene of the cars, and the possibility to track the route were the main subjects highlighted. In addition, young adults said that not having to deal with people to request a vehicle was also important. Because the focus group generated a more open conversation, participants began to emphasize the importance of the service provided by the platforms over the traditional taxi service: " When I get a taxi it seems that I'm entering in a person's house". All users who have already used at least once a mobility platform, highlight the huge difference in quality of service of the platforms compared to taxi service, noting that most taxi drivers are uneducated, cars are old and not very clean. One of the participants even said that he associates the taxi service to danger.

4.6- Rebranding

In the survey performed, four logos were displayed, so that the respondents could select the one they thought was Cabify's actual icon (figure 13). The correct re-branded logo gathered 29,3% of the choices. The remainder was distributed between the old logo (31,6%) and answers that stated not to be able to identify it (37,6% - the most voted option). The old and new logos of the main competitor – Uber – were selected by 0% and 1,4% of the respondents, respectively (Exhibit 22 – table 41).

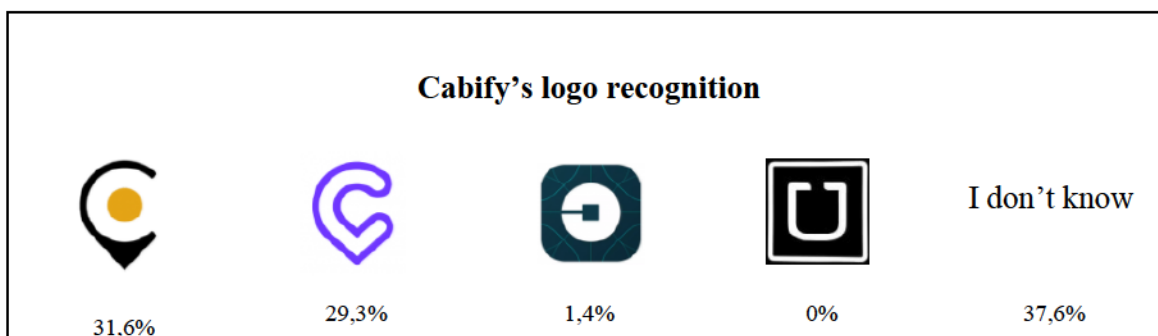


Figure 13 - Cabify's logo recognition

In the focus group, participants were confronted with the old Cabify logo, followed by the new logo. Regarding the former, the majority of participants said they did not like it because they immediately associated it with taxis due to the yellow and black colours. One of the participants did not agree, saying that the logo conveyed professionalism. When confronted with the new logo, most people see the brand as young, simple, close and reliable.

The same participant who was in disagreement regarding the first logo, stated that the new logo transmits the impression of a low cost brand. They were then asked if the new logo would no longer convey a premium brand image. Only the participant in disagreement with the rest of the group on the other two questions followed this idea, saying that the new logo is less sophisticated than the old one. On the other hand, the other participants said that the logo transmits a premium image of the brand for several reasons: Firstly because purple transmits simultaneously a modern and formal image and second because the old logo had yellow, which made them remember taxis and therefore a low quality service. It was also said that the new logo is more identifiable with Cabify, due to the "C" shape. Regardless of the perceptions of each, the whole group is closer to the new logo.

Further in the survey, respondents were confronted with the old and new Cabify logo to assess if the change of image had an impact on the perception of the consumers. A paired sample test was conducted for that effect (Exhibit 22 – table 42 and 43). Therefore, with the visual change of the logo, one can affirm with 95% confidence that the brand is currently perceived as more low cost ($p=0,000$), cool ($p=0,005$), personal ($p=0,000$), pessimistic ($p=0,007$) and spontaneous ($p=0,000$). To see if the logo change also affected the perceptions of the 103 people who have already used Cabify's services at least once, another paired sample test was performed only based on that part of the sample (Exhibit 22– table 44 and 45). The results allow us to conclude with 95% confidence that the new brand was perceived as more human ($p=0,044$), low cost ($p=0,0033$), cool ($p=0,000$), closer ($p=0,021$), fun ($p=0,006$), personal ($p=0,000$), and spontaneous ($p=0,000$).

Additionally, when instigating the awareness of the current Cabify's slogan, the respondents were asked to choose the correct slogan between four options (figure 14). Only 10,1% of the sample chose the correct one - "*Going Together*" -, while 3,2% selected a common communication tagline used by the company: "Your private Driver" (Exhibit 22 - table 46). Uber slogan "Everyone's private driver" and another Cabify's tagline "Enjoy the ride", were responsible for 0,6% and 5,7% of the selections, respectively. The majority of the respondents stated not to be aware of the current slogan (80,5%). The focus group was helpful to confirm these insights, as no participant knew the new slogan of the brand.

Cabify's slogan recognition				
Going together	Your private driver	Everyone's private driver	Enjoy the ride	<i>I don't know</i>
10,1%	3,2%	0,6%	5,7%	80,5%

Figure 14 - Cabify's slogan recognition

5- Conclusions

RQ1: What were the reasons that led to a global repositioning?

Although Cabify has been growing exponentially month over month in the last 5 years, in 2017 the Global Marketing team felt an organic need to refresh the brand, since until that point there was not a consolidated image. Firstly, because so far it was not officially defined what the brand represented and what they truly wanted to convey to consumers. Second, because two studies were conducted to consumers and company employees to understand how they perceived the brand. On the one hand, employees were not identified with the brand, because it was not transmitting the culture and spirit of the company, which was young and fun. On the other hand, the other study concluded that consumers, mainly the ones who had never tried the service, perceived Cabify as a premium brand due to high-end cars, but also as inaccessible and even arrogant. Thus, the non-identification of employees with the brand and the discrepancy between the intended and perceived positioning created the need to apply a rebranding strategy, along with changes in the brand essence and brand communication strategy in order to occupy a new position in consumers minds: an inclusive service of excellence.

RQ2: What were the steps taken to reposition the brand?

Cabify's repositioning strategy branched out into two different parts, including brand essence and brand visual identity. In a first phase, the company defined its mission, vision and values, that were not officially established until that moment. The mission and vision sought to convey the ultimate goal of the company, which is to improve the citizens' quality of life by providing them a safe and high quality transport solution. Regarding Cabify's values definition, the global marketing team defined four values, sending them to all Cabify's employees in order to obtain feedback on the definition of those values. By involving the company's own workers in this decision, it sought to absorb the true meaning of the organization's values. After consolidating the results of the employees' opinions, the current four values of the company were established: care, be fair, have fun, aim for excellence. These values were the basis of the whole rebranding process. Regarding the new slogan creation, the local teams were once again involved in the process, by proposing to the marketing global team different possibilities of slogan that they believed would be aligned with company's values. "Going together" was the one that better encapsulated the mission of the company. The second phase started by defining the new Cabify's color. Purple was the

color chosen for two reasons: first because the symbology of purple is in line with the brand's new image; Secondly because there is no other brand of transport platforms with that color, and therefore allows the company to differentiate itself from the competition. Sequentially, four logos options were submitted to internal voting by all local teams, in order to reinforce the employees' involvement in the process. As a result, the current logo was defined based on the option that accounted for more votes. This brand's swift has been accompanied by changes in the company's communication as well. Firstly, illustrations composed by different colored personalities were designed in order to reflect the human aspect of the brand and to simplify the brand's new concept. Secondly, Cabify's messages should now appeal to people's emotions and include city idiosyncrasies in order to create greater connection with the brand. Prior to repositioning, communications were primarily focused on price and discounts. Nowadays, price has become a secondary factor, and the main focus has been on transmitting the unique experience that people can enjoy by using their services. In this sense, five selling points have been defined that must be consistently present in all cabify messages, across different communication channels. After completing all the changes of the new brand, campaigns were developed to present the new brand, globally and locally.

RQ3: What are the reasons and most valuable attributes that lead people to use transport platforms?

The analysis performed during this paper made clear that consumers normally seek this type of platforms to solve problems concerning transportation, such as a replacement for their own vehicles when they are not entitled to drive them or face challenges doing it. Indeed, 75,7% of the survey respondents see these platforms as an alternative when they consume alcohol or when parking the car is too time-consuming (74,5%). Additionally, 55,8% considered this means of transportation as safer than other transports. Nevertheless, services as Cabify still have challenges when convincing audiences to use them, as 86,6% state that they never felt the need of recurring to them, they still prefer to drive their own car (68%) and they do not trust their credit card in online platform environments (56,7%). This same beliefs were confirmed when a focus group was gathered, mainly between the youngest participants, that stressed out the advantages mentioned above. The share of credit card details and a new factor, price, were among the factor that made the participants reluctant in using the service.

Regarding the reasons that respondents most value on mobility platforms, the ones that scored higher by order of most to least important were the hygiene of the cars, the waiting time, price, and accessibility. It was also understandable that, when comparing customers that use these services for personal motivations to the ones that use them on a professional context, only the price had a real impact. Indeed, consumers seem not to be so price-conscious when they traveling for business ($p=0,003$). In the focus group, price and hygiene of the cars were also highlighted as important factors. Additionally, the participants suggested the cordiality of the drivers, the reency of the cars and the transparency of the routes and prices as additional key factors. Not having human contact in the ordering process was also considered a plus for the younger ones.

RQ4: How effective was Cabify's rebranding?

As mentioned during this case, Cabify's strategy to change the way it is perceived in the minds of consumers had between its outputs a new logo and slogan. The analysis suggested that the brand's new image is far from being recognized by the general audience, since only 29,3% of the survey respondents selected the company's current logo when asked to select it among four options. This idea is supported by the fact that the majority of the respondents stated not to know the correct option (37,6%), while 31,6% were convinced that the old logo was still the one being communicated.

Further in the analysis, both the old and new logos were compared using the same scales of attributes. The key changes, with statistical significance, were the fact that the new logo became cooler, more pessimistic, personal and spontaneous. Nevertheless, these changes also made the image perceived as more low cost, an impression that the company's management tried to avoid. When repeating the analysis to Cabify's clients, some other changes' effects were statistically verified, as the new logo was perceived to be funnier, more human and close. On the other hand, the analysis suggest this group of respondents did not feel that the new logo was more pessimistic. The feeling that the new logo made the brand look more inclusive was made clear in the focus group performed, despite the fact that the majority of the participants did not perceive the logo as more low cost. Focusing on the slogan, one can say that its communication did not reach a wide audience, since only 10,1 % of the survey respondents selected the correct option among four, while 80,5% stated not to know the answer. This behavior was observed among the focus group, as no participant knew what the current slogan was.

Given this, one can understand that more efforts should be made in order to place the brand's new image next to the general audience. Additionally, the introduction of the new logo that had as major objective the positioning of the brand as more inclusive, without losing its premium perception, might have been risky. The study suggests that the brand succeeded in being perceived as cooler, more personal and spontaneous, but there were other desired brand characteristics that do not stand out with the new image. Furthermore, two characteristics were sacrificed for that purpose: the new logo is perceived as more low cost and pessimistic.

6- Recommendations

In order to give valuable recommendations that can be helpful to the company's strategy, this section will be focused on two key points: Communication efforts and opportunities to attract new customers.

The conclusions gathered along the paper made clear that Cabify had a difficult mission of making the brand more inclusive without losing its premium perception. Indeed, the survey performed suggested that the new logo made the brand be perceived as cheaper when compared to the old logo. In order to demystify this perception, Cabify should focus on strongly communicating the factors that make the service add value when compared to its competitors – the quality of the drivers and the fleet, the customer support, the safety of the service and the extras provided. Additionally, as the company is struggling to raise awareness of its new image, Cabify should make sure every communication highlights the actual logo, brand colors and slogan, as the analysis suggested that these elements were not being recognized among the respondents. Furthermore, the message should be consistent between all the communication channels.

As part of an extremely competitive market, attracting new customers in a fast and effective way becomes vital. Cabify has already a consistent name among the mobility platforms market, as suggested by the conducted survey and stated by the Director. Nevertheless, the user base is still small, as 70,4% (Exhibit 17) of the survey respondents never tried the service, showing that there are opportunities to gain market share. Therefore, the company should seek to be associated with large companies and events with large databases in the future, in order to reach a wide number of people at the same time, ie gain more scale. Another opportunity to increase the customer base is to target people that do not see the need of using mobility platforms, as they prefer to use their own vehicle. This recommendation is supported with data collected (Exhibit 17), as part of the respondents stated that they would more likely do it if the prices and waiting time were reduced or a fidelization plan with advantages for users was created. Doing a cost-benefit analysis on implementing these features can be the start of an expansion of the client base. Nevertheless, changing the pricing at this moment should not be directly communicated, since it might damage the company's intention of being perceived as premium. To finish, both the survey and the focus group revealed that the sharing of credit card details is still a big barrier for a new user to try the service. Therefore, the last piece of recommendation goes to the

introduction of alternative methods of payment, such as a pre-payment option, as discussed in the focus group performed.

7-Limitations

The scope of this study was to understand the effectiveness of the brand's rebranding strategy in Portugal, along with the most valued attributes regarding the service provided by mobility platforms. Although the main objectives of the paper were fulfilled, there were certain limitations that could have made the study more relevant.

Hence, the main limitation of the study was related to the fact that Cabify's main target are companies, and this study did not take into account the perceptions and preferences of the responsables for the Financial and HR departments, which usually are the ones that hold the decision power to adopt or not this type of services. Thus, for future research, it would be important to develop a questionnaire, or at least a focus group, with the responsible for the mobility of company employees.

Access to information was sometimes restrict, due to the fact that mobility platforms have recently emerged in Portugal, with lack of information available. Furthermore, as the market is extremely competitive, companies have an incentive in protecting such information. Legislation and political changes and conflicts regarding this theme force the market to be in constant change, a factor that adds up to the difficulties felt during the scope of the work.

In addition, the sample obtained from the online survey (344 respondents) is not representative of the Portuguese population and therefore, a larger sample would provide more accurate conclusions.

Finally, in the future it would be interesting to study the impact of repositioning on company's results, to understand the impact on the company's financial income, number of droppoffs and number of downloads.

8-Teaching notes

8.1- Synopsis

This case study aims to understand the effectiveness of Cabify's rebranding as repositioning goal, having in mind the preferences of consumers and the attributes most valued in the services provided by mobility platforms.

Cabify expanded to Portugal in 2016 with the aim of obtaining a position in the market, seeking to differentiate itself from the competition by offering a high quality service, mainly directed to the corporate market, and positioning itself as a local company. Currently, Cabify is growing exponentially at all levels, being considered in several countries the main Uber's competitor. In Portugal, the platforms of mobility market is a growing, recent and controversial market. As a result, Cabify has faced several challenges, such as aggressive competition and instability (or lack) of legislation.

In addition to the specific challenges of each country, Cabify has recently faced a global challenge: its positioning in the minds of consumers and was not in line with what the company represented and sought to convey. Therefore, there was an organic need to re-design the brand (logo and slogan), accompanied by the clear establishment of the mission, vision and values and by changes in brand communication. However, this new "human" and less "inaccessible" new image may influence the prior perception of premium service in the minds of consumers. Indeed, the company does not want to stop being a premium brand, but rather wants to be perceived as young, fun and fun, without compromising the perception of high quality service.

Thus, it is crucial to realize the impact of rebranding on the company's position and whether they have succeeded in achieving a balance between the "premium" and "Humane" image.

8.2- Target audience and teaching objectives of the case study

This case study provides a recent and real life challenge, which may be an interesting subject to be discussed by undergraduate and master students, as a teaching aid for marketing courses under the topics of branding, positioning and services marketing.

Furthermore, based on this case study, the following teaching objectives were defined:

- 1) Acknowledge the importance of a strong brand positioning
- 2) Present the impact that a company's brand image has on its positioning
- 3) Understand the Portuguese market of mobility platforms and the underlying challenges related to this recent type of service
- 4) Encourage the students' strategic thinking while applying theoretical concepts based on a real life challenge

8.3- Teaching Plan

In order to ensure an interesting class discussion, it is important that students read the case in advance so that they are prepared to participate meaningfully in class. In addition, it is recommended that students read the following scientific articles that provide important concepts that will allow them to better understand the case:

- Muzellec, L., & Lambkin, M. (2006). Corporate rebranding: destroying, transferring or creating brand equity?. *European Journal of Marketing*, 40 (7/8), 803-824.
- Ellickson, P. B., Misra, S. & Nair, H. S. (2012). Repositioning Dynamics and Pricing Strategy. *Journal of Marketing Research*, 49 (6), 750-772
- Todor, R. (2014). The importance of branding and rebranding for strategic marketing. *Bulletin of the Transilvania University of Brasov*, 7(56), 59-64

I suggest that prior to the case discussion, students should submit an individual assignment composed by the answers to the case questions in order to ensure that all students are prepared to participate in the discussion.

8.4- In-Class discussion

- 1) Please explain the two types of rebranding strategies and give some examples of drivers that may be at the origin of this decision.
- ✓ A rebranding strategy may involve changing the name, the logo or the slogan of the company.
 - ✓ There are two types of rebranding strategies: evolutionary and revolutionary. The former represents a slight and gradual change in company's aesthetics and positioning, while the later refers to a significant change aesthetics and positioning, representing a radical change in the company.

- ✓ Drivers for rebranding examples: mergers, acquisitions, image repositioning, structural changes and new scope of operations.
- 2) Which factors facilitated Cabify's entry into the Portuguese market?
- ✓ The fact that Portuguese people are considered early adopters of new technologies
 - ✓ Second mover advantage – Uber had to explain their service to consumers and the advantages it could bring to the customer. Therefore, Cabify, as second player did not have to spend time and resources explaining the concept of service, allowing them to focus on communicating their advantages from day one.
 - ✓ Media gave Cabify free advertising because up to that point the discussion revolved only around Uber versus Taxi, and Cabify's appearance represented a breath of fresh air for that controversial topic.
- 3) What were the reasons behind Cabify's decision to change the brand?
- ✓ Cabify was not perceived as intended to be, that is, consumers perceived the brand as premium, but at the same time as distant and inaccessible. However, Cabify is a startup, mostly composed by young employees, which seeks to be accessible to everyone, and therefore represents a young, fun and human brand.
 - ✓ They reach that conclusion through a questionnaire directed to employees and another to consumers in Colombia and Madrid.
- 4) What changes or innovations have been made to change Cabify's position in the consumers' minds?
- ✓ Mission, vision and values
 - ✓ Color, logo and slogan
 - ✓ Changes in brand communication: new selling points (focus on emotion instead of price) and creation of illustrations.
- 5) "A round purple logo may create confusion among consumers regarding a company's premium positioning" Discuss.
- ✓ Students are expected to discuss the impact of logo characteristics on consumers' brand perceptions, using the old and new Cabify logo as examples, and realize in which way these factors can impact on a brand's premium image. There are no right or wrong answers.

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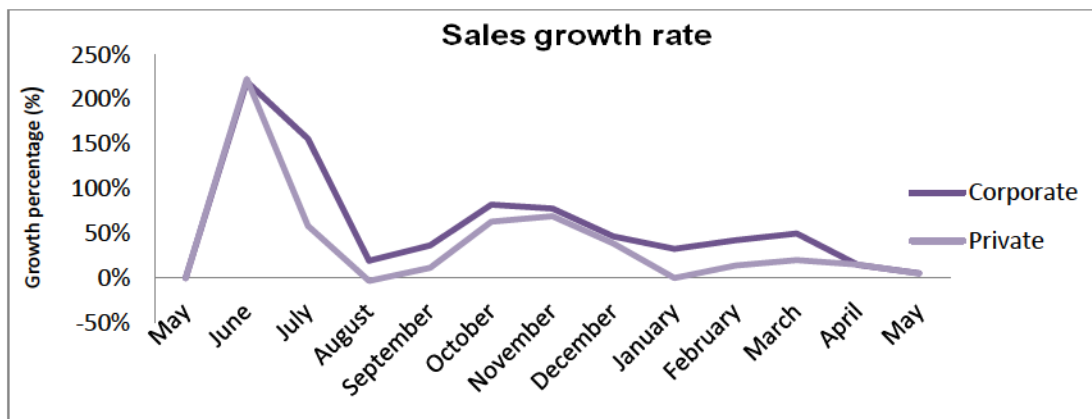
11- Appendixes

Exhibit 1 – Cabify's estimated valuation

COMPANY INFO	
Target Markets	Spain, Peru, Chile, Mexico, Colombia, Europe, Latin America
Employees	501-1000
Launch Date	2011
Ownership	angel, venture capital
Estimated Valuation	€ 364m - € 546m

Source: Dealroom

Exhibit 2 – Sales evolution since launch month



Source: Internal documents

Exhibit 3 – Cabify Corporate benefits

-  Reduce and control your company's travel expenses through fixed prices per kilometer.
-  Hassle-free electronic payments (unique payment method). No monetary transactions within the vehicles.
-  Detailed monthly invoices sent by email.
-  A shared company account, with customized permissions and restrictions for each user.
-  Real time traceable journeys and travel reports.
-  Corporate customer support.
-  On-demand pick-ups and reservations.

Source: Internal documents

Exhibit 4 – Examples of Cabify local partnerships



Source: Cabify Facebook

Exhibit 5 – Cabify's values

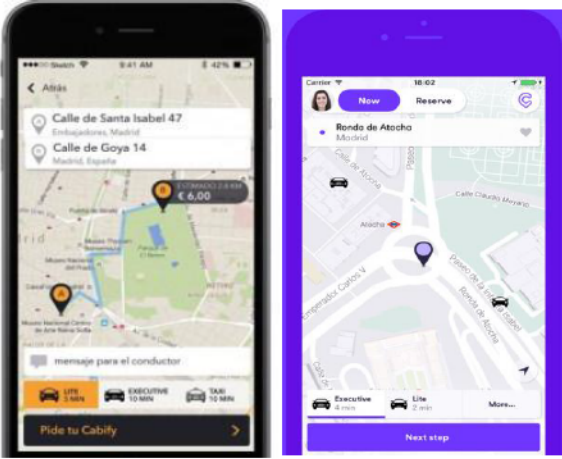
<p>Care</p>	<p><i>Always improve the communities where we operate, creating a pleasurable work environment for employees and drivers, improving the mobility of passengers and making cities more habitable. Reinforce caring with social initiatives to encourage our customers to do so as well.</i></p>
<p>Be fair</p>	<p><i>We want to build a community, not a platform, and make our customers, drivers and passengers, feel proud of belonging. Seek to be a trusted and reliable partner, always putting ourselves in the seat of the customer asking "is this fair?", only moving forward when the answer to that question is "yes".</i></p>
<p>Aim for excellence</p>	<p><i>Defy convention. Dare to try and learn from mistakes. Give 100% to make things happen. Play to win. Get excited about uncertainty and explore new paths. Ensure all of our customers have the excellent experience they expect.</i></p>
<p>Have fun</p>	<p><i>Enjoy the day to day and demonstrate positivity in the face of challenges. Reinforce a great customer experience by sharing enjoyment across the entire Cabify family: employees, passengers and drivers.</i></p>

Exhibit 6 – Cabify's new visual elements



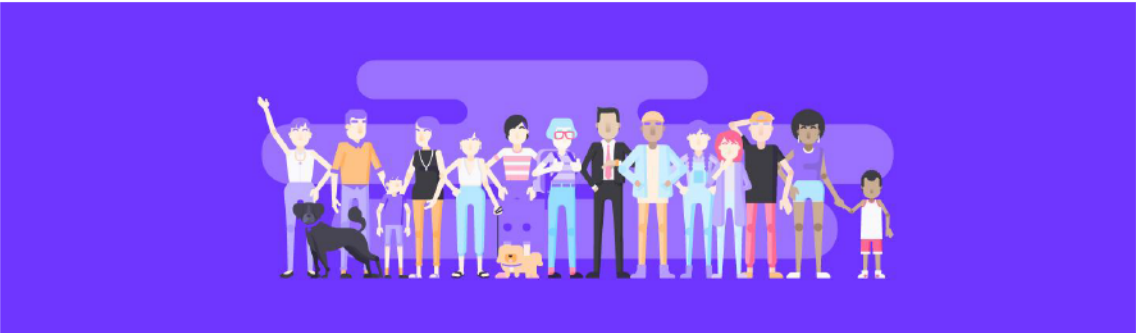
Source: Internal documents

Exhibit 7 – Old app layout versus new app layout



Source: Google images

Exhibit 8 – Cabify illustrations



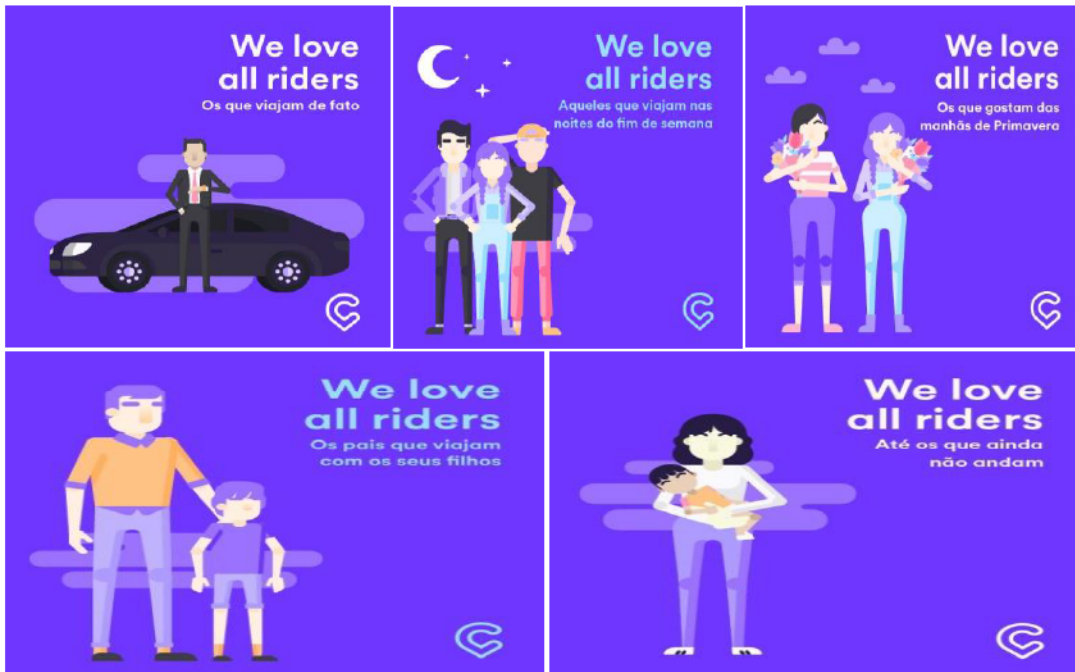
Source: Internal documents

Exhibit 9 – Rebranding campaign “ We gained color”



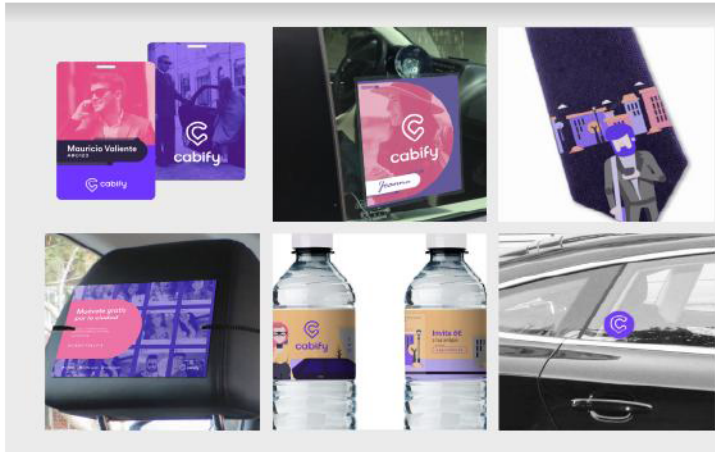
Source: Cabify official instagram account

Exhibit 10– Rebranding campaign “We love all riders”



Sources: Cabify internal documents

Exhibit 11 – Rebranding campaigns in-car



Sources: Cabify internal documents

Exhibit 12 - Rebranding campaigns in events



Sources: Cabify internal documents

Exhibit 13 – Guidelines for personal interview with Nuno Santos, General Director of Cabify Portugal

Introduction

- Explanation of the interview's purpose of the interview
- Ask for permission to use the interviewee' citations
- Ask for permission to record the interview

- 1-How did the idea of creating Cabify came up?
- 2-What made you think it would be an opportunity?
- 3-What were the biggest difficulties experienced at an early stage?
- 4-How was the expansion of the brand internationally?
- 5-What was the country / city selection criterion?
- 6-What determines success in selecting a country?
- 7-How was the entrance in the portuguese market?

- 8-What were the biggest challenges / difficulties experienced in the Portuguese market?
- 9-How do you describe the service provided by Cabify?
- 10-How does the service work?
- 11-Can you describe the service portfolio?
- 12-What is your focus?
- 13-What is your target? (In demographic, psychographic and geographical terms)
- 14-How is revenue generated?
- 15-What is the pricing policy and cost structure?
- 16-What are the main challenges currently faced at the service level?
- 17- Could you explain how the market for electronic mobility platforms in Portugal evolved?
- 18-Who are Cabify's direct and indirect competitors?
- 19-Who is the market leader and how is the market share measured?
- 20-Did Cabify take advantage of the "second mover advantage"? If yes, how?
- 21-How do you classify the power of substitute products? (Bus, car, etc.)
- 22-Given that the market is in the growth phase, how do you classify the threat of entry of new competitors?
- 23-How do you rate the power of consumers?
- 24-How do you rate the power of suppliers / partners?
- 25-What is the forecast of market growth? What about Cabify?
- 26-What are the major challenges in the near future?

Exhibit 14 – Guidelines for personal interview with Catarina Cabral, Marketing Director of Cabify Portugal

Introduction

- Explanation of the interview's purpose of the interview
 - Ask for permission to use the interviewee' citations
 - Ask for permission to record the interview
- 1)What is Cabify's marketing strategy? (Regarding the positioning, market segmentation, target, business areas, etc.)
 - 2) What was the old positioning of the brand? And what was the brand image you were trying to communicate to consumers?
 - 3) How did you realize that you did not have a consolidated image?
 - 4) The process of rebranding was done within the scope of repositioning the brand?

- 5) In addition to image change, have there been changes in terms of paradigm, target, strategy, and marketing policies?
- 6) Can you explain how the rebranding process took place?
- 7) When did it start?
- 8) Who were the actors involved in the rebranding process?
- 9) What were the reasons behind the decision?
- 10) What are the reasons behind color selection?
- 11) Have you faced any dilemma during the process?
- 12) Did you consider changing the name?
- 13) How did you define the Slogan?
- 14) With this new "cool" image will Cabify not lose the perception of premium by consumers?
- 16) What is the new image you want to communicate?
- 17) What were the campaigns carried out in order to communicate the new brand?
- 18) What are the KPIs that measure the success of the campaigns?
- 19) What was feedback from stakeholders?
- 20) Have you done any study to measure the impact of rebranding on brand positioning?
- 21) What are the next steps to gain market share?

Exhibit 15 – Focus Group

1. Warm-up

- Presentation of the moderator and the participants (age, profession or other relevant characteristics).
- Presentation of the research topic
- Ask for permission to record the discussion

2. Users habits

- How regularly do you use the electronic platforms of mobility?
- Generally in which circumstances do you use electronic platforms of mobility? (Personal use or professional use)
- Are you satisfied with the service provided by the mobility platform that you currently use ?
- What would make you use more frequently mobility platforms?

3. Competitive landscape analysis

- Which electronic platforms of mobility do you know ? If participants do not report the platform in study, the moderator may ask if they know it.

- What do you associate to each of these platforms?
- What are the similarities and differences between these platforms?
- Which platform of mobility do you prefer ? Why ?

4. Cabify analysis

[Cabify's app is presented to participants for the next questions]

- What do you like and dislike in this app ?
 - Would you want to change anything? If you did, what would you change?
 - Is it a problem for you to pay the fees online ?. If yes, is it a reason for you to not use Cabify? How would you prefer to pay ?
 - What is your opinion regarding the scope of services provided ?
 - Is there any type of transportation services that is not being approached on the app?
- [Both old a new Cabify's logos are presented to participants for the next questions]
- Which characteristics do you associate with the service by observing the old logo of cabify?
 - Which characteristics do you associate with the service by observing the new logo of cabify?
 - Which one of the two logos do you prefer? Why?
 - Which of the two logos do you identify the most? Why?

Exhibit 16 – Online Survey

Your collaboration in this survey will be very useful for the elaboration of a Master Thesis from Católica Lisbon School of Business and Economics. All the collected data will be anonymous and confidential, being only used in the scope of this academic investigation. This questionnaire takes about 5 minutes to complete. Thank you very much for your cooperation, your participation will be essential to the success of my master's thesis.

Digital mobility platforms are applications for mobile devices that serve as intermediaries between people who want a transport service and passenger cars with driver. The service works through geolocation and payment is made through the mobile application.

Q1)Have you ever used any digital mobility platform?

- 1- Yes
- 2- No

Display This Question:

If have you ever used any digital mobility platform? No Is Selected

Q2) Please select the main 3 reasons you have never used digital mobility platforms:

- a- Because I do not consider it advantageous in economic terms
- b- Because I never needed
- c- Because I prefer to drive a car
- d- Because I do not have a smartphone
- e- Because I do not have a credit card
- f- Because I do not like to pay by credit card
- g- Other: (7) _____

Display This Question:

If you have ever used any digital mobility platform? Yes Is Selected

Q3) Please select the 3 main reasons why you use digital mobility platforms:

- a- To avoid wasting time parking my car
- b- Because I do not have a car
- c- Because I do not have driving license
- d- Because I do not drive when I consume alcohol
- e- To work on the move
- f- Because I it is safer
- g- Other: _____

Display This Question:

If you have ever used any digital mobility platform? Yes Is Selected

Q4) In which circumstances do you usually use digital mobility platforms?

- a- Personal use
- b- Professional use

Q4) On average, how often do you use the following means of transportation to travel around the city?

	Never	1 to 3 times per month	1 time per week	1 to 2 times per week	3 to 4 times per week	5 times or more per week
Private vehicle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taxi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital mobility platforms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5) When you think about digital mobility platforms, which is the first brand that comes to your mind?

Q6) With of the following brands of digital mobility platforms are you most familiar? Please indicate the level of familiarity you hold with the each of the following brands (0-never heard, 10: totally familiar):

_____ Cabify _____ Uber _____ Meotaxi _____ Mytaxi

Display This Question:

If have you ever used any digital mobility platform? Yes Is Selected

Q7) How often do you use the following digital mobility platforms?

	Never	1 to 3 times per month	1 time per week	1 to 2 times per week	3 to 4 times per week	5 times or more per week
Cabify (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uber (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meotaxi (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mytaxi (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

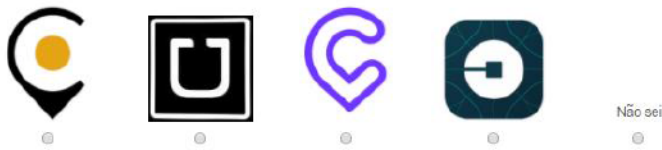
Q8) Please rate, on a scale from 1 to 5, the importance you assign to each of the following factors when choosing a digital mobility platform:

	Not at all important	Slightly Important	Important	Fairly Important	Very Important
Car range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comfort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waiting time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
User friendly platform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driver's cordiality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extras available on the vehicle (eg water, wifi, magazines)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hygiene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to detailed information about the driver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9) Please select with which of the following logos are you familiar with:



Q10) Which of the following logos is Cabify's current logo?



Q11) Observing the following logo, what are your perceptions about the brand?



Premium	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lowcost
Informal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Formal
Close	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Distant
Optimistic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pessimistic
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Serious
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Professional
Spontaneous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Predictable
Modern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Traditional
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Conservative
Inclusive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Exclusive
Human	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Artificial

Q12) Observing the following logo, what are your perceptions about the brand?



Premium	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lowcost
Informal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Formal
Close	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Distant
Optimistic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pessimistic
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Serious
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Professional
Spontaneous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Predictable
Modern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Traditional
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Conservative
Inclusive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Exclusive
Human	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Artificial

Q13) Which of the following is Cabify's current slogan?

- a- Going together
- b- Your private driver
- c- Everyone's private driver
- d- Enjoy the ride
- e- I do not know

Q14) To which context do you associate Cabify use?

- a- Personal
- b- Professional
- c- I do not know

Display this question:

If, On average, how often do you use the following means of transport to travel around the city? Own car - Never use Is Not Selected

Q15) Would you consider using Cabify daily instead of your own car

- a- Yes
- b- No

Display This Question:

If, Would you consider using Cabify instead of your own car in your daily commute?No Is Selected

Q16) What are the 3 main factors that would make you daily use Cabify instead of your own car ?

- a- Lower prices
- b- Top-quality cars
- c- Lower waiting time
- d- Payment by bank transfer
- e- Cash payment
- f- Loyalty program that would provide advantages

Q17) Sex

- a- Male
- b- Female

Q18) Age

- a- <25 (1)
- b- 25-35 (2)
- c- 36-45 (3)
- d- 46-55 (4)
- e- 55 (5)

Q19) Education level

- a- Basic education
- b- High school
- c- Bachelor

- d- Master
- e- PhD / post-doc

Q20) Current education

- a- Employee
- b- Unemployed
- c- Retired
- d- Domestic
- e- Student
- f- Mandatory Military Service

Q21) Average monthly income:

- <500 €
- € 500 - € 1000
- € 1000 - € 1500
- > 1500 €

Exhibit 17 – Survey Respondents’ Demographics

Table 1 – Age distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	>25	114	32,8	32,8	32,8
	25-35	64	18,4	18,4	51,1
	36-45	26	7,5	7,5	58,6
	46-55	66	19,0	19,0	77,6
	>55	78	22,4	22,4	100,0
	Total	348	100,0	100,0	

Table 2 – Gender distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Male	113	32,5	32,5	32,5
	Female	235	67,5	67,5	100,0
	Total	348	100,0	100,0	

Table 3 – Academic qualifications distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Highschool	60	17,2	17,2	17,2
	Bachelor	184	52,9	52,9	70,1
	Masters	95	27,3	27,3	97,4
	PhD	9	2,6	2,6	100,0
	Total	348	100,0	100,0	

Table 4 – Occupation distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Employed	210	60,3	60,3	60,3
	Unemployed	24	6,9	6,9	67,2
	Retired	20	5,7	5,7	73,0
	Housekeeper	6	1,7	1,7	74,7
	Student	87	25,0	25,0	99,7
	Military Service	1	,3	,3	100,0
	Total	348	100,0	100,0	

Table 5 – Average monthly income distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	< 500€	94	27,0	27,0	27,0
	500€ - 1000€	71	20,4	20,4	47,4
	1000€ - 1500€	58	16,7	16,7	64,1
	> 1500€	125	35,9	35,9	100,0
	Total	348	100,0	100,0	

Exhibit 18 – Survey respondents' mobility habits

Table 6 – Private car usage distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Never use	44	12,6	12,6	12,6
	1 to 3 times per month	25	7,2	7,2	19,8
	Once per week	13	3,7	3,7	23,5
	Twice per week	23	6,6	6,6	30,1
	3 to 4 times per week	32	9,2	9,2	39,3
	5 times per week or more	211	60,6	60,6	100,0
	Total	348	100,0	100,0	

Table 7 – Taxi usage distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Never use	196	56,3	56,3	56,3
	1 to 3 times per month	115	33,0	33,0	89,3
	Once per week	18	5,2	5,2	94,5
	Twice per week	11	3,2	3,2	97,7
	3 to 4 times per week	5	1,4	1,4	99,1
	5 times per week or more	3	,9	,9	100,0
	Total	348	100,0	100,0	

Table 8 – Subway usage distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Never use	183	52,6	52,6	52,6
	1 to 3 times per month	89	25,6	25,6	78,2
	Once per week	5	1,4	1,4	79,6
	Twice per week	18	5,2	5,2	84,8
	3 to 4 times per week	17	4,9	4,9	89,7
	5 times per week or more	36	10,3	10,3	100,0
	Total	348	100,0	100,0	

Table 9 – Bus usage distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
vValid	Never use	230	66,1	66,1	66,1
	1 to 3 times per month	57	16,4	16,4	82,5
	Once per week	4	1,1	1,1	83,6
	Twice per week	20	5,7	5,7	89,3
	3 to 4 times per week	15	4,3	4,3	93,6
	5 times per week or more	22	6,3	6,3	100,0
	Total	348	100,0	100,0	

Table 10 – Digital mobility platforms usage distribution

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Never use	100	28,7	28,7	28,7
	1 to 3 times per month	132	37,9	37,9	66,6
	Once per week	51	14,7	14,7	81,3
	Twice per week	39	11,2	11,2	92,5
	3 to 4 times per week	19	5,5	5,5	98
	5 times per week or more	7	2,0	2,0	100,0
	Total	348	100,0	100,0	

Exhibit 19 – Survey respondents' digital mobility platforms usage behavior

Table 11 – Survey respondents' digital mobility platforms usage

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	251	72,1	72,1	72,1
	No	97	27,9	27,9	100,0
	Total	348	100,0	100,0	

Table 12 – Survey respondents' digital mobility platforms usage context

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Personal usage	215	61,8	85,7	85,7
	Professional usage	36	10,3	14,3	100,0

Total		251	72,1	100,0
Omitted	System	97	27,9	
Total		348	100,0	

Table 13 – Survey respondent's reasons to use mobility platforms – Not to Spend Time Parking the Car

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	187	74,5	100,0	100,0
Omitted	System	64	25,5		
Total		251	100,0		

Table 14 – Survey respondent's reasons to use mobility platforms – I don't have a car

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	63	25,1	100,0	100,0
Omitted	System	188	74,9		
Total		251	100,0		

Table 15 – Survey respondent's reasons to use mobility platforms – I don't have a driving license

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	25	10,0	100,0	100,0
Omitted	System	226	90,0		
Total		251	100,0		

Table 16 – Survey respondent's reasons to use mobility platforms – I don't drive when I consume alcohol

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	190	75,7	100,0	100,0
Omitted	System	61	24,3		
Total		251	100,0		

Table 17 – Survey respondent's reasons to use mobility platforms –To work on the move

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	66	26,3	100,0	100,0
Omitted	System	185	73,7		
Total		251	100,0		

Table 18 – Survey respondent's reasons to use mobility platforms – I think it's safer

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	140	55,8	100,0	100,0
Omitted	System	111	44,2		
Total		251	100,0		

Table 19 – Survey respondent's reasons to use mobility platforms – Other

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	82	32,7	100,0	100,0
Omitted	System	169	67,3		
Total		251	100,0		

Table 20 - Survey respondent's reasons not to use mobility platforms – I don't see an economic advantage

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	25	25,8	100,0	100,0
Omitted	System	72	74,2		
Total		97	100,0		

Table 21 - Survey respondent's reasons not to use mobility platforms – I never needed

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	84	86,6	100,0	100,0
Omitted	System	13	13,4		
Total		97	100,0		

Table 22 - Survey respondent's reasons not to use mobility platforms – I prefer to drive my own car

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	66	68,0	100,0	100,0
Omitted	System	31	32,0		
Total		97	100,0		

Table 23 - Survey respondent's reasons not to use mobility platforms – I do not have a smartphone

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	16	16,5	100,0	100,0
Omitted	System	81	83,5		
Total		97	100,0		

Table 24 - Survey respondent's reasons not to use mobility platforms – I do not have a credit car

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	20	20,6	100,0	100,0
Omitted	System	77	79,4		
Total		97	100,0		

Table 25 - Survey respondent's reasons not to use mobility platforms – I don't like to pay with credit card

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	55	56,7	100,0	100,0
Omitted	System	42	43,3		
Total		97	100,0		

Table 26 - Survey respondent's reasons not to use mobility platforms – Other

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	25	25,8	100,0	100,0
Omitted	System	72	74,2		
Total		97	100,0		

Table 27 – Factors that would make respondents change their own vehicle for Cabify's service – Lower Prices

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	115	91,3	100,0	100,0
Omitted	System	11	8,7		
Total		126	100,0		

Table 28 - Factors that would make respondents change their own vehicle for Cabify's service – Higher Range Cars

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	17	13,5	100,0	100,0
Omitted	System	109	86,5		
Total		126	100,0		

Table 29 - Factors that would make respondents change their own vehicle for Cabify's service – Less Waiting Time

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	104	82,5	100,0	100,0
Omitted	System	22	17,5		
Total		126	100,0		

Table 30 - Factors that would make respondents change their own vehicle for Cabify's service – Payments by bank transfer

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	35	27,8	100,0	100,0
Omitted	System	91	72,2		
Total		126	100,0		

Table 31 - Factors that would make respondents change their own vehicle for Cabify's service – Payments in Cash

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	21	16,7	100,0	100,0
Omitted	System	105	83,3		
Total		126	100,0		

Table 32 - Factors that would make respondents change their own vehicle for Cabify's service – Fidelization programs with advantages for users

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	66	52,4	100,0	100,0
Omitted	System	60	47,6		
Total		126	100,0		

Table 33 - Factors that would make respondents change their own vehicle for Cabify's service service - Other

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Selected	20	15,9	100,0	100,0
Omitted	System	106	84,1		
Total		126	100,0		

Table 34 – Cabify's service usage, among the respondents that stated to have used mobility platforms

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Do not use	148	42,5	59,0	59,0
	Use	103	29,6	41,0	100,0
	Total	251	72,1	100,0	
Omitted	System	97	27,9		
Total		348	100,0		

Exhibit 20 – Digital Mobility Platforms' Familiarity Results

Table 35 – Digital Mobility Platforms' Familiarity Means

Medida: MEASURE_1

Familiarity	Average	Error	Confidence Interval 95%	
			Lower Limit	Upper Limit
Cabify	6,405	,185	6,041	6,769
Uber	8,750	,107	8,540	8,960
MeoTaxi	,856	,099	,662	1,051
MyTaxi	2,310	,161	1,994	2,626

Table 36 – One-way ANOVA with repeated measures - differences in Familiarity means – Multivariate tests

Multivariate Tests					
	Value	F	Hypothesis gl	Gl Error	Sig.
Rastreio de Pillai	,898	1014,655 ^a	3,000	345,000	,000
Lambda de Wilks	,102	1014,655 ^a	3,000	345,000	,000
Rastreio de Hotelling	8,823	1014,655 ^a	3,000	345,000	,000
Maior raiz de Roy	8,823	1014,655 ^a	3,000	345,000	,000

Table 37 – One-way ANOVA with repeated measures - differences in Familiarity means – Pairwise Comparisons

Pairwise Comparisons						
(I) Familiarity	(J) Familiarity	Average	Error	Sig. ^b	Confidence Interval 95%	
		Difference (I-J)			Lower Limit	Upper Limit

Cabify	Uber	-2,345*	,177	,000	-2,694	-1,996
	MeoTaxi	5,549*	,200	,000	5,156	5,941
	MyTaxi	4,095*	,213	,000	3,676	4,514
Uber	Cabify	2,345*	,177	,000	1,996	2,694
	MeoTaxi	7,894*	,144	,000	7,610	8,177
	MyTaxi	6,440*	,184	,000	6,078	6,801
MeoTaxi	Cabify	-5,549*	,200	,000	-5,941	-5,156
	Uber	-7,894*	,144	,000	-8,177	-7,610
	MyTaxi	-1,454*	,164	,000	-1,776	-1,132
MyTaxi	Cabify	-4,095*	,213	,000	-4,514	-3,676
	Uber	-6,440*	,184	,000	-6,801	-6,078
	MeoTaxi	1,454*	,164	,000	1,132	1,776

*. The average difference has significance at 0,05 level.

Exhibit 21 – Valued mobility platform attributes and differences between personal and professional use

Table 38 – Descriptive statistics on valued mobility platform attributes

	N	Minimum	Maximum	Average	Standard Deviation
Car Range	348	1	5	2,54	,955
Price	348	1	5	4,27	,922
Confort	348	1	5	3,75	,891
Waiting Time	348	1	5	4,41	,810
User Friendly Platform	348	1	5	3,78	1,059
Acessibility	348	1	5	4,05	,945
Driver's Cordiality	348	1	5	4,01	,913
Available extras in the car	348	1	5	2,64	1,139
Hygiene	348	1	5	4,48	,816
Drivers information access	348	1	5	3,55	1,103
N Valid (listwise)	348				

Table 39 –Attributes comparison between personal and professional use

Group Statistics					
Type of use	N	Average	Standard Deviation	Average Standard Deviation	
Car Range	Personal use	215	2,53	,951	,065

Cabify's Rebranding Case Study: A repositioning challenge

	Professional use	36	2,50	,941	,157
Price	Personal use	215	4,42	,821	,056
	Professional use	36	3,86	1,018	,170
Confort	Personal use	215	3,75	,891	,061
	Professional use	36	3,89	,887	,148
Waiting Time	Personal use	215	4,40	,819	,056
	Professional use	36	4,36	,762	,127
User Friendly Platfrom	Personal use	215	3,82	1,062	,072
	Professional use	36	4,06	1,040	,173
Acessibility	Personal use	215	4,10	,922	,063
	Professional use	36	3,92	1,156	,193
Driver's Cordiality	Personal use	215	4,05	,874	,060
	Professional use	36	4,03	,971	,162
Available extras in the car	Personal use	215	2,62	1,112	,076
	Professional use	36	3,03	1,320	,220
Hygiene	Usó Personal	215	4,51	,773	,053
	Usó Professional	36	4,53	,810	,135
Driver's detailed information access	Usó Personal	215	3,55	1,057	,072
	Usó Professional	36	3,58	1,273	,212

Table 40 – Multiple Independent Sample T-Teste

		Independent sample t-test								
		Levene's equality of variances test				t-test for the equality of means				
		F	Sig.	t	df	Sig. (bilateral)	Average difference	Standard error	95% Confidence Interval	
									Lower	Upper
Car Range	Same variances assumed	,091	,763	,177	219	,860	,030	,171	-,307	,367
	Same variances not assumed			,178	47,764	,859	,030	,170	-,311	,372
Price	Same variances assumed	4,813	,029	3,635	219	,000	,557	,153	,255	,860
	Same variances not assumed			3,119	42,952	,003	,557	,179	,197	,918
Confort	Same variances assumed	,007	,933	-,844	219	,398	-,135	,160	-,451	,180
	Same variances not assumed			-,847	47,598	,401	-,135	,160	-,457	,188
Waiting Time	Same variances assumed	,155	,694	,266	219	,790	,039	,146	-,249	,327
	Same variances not assumed			,280	49,585	,780	,039	,139	-,240	,319
User Friendly Platform	Same variances assumed	,017	,896	-,1218	219	,224	-,232	,191	-,608	,143
	Same variances not assumed			-,1236	48,033	,222	-,232	,188	-,610	,145
Acessibility	Same variances assumed	3,616	,058	1,076	219	,283	,186	,173	-,154	,525
	Same variances not assumed			,916	42,770	,365	,186	,203	-,223	,594
Driver's Cordiality	Same variances assumed	1,892	,170	,117	219	,907	,019	,160	-,296	,334
	Same variances not assumed			,109	45,018	,914	,019	,172	-,328	,366
Extras available in the car	Same variances assumed	,917	,339	-,1965	219	,051	-,405	,206	-,810	,001
	Same variances not assumed			-,1739	43,708	,089	-,405	,233	-,874	,064
Hygiene	Same variances assumed	,290	,591	-,115	219	,908	-,016	,140	-,292	,260
	Same variances not assumed			-,111	46,294	,912	-,016	,145	-,308	,276
Driver's detailed information access	Same variances assumed	7,795	,006	-,176	219	,861	-,034	,196	-,421	,352
	Same variances not assumed			-,154	43,453	,878	-,034	,224	-,486	,417

Exhibit 22 - Cabify's rebranding impacts on brand perception

Table 41 – Cabify's logo recognition

		Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid	Cabify's Old logo	110	31,6	31,6	31,6
	Cabify's New logo	102	29,3	29,3	60,9
	Uber's New logo	5	1,4	1,4	62,4
	I don't know	131	37,6	37,6	100,0
	Total	348	100,0	100,0	

Table 42 –Descriptive statistics on brand perception with old and new logo – All respondents

			Average	N	Standard Deviation	Average Standard Deviation
Pair 1	Old Logo	...-	2,89	348	1,008	,054
	Human:Artificial					
	New Logo	...-	2,86	348	1,055	,057
	Human:Artificial					
Pair 2	Old Logo	...-	3,05	348	1,108	,059
	Premium:Lowcost					
	New Logo		3,34	348	1,153	,062
Pair 3	Old Logo	...-	2,63	348	1,132	,061
	Cool / Informal:Formal					
	New logo	...-	2,42	348	1,069	,057
	Cool / Informal:Formal					
Pair 4	Old Logo	...-	2,72	348	1,055	,057
	Close:Distant					
	New Logo	...-	2,73	348	1,055	,057
	Close:Distant					
Pair 5	Old Logo	...-	2,46	348	,973	,052
	Optimistic:PesYesistic					
	New Logo	...-	2,64	348	,958	,051
	Optimistic:PesYesistic					
Pair 6	Old Logo	...-	2,76	348	1,036	,056
	Fun:Serious					
	New Logo	...-	2,63	348	,977	,052
	Fun:Serious					

Pair 7	Old Logo	...-	3,13	348	1,030	,055
	Personal:Professional					
Pair 8	New Logo	...-	2,74	348	1,010	,054
	Personal:Professional					
Pair 8	Old Logo	...-	3,00	348	1,046	,056
	Spontaneous:Predictable					
Pair 9	New Logo	...-	2,75	348	1,040	,056
	Spontaneous:Predictable					
Pair 9	Old Logo	...-	2,51	348	1,127	,060
	Modern:Traditional					
Pair 10	New Logo	...-	2,64	348	1,108	,059
	Modern:Traditional					
Pair 10	Old Logo	...-	2,55	348	1,090	,058
	Innovative:Conservative					
Pair 11	New Logo	...-	2,70	348	1,032	,055
	Innovative:Conservative					
Pair 11	Old Logo	...-	2,80	348	,925	,050
	Inclusive:Exclusive					
Pair 11	New Logo	...-	2,74	348	,961	,052
	Inclusive:Exclusive					

Table 43 – Paired Sample T-Test on brand perception with old a new logo – All respondents

	Diferenças emparelhadas						t	Gl	Sig. (bilateral)
	Average	Standard Deviation	Average Standard Deviation	95% Confidence Interval					
				Lower	Upper				
Pair 1	...-Human:Artificial	,029	1,128	,060	-,090	,148	,475	347	,635
Pair 2	...-Premium:Lowcost	-,287	1,329	,071	-,428	-,147	-	347	,000
Pair 3	...-Cool / Informal:Formal	,213	1,402	,075	,065	,360	2,829	347	,005
Pair 4	...-Close:Distant	-,014	1,309	,070	-,152	,124	-,205	347	,838
Pair 5	...-Optimist:Pessimist	-,172	1,176	,063	-,296	-,048	-	347	,007
Pair 6	...-Fun:Serious	,132	1,275	,068	-,002	,267	1,934	347	,054

Pair 7	...-Personal:Professional	,388	1,215	,065	,260	,516	5,954	347	,000
Pair 8	...- Spontaneous:Predictable	,250	1,308	,070	,112	,388	3,567	347	,000
Pair 9	...-Modern:Traditional	-,124	1,383	,074	-,269	,022	- 1,667	347	,096
Pair 10	...- Innovative:Conservative	-,141	1,335	,072	-,282	,000	- 1,968	347	,050
Pair 11	...-Inclusive:Exclusive	,063	1,025	,060	-,045	,171	1,150	347	,251

Table 44 –Descriptive statistics on brand perception with old and new logo – Cabify's users

			Average	N	Standard Deviation	Average Standard Deviation
Pair 1	Old Logo	...- Human:Artificial	2,68	103	,962	,095
	New Logo	...- Human:Artificial	2,46	103	1,046	,103
Pair 2	Old Logo	...- Premium:Lowcost	2,74	103	1,188	,117
	New Logo		3,04	103	1,275	,126
Pair 3	Old Logo	...- Cool / Informal:Formal	2,80	103	1,224	,121
	New logo	...- Cool / Informal:Formal	2,10	103	1,024	,101
Pair 4	Old Logo	...- Close:Distant	2,58	103	1,071	,106
	New Logo	...- Close:Distant	2,25	103	1,118	,110
Pair 5	Old Logo	...- Optimistic:PesYesistic	2,22	103	,980	,097
	New Logo	...- Optimistic:PesYesistic	2,14	103	,981	,097
Pair 6	Old Logo	...- Fun:Serious	2,66	103	1,125	,111
	New Logo	...- Fun:Serious	2,27	103	1,031	,102
Pair 7	Old Logo	...- Personal:Professional	3,15	103	1,014	,100

	New Logo	...-	2,59	103	1,106	,109
	Personal:Professional					
Pair 8	Old Logo	...-	3,02	103	1,019	,100
	Spontaneous:Predictable					
	New Logo	...-	2,49	103	1,074	,106
	Spontaneous:Predictable					
Pair 9	Old Logo	...-	2,47	103	1,195	,118
	Modern:Traditional					
	New Logo	...-	2,17	103	1,124	,111
	Modern:Traditional					
Pair 10	Old Logo	...-	2,45	103	1,127	,111
	Innovative:Conservative					
	New Logo	...-	2,23	103	1,050	,103
	Innovative:Conservative					
Pair 11	Old Logo	...-	2,68	103	1,021	,101
	Inclusive:Exclusive					
	New Logo	...-	2,48	103	1,101	,109
	Inclusive:Exclusive					

a. Com que Frequencies utiliza as seguintes plataformas digitais de mobilidade por semana?-Cabify = Utilizo

Table 45 – Paired Sample T-Test on brand perception with old a new logo – Cabify's users

	Average	Standard Deviation	Diferenças emparelhadas			t	Gl	Sig. (bilateral)
			Average Standard Deviation	95% Confidence Interval				
				Lower	Upper			
Pair 1	,223	1,111	,109	,006	,440	2,040	102	,044
Pair 2	-,301	1,413	,139	-,577	-,025	- 2,162	102	,033
Pair 3	,699	1,267	,125	,451	,947	5,601	102	,000
Pair 4	,330	1,431	,141	,050	,610	2,342	102	,021
Pair 5	,087	1,189	,117	-,145	,320	,746	102	,458
Pair 6	,388	1,416	,140	,112	,665	2,784	102	,006
Pair 7	,553	1,161	,114	,327	,780	4,838	102	,000

Pair ...- 8 Spontaneous:Predictable	,534	1,320	,130	,276	,792	4,107	102	,000
Pair ...-Modern:Traditional 9	,291	1,512	,149	-,004	,587	1,955	102	,053
Pair ...- 10 Innovative:Conservative	,214	1,391	,137	-,058	,485	1,559	102	,122
Pair ...-Inclusive:Exclusive 11	,204	1,115	,110	-,014	,422	1,856	102	,066

Table 46 – Cabify's slogan recognition

	Frequencies	Percentage	Valid Percentage	Cumulative Percentage
Valid Going together	35	10,1	10,1	10,1
Your private driver	11	3,2	3,2	13,2
Everyone's private driver	2	,6	,6	13,8
Enjoy the ride	20	5,7	5,7	19,5
I don't know	280	80,5	80,5	100,0
Total	348	100,0	100,0	