The Digital World Exemplified by Uber

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Thanks for coming all the way to visit.

What is this Uber thing you are taking to the airport?

Are you sure it's safe?

A New, Digitally Enabled Service Process

- I requested an Uber ride to Miami Airport.
- The **Uber app** displayed an **approximate price based on current demand**.
- The **Uber app offered the assignment** to drivers in the area.
- **Customer and driver used the app** to accept.
- The **app showed the driver's location, estimated he would arrive in 5 minutes, and displayed his name, photo, vehicle, and license plate**.

The Plot Thickens

- The driver arrived in 4 minutes.
- His English was limited, and he had recently moved to Miami.
- He followed **GPS** carefully because he didn't know the route to the airport.
- He took the wrong exit and drove toward a frequently bumper-to-bumper highway.
- I wondered whether I would miss my flight.

Saved by My Heroic Intervention

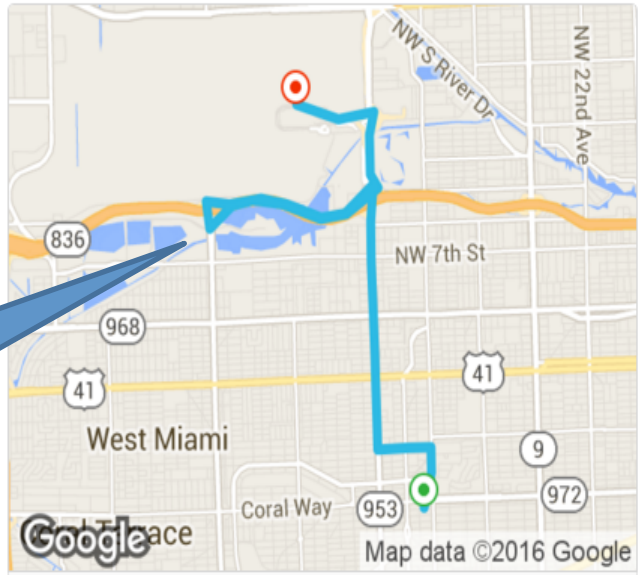
- I remembered some of the local geography and helped find the airport.
- **Uber charged my credit card automatically** based on total time and total distance.
- I **used the Uber app to provide feedback to Uber** about my semi-qualified driver and almost missing my flight.
- The driver may have used the **Uber app to provide feedback about whether I was a worthy passenger**.

Surprised by a refund from Uber

The detour

$5.49 Refunded

Just a quick update, [redacted]



03:15pm
[redacted] Gables, FL

03:44pm
21 Miad Cir, Miami, FL

CAR	MILES	TRIP TIME
uberX	8.81	00:28:28

WE MADE A FARE CORRECTION

"Sorry again to hear about the inefficient route on this trip. I've adjusted this fare to our estimate for what this trip should have been."

- [redacted]

Previous Charge	14.44
Refunded Personal •••• [redacted]	**5.49**
New Total	$8.95

Systemic Work Design (??)

Customers	Product/Services
• Passenger • Uber's finance department • Uber's business management	• On-request transportation between locations • Payment for the ride • Detailed tracking record of the each trip

Major Processes and Activities

- Passenger uses Uber app to request ride from current location to destination.
- Uber's computers offer the assignment to nearby drivers.
- Driver accepts assignment
- Passenger accepts approximate price
- Driver picks up passenger and drives to destination with help of GPS
- Uber's computers use GPS to record progress toward the destination.
- Driver drops off passenger at the destination.
- Uber's computers compute bill and send receipt to passenger.
- Passenger and driver rate each other.

Participants	Information	Technologies
• Driver • Passenger(s)	• Location and availability of vehicles • Starting point and destination of ride • Passenger's contact and billing information • Driver's contact information and availability	• Uber smartphone app for passengers • Uber smartphone app for drivers • Uber vehicle tracking capabilities
Environment	• Availability of many drivers willing to work for Uber on a non-employee basis • Complaints from established taxi companies about Uber flouting regulations	
Infrastructure	• Internet • Cell phone • Street transportation network	
Strategies	• Uber's strategy of using digital innovation to differentiate itself • Uber's strategy of using drivers who are not professional taxi drivers • Uber's strategy of handling assignments and billing automatically.	

Confluence of Digital, Physical, and Social Worlds

- Car, driver, passenger, starting point, and destination are all physical, not digital.
- Social contact replaced/ mediated by ICT.
- Human intermediaries (phone agents) eliminated.
- Detailed, real time tracking of workers and work.
- Control at a distance through computers.
- Feedback about individual providers and customers.
- Automated billing and payment.
- Agent or computer determines and communicates refund.
- Bypassing long-established transportation firms, business practices, regulations, and worker expectations.