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UBER VS. LYFT: A FINANCIAL ANALYSIS OF THE FUTURE OF TRANSPORTATION
AND THE MAIN MOVERS

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ABSTRACT

Technology has been a driver of the transportation industry since its inception. However, more recently, technology has led transportation into the internet age. Uber Inc. and Lyft Inc. have been the main movers in this switch. Although very well-known companies, they have both lacked in their ability to create revenue, as both continue to document yearly losses. This thesis will analyze these firms from a financial and logistical standpoint in order to better understand their current states and their foreseeable futures. This thesis will show that these firms have the infrastructure to be successful, even though the lack of profits have been misleading for their past few years of operation.

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Chapter 1

Introduction

Uber Technologies Inc. and Lyft Inc. have been the talk of the market starting well before their IPO's, which have just occurred in the spring of 2019. These two companies, both a part of the recent technological movement in Silicon Valley, have been pegged as the next big thing in the transportation sector. However, since their IPO's, both companies have underperformed, and thus they have left investors as well as the market extremely underwhelmed. Until recently, their ridesharing app business models have looked promising as to where the future of cars is going. However, with their businesses growing, it seems as if they are getting too big for the current infrastructures in urban areas, for they are adding to congestion, adding to fuel emissions and taking away from public transportation. Going forward, it is becoming clear that these companies will have to turn towards partnerships with public transportation as well as the development of autonomous vehicles because the system they have in place is not sustainable.

Throughout this thesis, information will be drawn from previous accounting materials reported to the SEC, current SEC filings and outside sources such as news and legal documents in order to assess the current health of both companies. Primarily, a financial analysis will take place in order to determine where money is flowing within the company, and why the companies have been unable to turn a profit. In addition, recommendations will be given to determine what potential changes the companies could make in order to increase profits and, thus, better satisfy the shareholders in the company. In addition, a market analysis will be completed. Being that both Uber and Lyft are involved in more than just the ridesharing business, the certain areas that

both companies should be dedicating more time and funds into will be determined, while also determining if there are any that the companies should pull out of, or decrease time and funds.

The intention with the information from both analyses would essentially be that theoretically, the CEO's of both Uber and Lyft will know their next steps in order to generate a profit, as well as maximize their presence in the gig-economy. The question then becomes: What is the optimal route forward for these companies? The answer to this looming question that both sets of management face will be observed through the companies' financials as well as logistics.

The remainder of the thesis will be structured as follows. Chapter 2 will be a literature review of the overall topic. Included in this will be information about the history of both Uber and Lyft, as well as transportation in general. Part of the history of both companies is their Initial Public Offerings, thus, information about them is also included. In addition, this chapter will take a brief look at where the technology is going in terms of transportation and autonomous vehicles, and the part that Uber and Lyft may play in that. Chapter 3 will then be a financial analysis of both firms in regard to their financial and cash flow ratios. This chapter will use graphs as well as analyses in order to compare the financial state of both companies over the past few years, as well as an analysis of the future growth of the companies through the year 2021. This will all primarily be based on the analysis done by investment bank analysts.

Chapter 2

Literature Review

History of Lyft

Owning the shorter history of the two companies, Lyft came to be in the summer of 2012 as a piece of a larger entity, Zimride, which was a ridesharing service that connected college campuses. Zimride was founded in 2007 by John Zimmer and Logan Green. In January 2013, Lyft received its first round of funding of \$15 million in private equity through the Founders Fund, allowing the company to expand into Los Angeles. Shortly after, in May, Zimride changed its name to Lyft, and that same July sold Zimride to Enterprise Rent-A-Car and adopted the idea of solely focusing on shorter distances for their on-demand car service. From then on, the company began expansion across the United States within major cities such as Dallas, Indianapolis, New York and more. Lyft then announced and introduced the idea of carpooling in March 2015, allowing passengers to partake in cheaper fares. Originally called Lyft Line, Shared Saver is available for riders in just a few cities who want to have reduced fares, though it does come at a non-monetary cost. This offering provides an optimal pickup location, having the rider wait a few extra minutes and maybe having to walk a few extra blocks in order to meet the driver with the other riders, but it is not subject to surge pricing. Lyft then underwent some rebranding in November 2016; originally, Lyft used pink, fuzzy mustaches to mark their car service, but later retired those and moved towards a pink, light up sign in the windshield. By January 2017, Lyft was serving three hundred cities in the United States, and in that December, they expanded

into Canada with operations in four major cities (Toronto, Hamilton, Ontario and Ottawa) (Greiner, Andrew, et. al., 2019).

Also in 2017, Lyft began to diversify their offering when they partnered up with Walt Disney World Resort as a sole transportation provider within the resorts with their “Minnie Van” service, a spinoff of Disney’s famous mouse character. They then partnered with Allscripts, a practice management company, in order to create a platform that would allow medical patients easier access to appointments, an untapped market that was in need of improvement. Additionally, they further diversified their offerings and moved away from solely a vehicle service to also providing alternate modes of transportation such as scooters and bikes. In September 2018, Lyft released a fleet of scooters in Denver, CO, just to later expand that offering into other major U.S. cities. In that time frame, Lyft also acquired Motivate, a bike sharing company, as well as the rights to Citi Bike, and expanded that service (Greiner, Andrew, et. al., 2019).

Although very successful, Lyft did not get to be the success they are today without turbulence. They have faced many lawsuits, some larger than others, that have decelerated their growth. One of their first major roadblocks occurred when they made plans to expand into New York City, but this action was delayed when New York City officials were unsure about whether they would allow another ridesharing service to enter their already congested streets. New York eventually permitted Lyft to begin their service as a result of push from the citizens of the city. In addition, Didi, the major ridesharing company in China, began a partnership with Lyft in September 2015 that allowed Lyft users to receive rides from Didi while in China and vice versa. However, Lyft lost this partnership eleven months later when Didi instead bought Uber China, losing a solid presence in international markets. Lyft had also begun a partnership with General

Motors in January 2016, just for General Motors to terminate the deal in June of 2018 due to increased competition, another great loss for Lyft (Greiner, Andrew, et. al., 2019).

Lyft has also fought off some negative press regarding the culture and views of its company. Lyft, along with Uber, have been scrutinized in various sexual assault and harassment cases as well. Lyft faced scrutiny in 2018 for eighteen cases of sexual assault, when only four of these cases resulted in conviction. This led to not only Lyft, but also to Uber as well, to change their policies in regard to how sexual assault claims are handled (Greiner, Andrew, et. al., 2019).

Lyft's most recent litigations and setbacks have been in regard to their IPO that occurred in March 2019. Although on the day of their open the future seemed bright, the ridesharing company has struggled since. Investors are not happy, and thus looked further into the details of the company claiming that Lyft may have misled investors about the state and the future of the company. Refer to Figure 1 in the text to see the major acquisitions of Lyft Inc. since its inception.

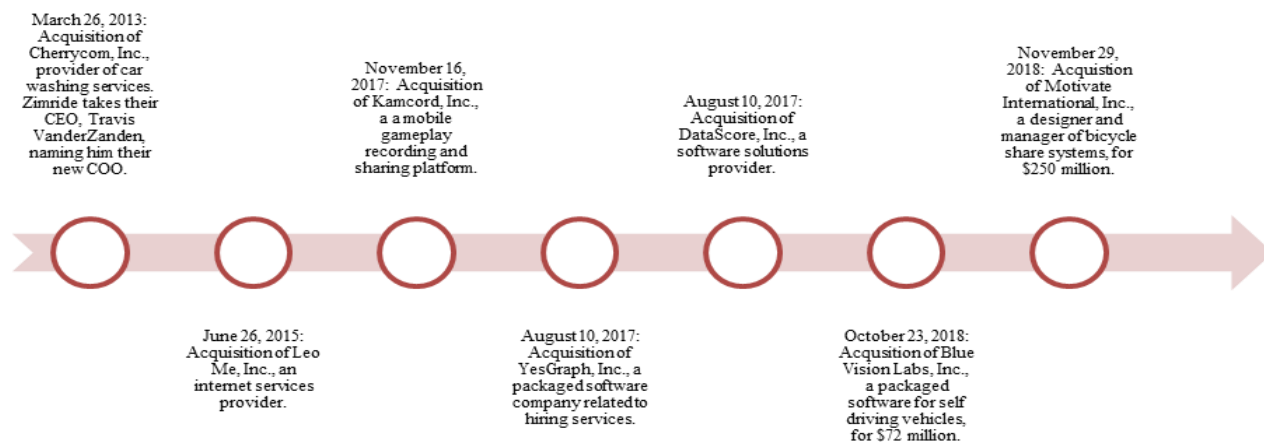


Figure 1: Major Acquisitions of Lyft Inc.

History of Uber

Though it has had a recent and rapid rise to fame, Uber has been around since 2009. In 2008, one December night in Paris, two men, Travis Kalanick and Garrett Camp were unable to find a ride, and thus came up with the idea for UberCab. A few months later, they developed an app allowing consumers to simply press a button and receive a ride. Launching in San Francisco, this started off as a black car service; the first rider requested a trip in July of 2010 (“The History of Uber”, 2019). In October of 2010, UberCab received its first of many rounds of funding from private equity firms, securing \$1.25 million from First Round Capital. Directly after, the company rebranded and simplified its name to Uber. Uber then began launching in cities across the United States, penetrating one of their largest markets, New York City, in May 2011. The company then launched internationally, starting in Paris, where the idea was originally conceived. Next was India and Africa in 2013, followed by China in July 2014, which the company incorrectly predicted to be their largest market, though still a major source of revenue. The tech startup was emerging as mainstream (“The History of Uber”, 2019).

Their ridesharing vision was even further extended in August 2014, when UberPool was introduced in San Francisco, an extension of the service that allows riders heading in the same direction to share a ride as well as the cost. Immediately after, there was another subsector added to the company as Uber Eats made its debut in Chicago, Los Angeles and New York City. A spin off of the idea of on-demand drivers, the company dove into a different service that allows consumers to receive delivery of any restaurant at an added cost (“The History of Uber”, 2019). Although a different offering, Uber Eats remained within the same market of younger, savvy, working individuals looking for those on-demand services.

Reaching one billion trips in December of 2015, the company still felt there was room for improvement. In September 2016, Uber launched the first self-driving vehicle pilot in Pittsburgh, PA, picked for its complex road system. Staff members felt that if the self-driving vehicle could navigate through Pittsburgh, it would be able to navigate anywhere (“The History of Uber”, 2019).

In May 2017, a new market emerged, and Uber Freight was launched. This program was introduced in order to improve logistics for shippers and carriers around the world through on-demand booking of loads, guaranteed capacity and simplified pricing as well as tracking. Uber entered a space where there is constant need for improvement as concerns about time, money and efficiency are always growing within the supply chain sector. Just a few months later, they also acquired Jump, launching their scooter fleet first in Washington DC, but shortly after expanding into other cities (“The History of Uber”, 2019).

Their most recent endeavor attempts to resolve issues within the healthcare system. Uber Health works with doctors, patients, caregivers and staff in order to provide reliable transportation to and from medical appointments. In relation to that, Uber also created a partnership with MV Transportation in order to introduce more wheelchair-accessible vehicles into their fleet (Forman, 2019).

Since its inception in 2009, Uber has had many great feats, but not without setbacks. This company, breaking new ground in areas of life that they see to have potential for improvement, has faced adversity within its staffing as well as regulations. The first setback that Uber faced was a regularly standard setback faced by most companies: competition. Lyft was launched in San Francisco in August of 2012, marking the beginning of a never-ending price war between the competitors (Greiner, Andrew, et. al., 2019).

However, the first litigation related setback came a little over one year late in December 2013 when 35,000 past and present drivers filed a lawsuit against the company claiming that they should be treated as employees rather than independent contractors, requiring that the employees be paid minimum wage as well as receive benefits. This was the start of a long battle that was just recently settled in May of 2019 when the National Labor Relations Board released an official statement deeming the drivers as independent contractors. More setbacks appeared in regard to the working environment and discrimination within the company that ended up leading to litigation. Comments from Kalanick during an interview with GQ that referred to Uber as “boober” were the first of a few that Kalanick was out of line and that ultimately led to an investigation of Uber’s workplace culture in June 2017. As a result of this investigation, there were 215 claims of discrimination/sexual harassment from employees, and twenty employees were fired. Immediately following, Kalanick resigned as CEO, and Dara Khosrowshahi took over to create a new culture within the supposedly forward-thinking company (Taylor, 2019).

The more recent stumbling blocks for the company are in relation to safety, privacy and the technologies they use. Heavily reliant on technology for the core of their business, it is no surprise that there were, and continue to be, bumps along the way. In December 2014, Uber was banned from the Delhi region of India after a woman accused her Uber driver of rape, which led to concerns about the systems that Uber was using to complete their background checks. Also, in 2016, there was a major data breach that affected fifty-seven million users; Uber ended up settling a lawsuit through paying \$148 million. In addition, in 2018, a self-driving Uber vehicle killed a forty-nine-year-old pedestrian. This caused Uber to put a pause on their self-driving vehicles (Taylor, 2019).

In a similar manner as Lyft, having recently gone public, the main concern of the public is the stock price and concerns about the underperformance. The market participants are beginning to inquire about what Uber's plan is to increase value within their company. Just two months after their IPO, Uber let go four hundred marketing employees and their COO, leaving investors even more uneasy about the future performance of the stock (Brown, et. al., 2019).

These two companies have participated in nearly all the same offerings and faced very similar legal challenges alike. However, Uber operates on a larger scale; unfortunately, that also means the litigations are on a larger scale as well. Uber has been placed in a negative spotlight through the years, whereas Lyft has done a better job managing their image. Because of the very similar nature of the companies and the competition between them, it is no surprise that their offerings tend to compete directly with each other and debut around the same time, thus causing the regulatory pushbacks to come around the same time. Going forward, both of these companies will need to find the most efficient ways to not only handle the pushbacks from regulation but also be able to predict them in order to avoid the costly consequences. Refer to Figure 2 to see the major acquisitions of Uber Inc. since their inception.

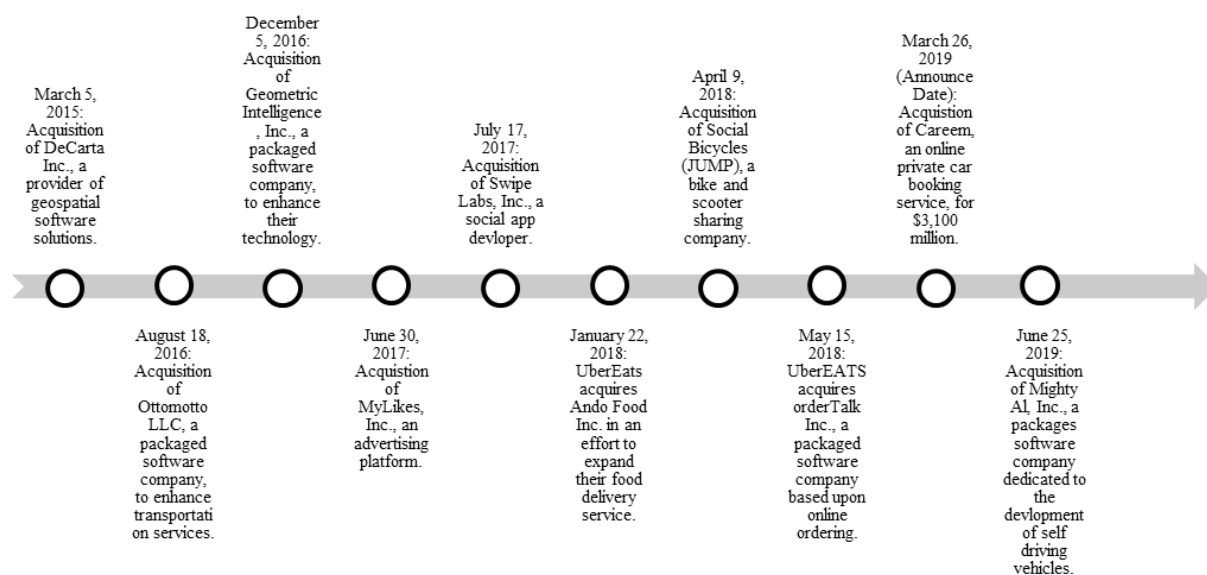


Figure 2: Major Acquisitions of Uber Inc.

IPO Performances vs. Consumer Sentiment

Although both IPO's of these two major tech startups came right around the same time, Lyft was the first one out of the gate, becoming a public company just over one month before Uber. With its IPO, Lyft set a record in IPOs of startups for the biggest loss in the twelve months preceding their debut, posting a loss of \$911 million. That record was then broken when Uber executed their IPO, posting a loss of \$3.76 billion. However, this type of loss is common for companies of their structure; they create debt early through venture capital firms, using it to develop technology and create a foundation for their company while planning to break-even through their services within a few years. Although this seems discouraging, both companies justified these numbers with promises of superb future revenues. However, those statements have not been enough to get a positive reaction from the investors. On the day of their debut, both Lyft and Uber closed down on the day, leaving their executives as well as investors disappointed. For

both large tech startups, receiving ample amount of press, it was unlikely that their initial deals on the stock market would underperform.

Lyft priced on the NASDAQ on Thursday, March 28, 2019, entering 35.385 million shares into the market, thus creating \$2.56 billion dollars for the company. Filing on March 1, 2019, the company indicated that they were intending to price only somewhere between \$62 and \$68 per share, but to their delight, ended up setting their pricing at \$72 per share. This initial deal included twenty-nine banks as well as seven bookrunners, with JP Morgan and Credit Suisse taking the lead. Lyft was valued at \$20.8 billion. Lyft was not only able to price above its initial range upon its IPO, but also their stock opened up 21.17 percent at \$87.24 per share yet closed down on the day. The next day, the stock opened at \$78.29 per share, only to continue a pattern of decline throughout the second quarter of 2019. On April 5, Lyft exercised their greenshoe for \$215,770. After hitting an all-time low of \$48.15 per share on May 13, 2019, Lyft Inc. has been on a slow, but steady climb back up to its original stock price.

In one of the largest tech IPOs to ever hit the market, Uber priced on the New York Stock Exchange on Thursday, May 9, 2019. They issued twenty-seven million shares of common stock at a price of \$45 per share, ultimately raising a total of \$8.1 billion in capital for the company. Uber states that these new funds were to be used for capital expenditures, general corporate purposes and working capital. Included in this deal were twenty-nine banks and ten bookrunners, with Morgan Stanley and Goldman Sachs taking the lead. Upon its IPO date, Uber was valued at \$75.46 billion. Even the news and price were very rocky right up to the date of the IPO. Filed on April 11, 2019, Uber announced that it would execute the IPO somewhere within the pricing range of \$44 to \$50 but was eventually forced to settle on the lower end of that statement at \$45 per share. Taking an even harder hit, Uber then entered the market 6.67 percent down from that

at \$42 per share. One day later, they opened even lower, down 7.62 percent at \$41.57.

Throughout the second quarter of 2019, the months following the IPO, Uber was unable to recover, and the price spent a majority of its time sitting just below the IPO price and hitting an all-time low on May 13, 2019 at \$37.10 per share. However, Uber never exercised their greenshoe.

Aftermarket Performance & Forward Look in the industry

Going forward, the stocks have a lot to make up for. Consumer and market sentiment towards both Uber and Lyft have been rather negative, leaving analysts and investors wondering if the stocks will ever become profitable. Just a few months after the stocks' IPOs, there are valid and concrete concerns with not only the industry, but also both companies, straying investors away.

Being a rather new industry that uses new age technology, there are a lot of uncharted waters in regard to regulations, logistics, and infrastructure. The main barriers come down to regulations that pertain to, but are not limited to, transportation, worker classification, safety and privacy with payment. Ridesharing apps are facing crackdowns in major cities such as New York due to their negative impact on the taxi industry. Restrictions are being placed on the number of vehicles that are allowed to be deployed in certain areas, along with how much time these vehicles are allowed to drive without passengers (Honan, 2019). Although it seems to be just another problem for app-base ridesharing companies, it is a logical restriction. Taxis have been a large part of the transportation economy in big cities and have been compliant to many restrictions on themselves since their inception. In addition, to have vehicles essentially cruising around an already congested area with no purpose until they are demanded by the customers just

contributes to congestion, fuel usage and fuel emissions, all of which are already pressing issues in urban areas. Concerns with worker classification have been another issue for companies within this rising industry. Following recent movements of the peer-to-peer structure, both Uber and Lyft have their drivers classified as independent contractors, allowing the companies to avoid providing employee benefits such as healthcare, social security and unemployment. However, there has recently been a lot of litigation proceedings about whether their drivers should maintain this status.

As of right now, these companies have stayed ahead of the litigation, but this could change in the future if more cases come up, or the structures of the companies change. If this were to change, and these people took on the status of employees, costs for Uber and Lyft would be drastically driven up, adding to the already posted losses of both companies. Safety has also been and will continue to be a priority for both companies and covers a plethora of sectors within the business such as technology, personal injury liabilities and background checks. Because of the P2P structure of the business and relatively low barriers to entry as a driver, there is an increased risk regarding the issue of safety, for there is an increased hope and reliance that the independent contractors are doing the right thing and exhibiting company values. There are also privacy issues in terms of personal information and payment information when users create accounts through the apps that are used to access the service, though these database centers accessed through third parties are generally out of the companies' control.

Changing Transportation Industry

One cannot talk about transportation in this day and age without addressing the vast public transportation system in America and throughout the world. Not only is it a key part of the

everyday lives of many people and the infrastructure of most cities, but also it is a major source of revenue. The money the government receives gets poured back into the further development of the system as well as the city. Not only that, there are many other positives that are a result of the mass usage of public transportation such as the positive affect on fuel emissions, congestion in urban areas, and, if well planned, the improved flow of the city as a whole. Although better for the masses, public transportation has its negatives and inconveniences for the average person, which has been a part of the Uber/Lyft appeal. Every city's system is different, and some are better than others, but public transportation can often be delayed, cancelled or overall unreliable. In addition, it is not always well maintained, and it is not always the safest option, depending on the area. Sitting on a train or bus surrounded by various types of people from your community is a lot less comfortable than being in your own private vehicle. Depending on what you would pay for parking or other means of transportation, it can also be inconvenient to pay for a ticket every time you want to use the system. Again, every public transportation system has different platforms for how they are run, but overall, they all have their positive and negative attributes.

The relatively new ridesharing companies such as Uber and Lyft have been scrutinized as people have started to realize the potential negative affect these apps may be having on the amount of people taking public transportation. Meanwhile, cities are pushing towards people using public transportation to facilitate better movement throughout the city and decrease emissions in order to support environmental movements. On average, when implemented into a city, Uber and Lyft decrease rail ridership by 1.29 percent and bus ridership by 1.7 percent. Even more so, it is cumulative. For example, in San Francisco, the use of the bus has decreased by 12.7 percent since 2010. In New York, Uber and Lyft trips by day have grown from 60,000 to 600,000 between 2015 and 2018, nearly equal to the decrease in transit boarding each day of

580,000 in this same time frame (Schmitt, Angie, et al., 2019). However, there have been scenarios where the use of these ridesharing apps may be increasing the use of public transportation such as heavy rail in and out of the city, although it is not enough to offset the general trend. The recent decline in public transportation usage has steepened since 2015, correlating with the introduction of the major ride sharing apps. Also, the service cutting and increased amount of delays due to aging and inefficient infrastructure could be the cause of the decrease in usage. These new technologies, meant to reduce the congestion on roads and make transit easier, are being predicted to have had the opposite effect thus far, actually adding vehicles to the road and therefore worsening the congestion for private and public commuters alike.

Amidst these problems, Uber and Lyft have been feeling the push to partner with public transit systems in order to ensure the most efficient travel experience to the consumer, as well as encourage the use of public transit. Both apps, with intermodal transportation offerings, are informing the people of the options they have not only through ridesharing but also through the infrastructure already in place. They are each hoping to become the one stop shop for transportation, pairing with various different public transportation systems in a few cities, while hoping to expand into other cities in the near future. Both companies are stating that it will be their priority to now provide customers with the best possible transportation options and pairing with information databases to do so. These options for transportation include their services (bikes and scooters included), their services paired with public transportation, or solely public transportation. This initiative was set to begin in a few cities, but it will eventually expand to all of their networks. Another part of this initiative is subsidized rides to and from public transit stops, (i.e., a metro or train station). In addition, as of summer of 2019, around the IPO, Lyft

introduced a program called “CityWorks”, where it is to donate \$50 million, or one percent of earnings to the public transportation systems in order to improve the systems as well as reduce emissions (Wiggers, 2019). Uber has yet to announce an initiative of that size.

Autonomous Vehicles

A large part of the ridesharing movement includes the future technology of the autonomous vehicle, a technology that people have been patiently waiting for, but are beginning to question the stage of its development. Both companies, along with Tesla, Ford, and others have made public statements that they are working to develop the autonomous vehicle technology, with a lot of their revenues being poured into the research of this mystery vehicle. In the competition over who will ultimately win the ridesharing battle between the two tech startups, the development of the autonomous vehicles will be one of the deciding factors. Who will not only develop it first, but also who will surpass all the roadblocks in order to actually deploy the new technology?

Not only is the technology of the AV very complex, but also the actual adoption of the technology in a real-world setting is enough to leave even the highest of thinkers rather perplexed. Previously, predictions for when the technology of the AV will be available was forecasted at 2022. However, the frontrunners in the developments have recently pushed back the much-anticipated days of implementation another eight years to 2030. Currently, professionals are thinking through two major platforms for how the AV would fit in our daily lives: individually owned and on-demand (Mourad, 2019).

Chapter 3

Financial Ratio Analysis

This chapter will examine the financial records of both Uber Inc. and Lyft Inc. Throughout this chapter, one will gain a better understanding of the financial health of both companies in order to understand the health of each company. Because both companies are not asset heavy, most of the ratios that will be utilized are more cash based. For future estimates of both firms' performance, analysts' reports were used based on multiples into where the analysts predict the firms will be in the next few years.

Geographic Sales Breakdown

According to the S-1 documents filed by both firms prior to their IPO's, Uber and Lyft operate in very different regions. Uber, a more global company as shown in Figure 3 below, has a presence in not only the United States and Canada, but also in the Asia Pacific, Europe, Middle East, Africa and Latin American regions totaling sixty-three countries. On the contrary, Lyft operates mostly out of the United States with an expansion into Canada. Because of this, there is also a noticeable difference in scale of operations that will be seen throughout this financial analysis.

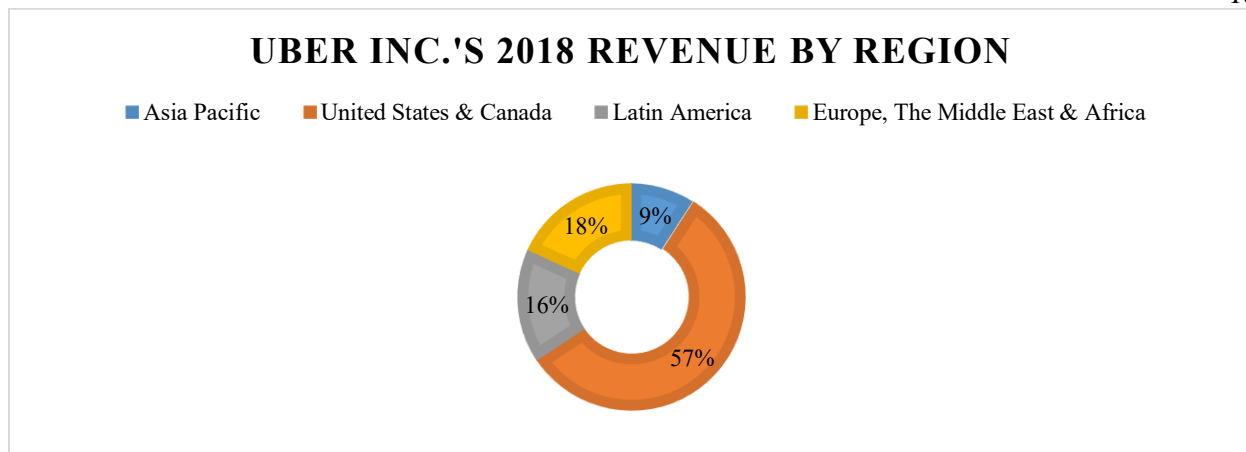


Figure 3: Uber Inc.'s Revenue by Region

Revenue by Segment

Although Uber Inc. and Lyft Inc. operate primarily in the ridesharing business, there are also other offerings by both. Uber, once again operating on a larger scale, has revenue coming in from ridesharing, Uber Eats, and Uber Freight. Lyft also has various offerings such as Express Drive and their Scooter & Bike offering. This is further discussed in Chapter 4.

Sales Growth

One major factor in determining the health of a company, especially a relatively new company such as Uber or Lyft, is the sales growth rate. Companies in the technology sector tend to have higher growth rates, and because these companies are newly public and capital has increased tremendously, these growth rates might seem rather high.

As one can see in the graphs (Figures 4 and 5) for both companies, the sales growth is predicted to lessen over the next few years ending in 2021. There are many reasons for this, one being the standard that as the companies further infiltrate various sectors, their growth will naturally slow as they are no longer new companies. This is due to the increase in competition

from new ridesharing companies, which in result would drive down the price point of both Uber and Lyft. In addition, as mentioned in the literature review, the movement toward public transportation in cities due to environmental and overcrowding concerns will lessen the abilities of these companies to operate. Prior to the years depicted in these graphs, both Uber and Lyft had been increasing sales at a rate at or above one hundred percent from the year before. In comparing the two graphs (in Figures 4 and 5), it is also noticeable that Lyft will decrease at a faster rate than Uber. This is due to the larger scale of operations of Uber and the fact that it is the favored service with multiple segments of operation.

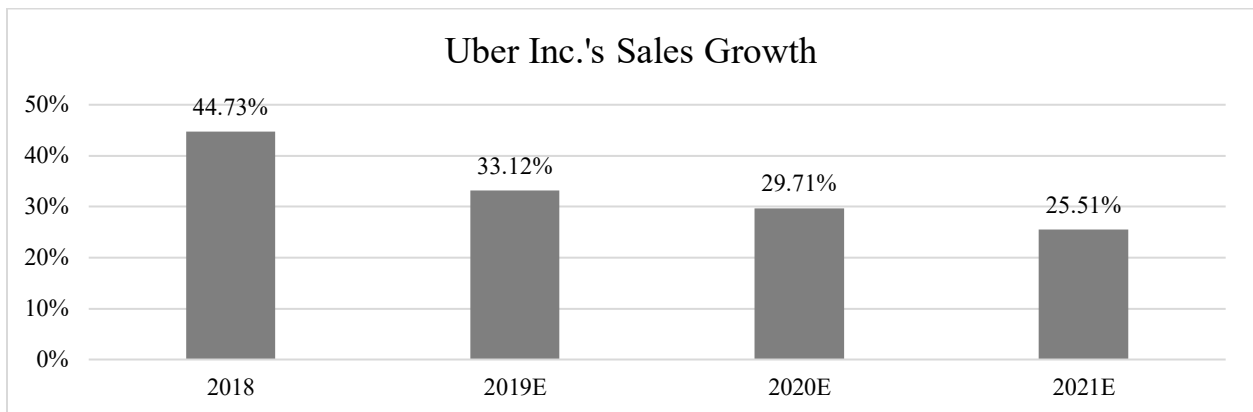


Figure 4: Uber Inc.'s Sales Growth

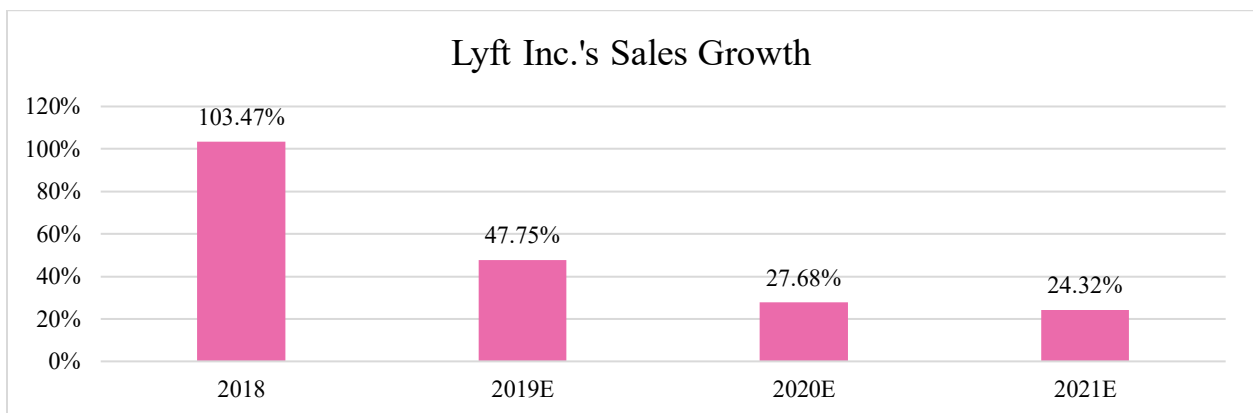


Figure 5: Lyft Inc.'s Sales Growth

Operating Income

Operating Income measures the amount of profit realized from a company's operations less operating expenses. A promising company has this value increasing over time, as it shows the ability of a company to minimize expenses while creating value.

From viewing the graphs as seen in Figures 6 and 7, one can see that the operating incomes of both Uber and Lyft have been negative over the past few years. Between 2017 and 2018 there is very little fluctuation in the operating income. However, in 2019, there was a large decrease in the predicted operating income, which then takes a few years to recover. A large reason for this decrease pertains to the new law that has been passed in California regarding the classification of drivers as employees rather than independent contractors. This will significantly increase the operating costs not only of Uber and Lyft, but also of any firm that depends on the gig economy. Although the law has only been passed in California as of early 2020, California tends to lead the charge on new laws and regulations within the United States, both companies' primary region of operation. Thus, this law will most likely spread to other regions. The future remains uncertain on this topic though, for the gig economy is fighting back. Until then, both firms must come up with ways to increase their operating income through either an increase in

revenue or a decrease in cost.

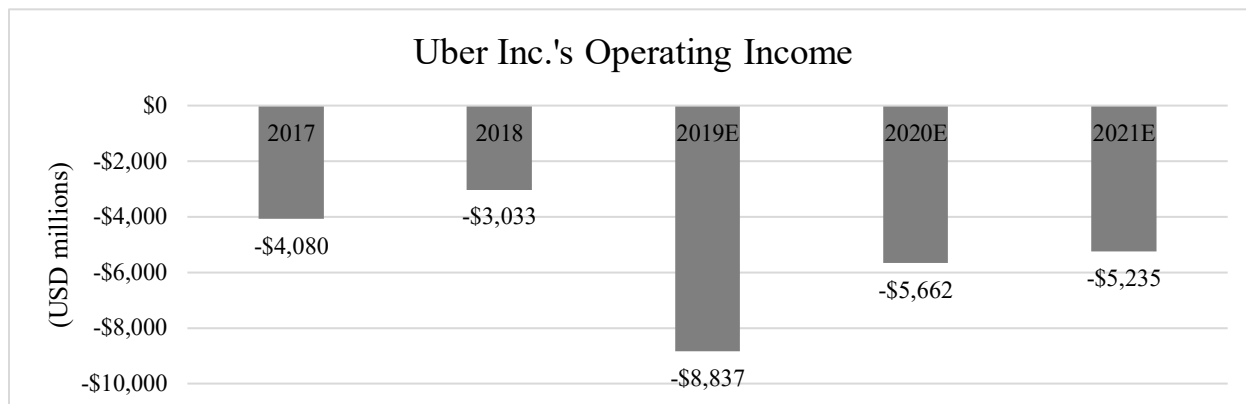


Figure 6: Uber Inc.'s Operating Income

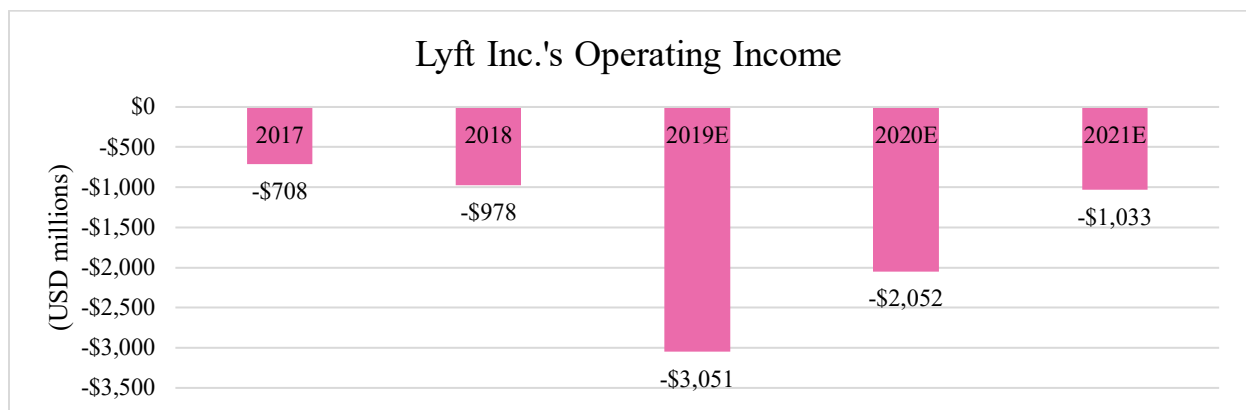


Figure 7: Lyft Inc.'s Operating Income

Net Income

An essential factor in determining the value and success of a firm is the net income, for earnings per share is derived from the net income of a firm. This number, like operating income, includes operating expenses, but also all other expenses of the firm. Thus, it is essential in expressing the profitability of the firm.

In the graphs shown in Figures 8 and 9, an important fact to note is that for the most part, net income has been negative (excluding Uber Inc.'s net income in 2018). This is fairly normal

for firms in the technology sector, as they are still rather new companies and are waiting for their earnings to start. Typically, investors are willing to wait for these earnings, which one can see is the case with Uber and Lyft, for there will be a big break at some point and the net income will turn positive. A major issue with this net income being negative is that net income is where the investors begin to see the return on their investment in the firm. Therefore, as of right now, the investors in Uber and Lyft have seen little to no return. Because this number is derived from operating income, similar trends for the same reasons between the two will be seen.

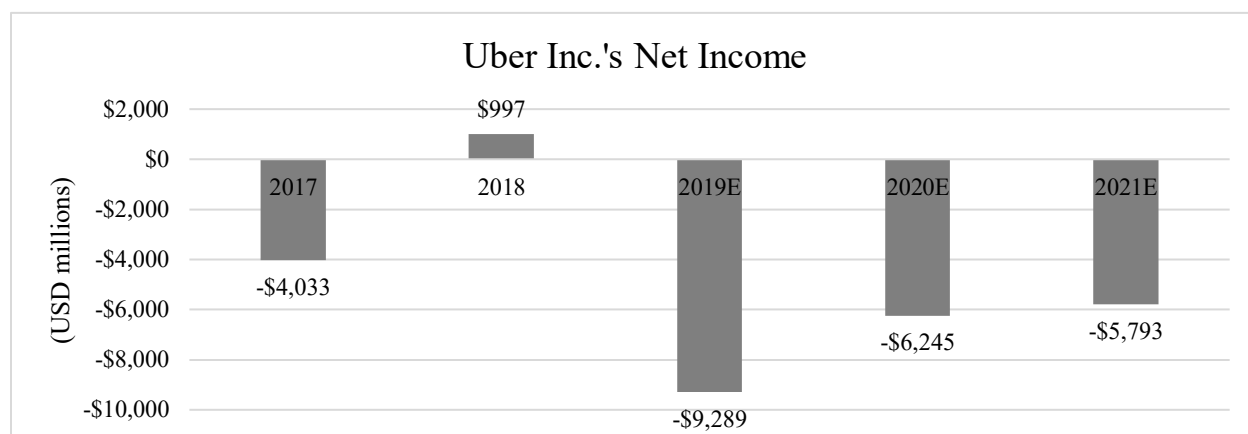


Figure 8: Uber Inc.'s Net Income

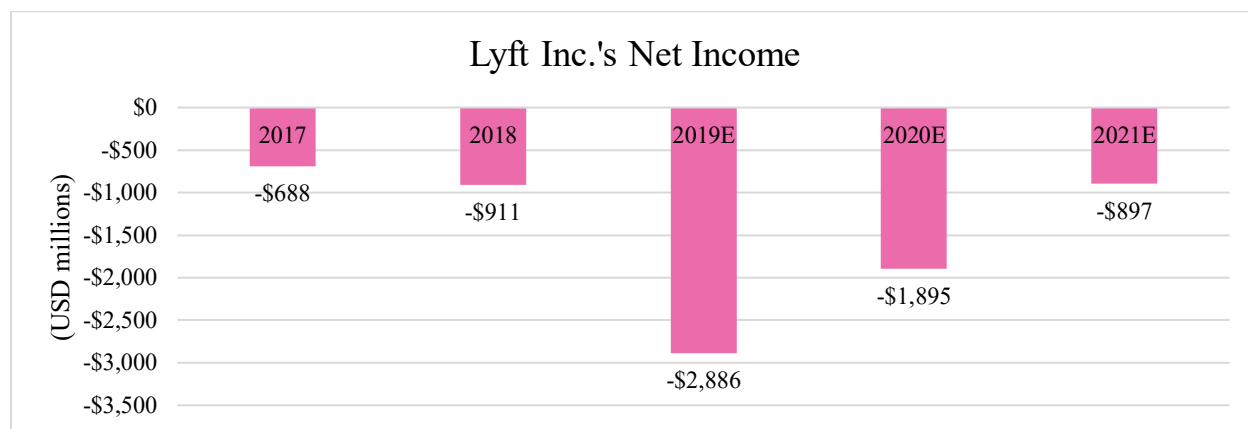


Figure 9: Lyft Inc.'s Net Income

Pre-Tax Income Growth

Pre-Tax Income Growth is an important factor in determining the profitability of a company over time. Pre-Tax Income does not include taxes, allowing the public to observe a firm's profitability in different sectors and geographic regions, where the tax rates may differ. This growth rate is another indicator of a firm's success through time.

This number, as seen in Figure 10, is primarily negative for Uber, indicating that through the years their growth has not only slowed, but also declined. This is a red flag for a company, as ideally this number should be increasing over time as a company is increasing its ability to be profitable. Though this growth could slow over time, their growth is expected to be negative, meaning that their pre-tax income will be declining. Another thing to note would be that the rates are very sporadic for both companies, showing a clear lack of a definitive line of progress. This could be problematic as it shows that it is hard to see a clear path for the firms. Both fluctuate between increasing and decreasing with very high ranges of plus and minus hundreds of percentage points.

An interesting difference between the two graphs in Figures 10 and 11 is the contradicting incomes in the year 2019. While Uber sees over an eight-hundred percent decline, Lyft sees over a two-hundred percent increase in their pre-tax income. Looking into the future, the most concerning point of these graphs is that both firms are expected to see declines in their pre-tax income for the years 2020 and 2021.

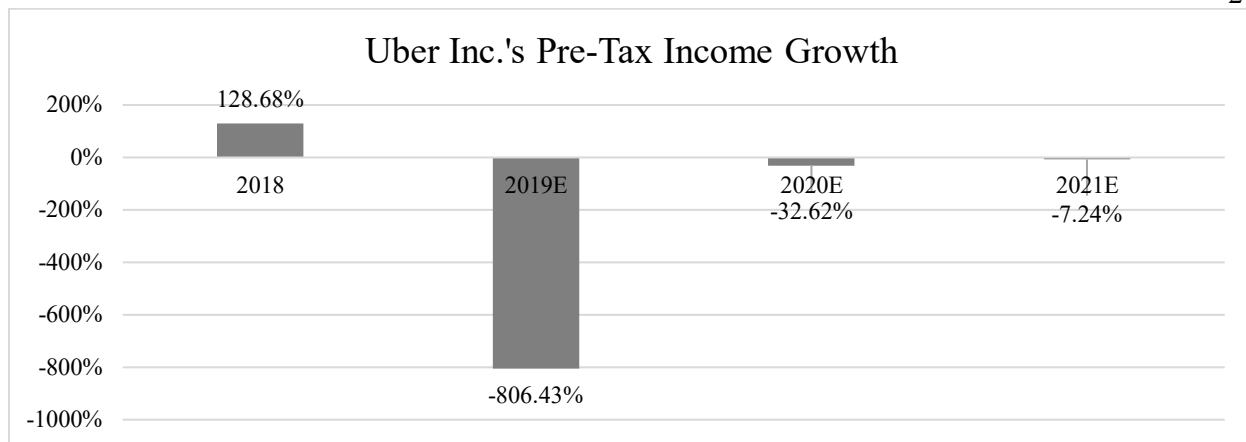


Figure 10: Uber Inc.'s Pre-Tax Income Growth

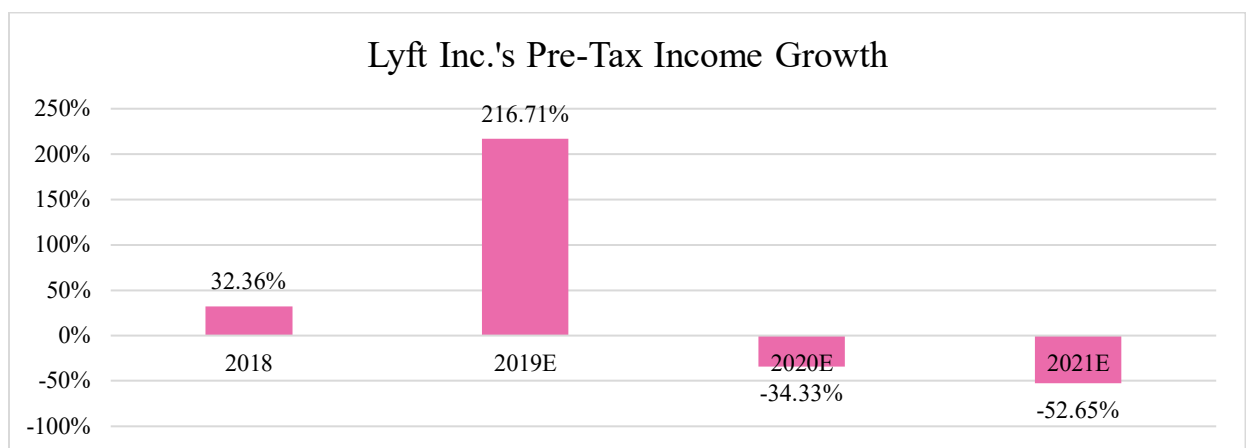


Figure 11: Lyft Inc.'s Pre-Tax Income Growth

Percent Change in Gross Profit

Another measure of a company's profitability is Gross Profit. This measure essentially shows how a firm is doing in regard to other companies in the same sector. Over time, gross profit should remain consistent for the most part.

From these graphs, as seen in Figures 12 and 13, it can be seen that gross profit has not stayed entirely constant. Once again, since operating income, pre-tax income, net income and gross profit are all derived from similar numbers, this result is not surprising. Since these companies are still growing, the gross profit is bound to fluctuate. As these firms go through trial

and error in deciding what works and what does not work, the gross profit will most likely continue to be unsteady. The costs that are associated with providing their service primarily pertain to technology, thus the costs can fluctuate almost by management's choice. Regardless, the desired trend to see when it comes to gross profit growth would be increasing. Uber's gross profit is projected to be on an upward trend for the most part. However, Lyft's gross profit is expected to grow, but at a slowing rate. Although at a slowing rate, it is still at a faster rate than Uber is projected to grow.

One notable thing about the graphs in Figures 12 and 13 is that in 2018, the gross profit of Lyft had increased significantly more than that of Uber. One potential reason for this could be in part to the legal issues that Uber faced in 2018, which disheartened consumers from using Uber. Because Uber and Lyft are such close competitors, the business that Uber lost was most likely immediately obtained by Lyft. This most likely not only drove the growth of Uber down, but also the growth of Lyft upward.

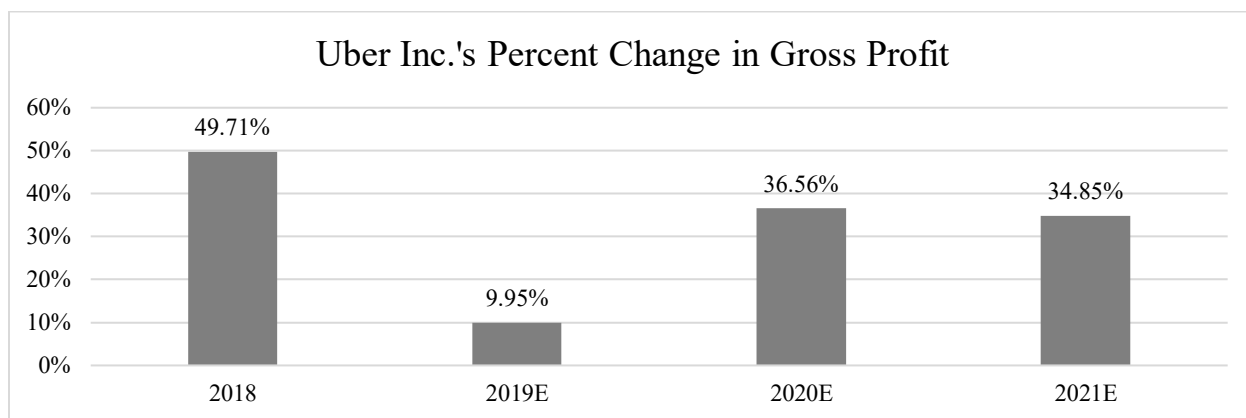


Figure 12: Uber Inc.'s Percent Change in Gross Profit

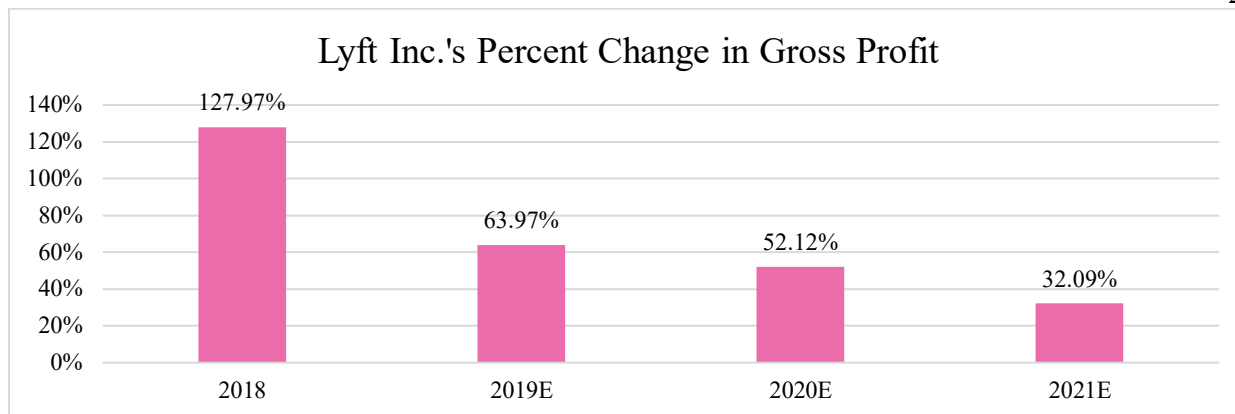


Figure 13: Lyft Inc.'s Percent Change in Gross Profit

Operating Cash Flow Ratio

The Operating Cash Flow Ratio is found by dividing the cash flows from operations by the revenue of a firm and allows one to understand how much cash is being generated for every unit of revenue. Typically, the higher this ratio, the more profitable a company is.

The cash flows of Uber and Lyft are and have been negative over the years, as seen in Figures 14 and 15. However, this could be seen as normal because of the nature of the businesses and the sector that they are in. Because of the reliance on technology, most of the investment will happen early on as money is invested into research and development of the software that is to be used. However, of more concern is that the cash flows do not necessarily look to be on a clear upward trend towards moving into the positive. On the contrary, Uber is not expected to see positive cash flows in the next few years, showing a clear lack of ability to pay off current

liabilities.

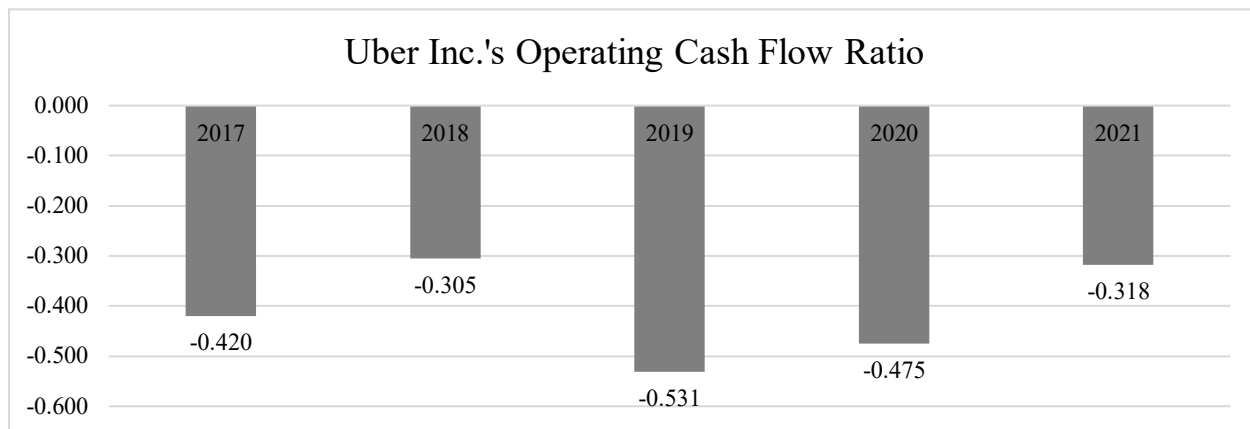


Figure 14: Uber Inc.'s Operating Cash Flow Ratio

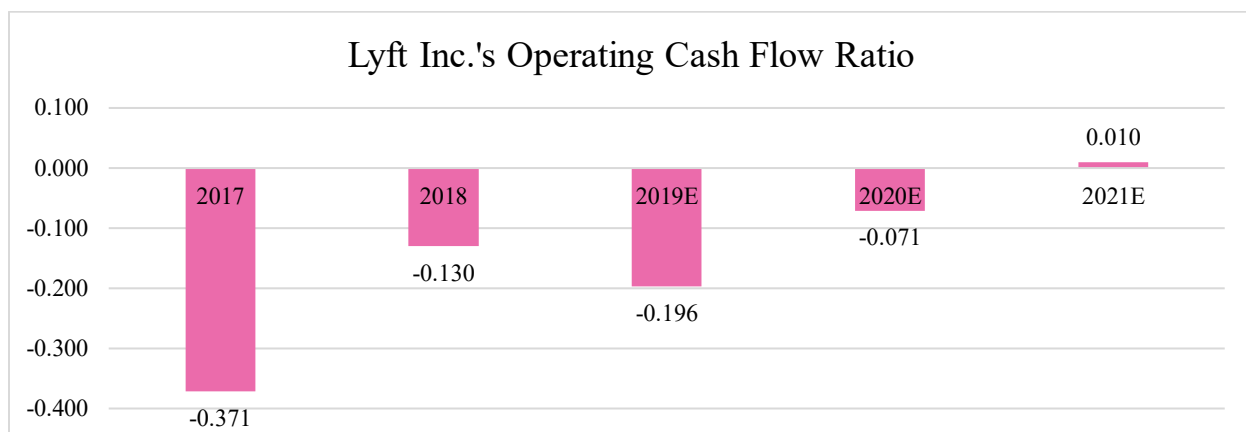


Figure 15: Lyft Inc.'s Operating Cash Flow Ratio

Asset Efficiency Ratio

The Asset Efficiency Ratio is a measure of how much profit a company is making per dollar of asset that the company owns. Thus, the higher the ratio, the more efficiently management is using the company's assets.

This is an interesting ratio to analyze for these companies because of the nature of their sector. Both Uber and Lyft operate more as software companies, as their primary asset is knowledge. Currently, as seen in Figure 16 and 17, this ratio is negative for both firms due to

their negative cash flows. However, because of the extremely low amount of assets that both of these companies have, once the cash flows become positive, the desired numerical value (higher) of this ratio will be more attainable.

Similar to many of the other cash flow ratios, Lyft's asset efficiency ratio is expected to cross over into the positive in 2021.

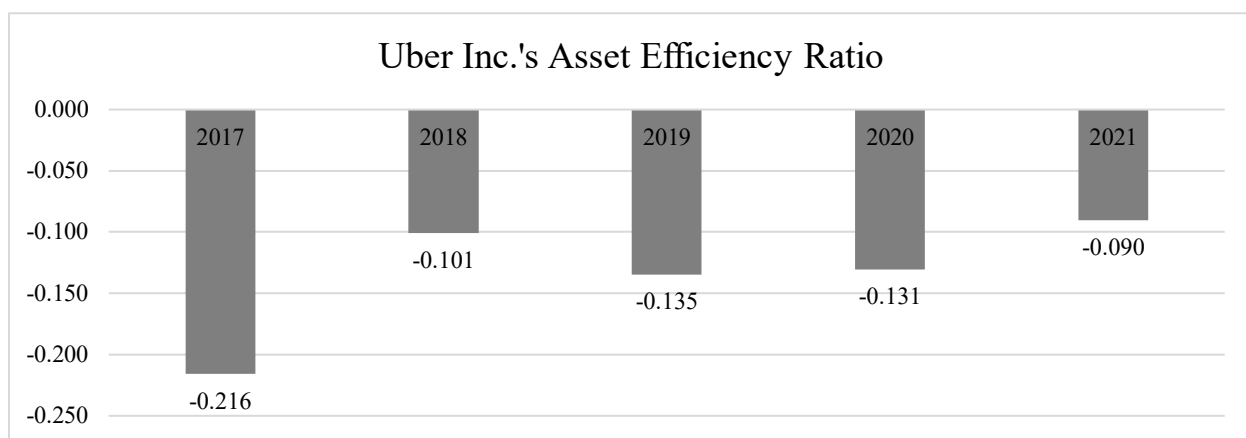


Figure 16: Uber Inc.'s Asset Efficiency Ratio

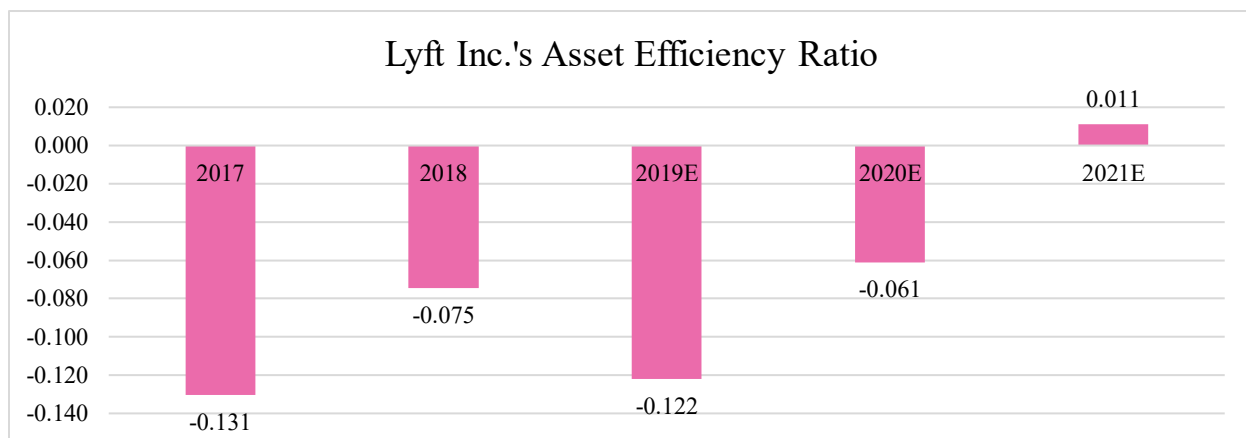


Figure 17: Lyft Inc.'s Asset Efficiency Ratio

Current Liability Coverage Ratio

Current Liability Coverage Ratio is an important measure of how liquid a firm is. Essentially, this ratio shows how fast a firm can pay off its current liabilities with the cash generated in the same period. Therefore, a ratio that is greater than one is better because it shows that a company has more than enough cash to cover its liabilities.

Because this ratio is currently negative for both firms, as seen in Figures 18 and 19, neither firm is able to pay off its current liabilities whatsoever without borrowing more money or raising more capital to do so. This is problematic as well since the current investors in both firms, as seen through the net income analysis, have not seen much return on their investment. This would most likely leave other investors unwilling to invest in these two firms if they believe that they will not see a return on their investment.

However, in 2021, Lyft is expected to see a positive ratio, meaning that the cash flows of Lyft will be positive. This is not necessarily a saving grace; the ratio that is predicted to be achieved is only sixteen basis points, which is not very high and essentially means they are only able to pay off a little over one percent of their current liabilities with their current cash flows.

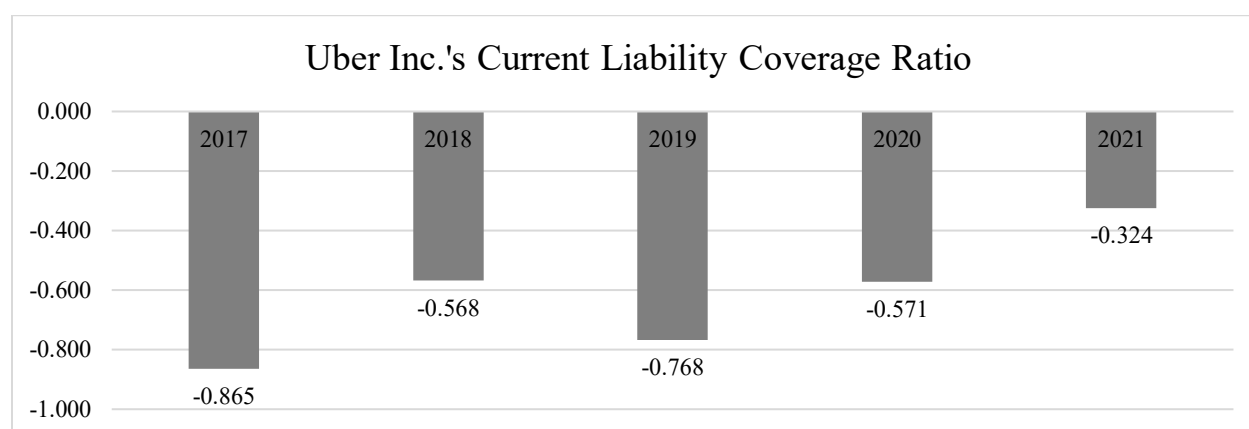


Figure 18: Uber Inc.'s Current Liability Coverage Ratio

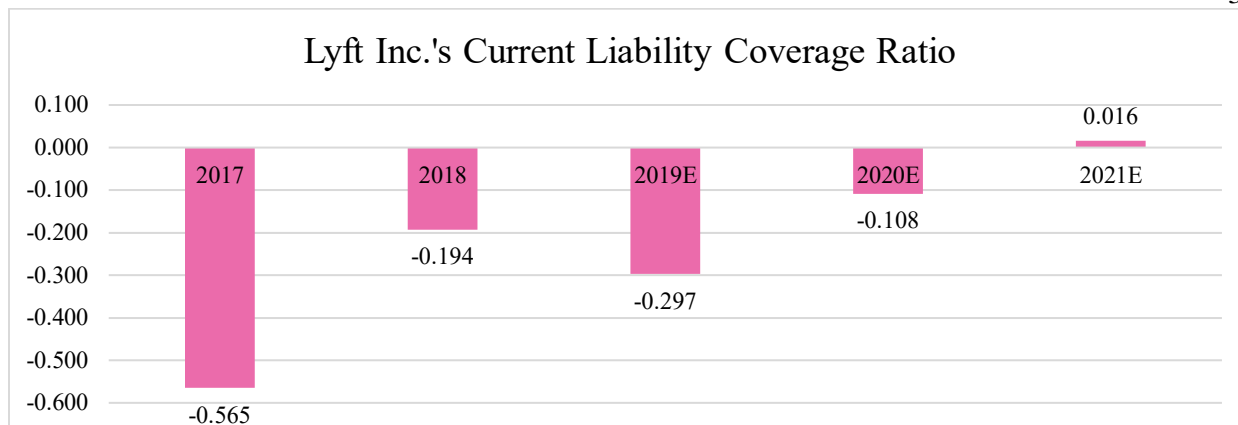


Figure 19: Lyft Inc.'s Current Liability Coverage Ratio

Long-Term Debt Coverage Ratio

The Long-Term Debt Coverage Ratio allows one to understand if a company has enough cash to pay off not only its current liabilities, but also take on additional long-term debt.

For both Uber and Lyft, the current liability coverage ratio is negative for the majority of past and future cash flows, as seen in Figures 20 and 21. Because this is the case, it is expected that they would also not be able to pay off their long-term debt. Therefore, these ratios are negative as well.

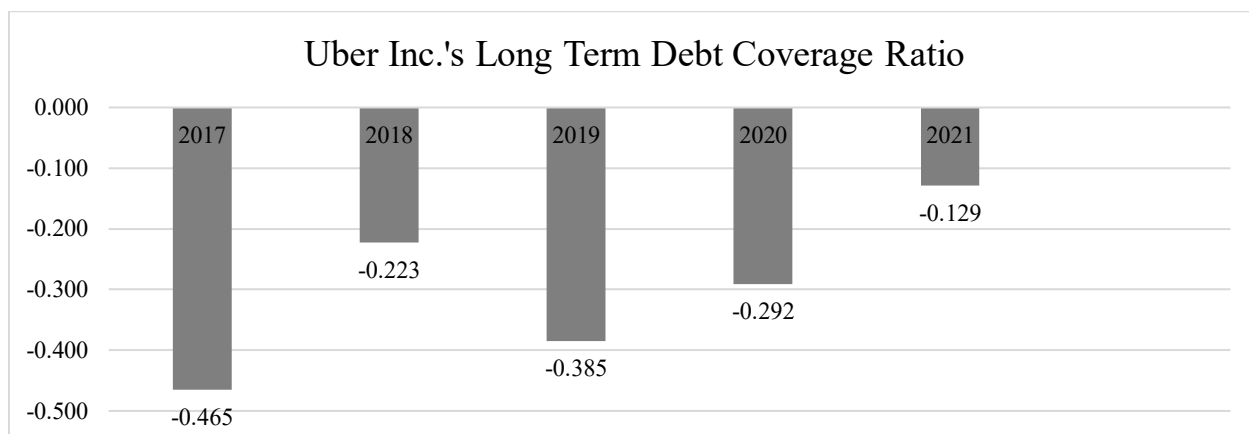


Figure 20: Uber Inc.'s Long Term Debt Coverage Ratio

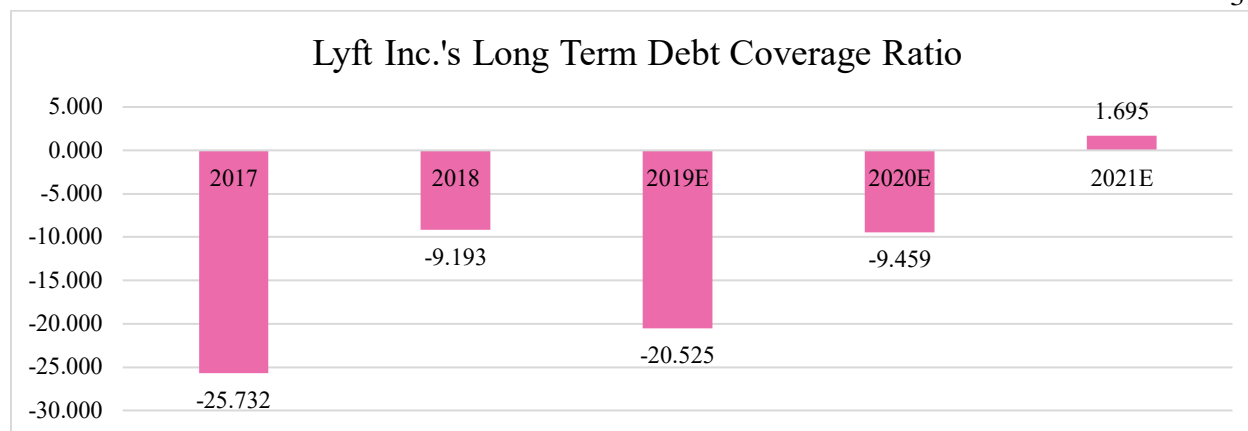


Figure 21: Lyft Inc.'s Long Term Debt Coverage Ratio

Overall Financial State

Drawing from all the information presented in this chapter, it is necessary to understand the overall financial state of both companies as of now and in the foreseeable future. From the values pulled from the income statement, there has been quite a lot of variability due to both companies being relatively new and having very different hurdles every year. However, when it comes to the foreseeable future, it remains variable. One thing to note about both Uber and Lyft, however, is that they tend to move in unison. Through the broader picture, as one moves the other moves in a similar fashion, with some deviances of course. The financial ratios derived from the financial statement values are also telling of the financial states of the companies. Currently, many of these seem very bleak, but that is due to the negative operating incomes both companies have been reporting. As this changes, the financial future of both companies will become more promising. Thus, heavier weight must be placed on the future estimates, especially when the firms have broken even. Overall, both companies are trending upwards, but must get their operating loss to become an operating income. Focus must be shifted immediately to cutting costs or finding ways to ramp up their revenue.

Chapter 4

Logistical Analysis

Industry Overview

Uber and Lyft primarily operate within the ridesharing business, though they have smaller operations in other sectors. Although Uber, Lyft and the various other ridesharing companies could be considered their own industry, as well as cross over into many different industries, they are most commonly categorized by the Taxi and Limousine Industry. Within the United States, the region where a bulk of their services occur, the industry has interesting trends that work both in favor as well as against these two companies.

As an overview, this industry attained thirty-one billion dollars in total revenue for 2019, along with a 6.9 percent profit margin. In addition, this industry has maintained a 10.8 percent annual growth rate for the last five years beginning in 2014. Going forward, this industry is expected to attain 4.2 percent annual growth rate until 2024. Over the years, this industry has also seen many new players come into the game, with the number of companies increasing by 36.2 percent between 2014 and 2019. It is clear that this industry has been growing at a rapid rate, and it will continue to grow as time continues (IBISWorld, 2020).

This industry has seen a lot of growth and is currently in the growth area of its business cycle due to the overall increasingly stable state of the global economy. Because of this, consumer spending has increased, thus allowing people to opt for more expensive options. One thing to note about this industry as well is that these vehicles are seen as a luxury service, as they

are being consumed in place of the more affordable option of public transportation. Not only has consumer spending as a whole been increasing, but also this increased consumer spending translates into increased travel, which is when these services tend to be used. In addition, the increased use of the internet has allowed these services to be much more attainable for many consumers and has also expanded the consumer base. This applies not only to the smart phone application features, but also to bookings through online sites for various limousine, taxi and driver services (IBISWorld, 2020).

Competition in this industry is categorized as very high, and on a continuous trend of becoming more competitive. There are four primary keys to success within the industry, which are as follows: compliance with government regulation, ability to overcome costs, quality control and secure revenue. Compliance with government regulation is important in order to avoid fines and litigation, as well as maintain a strong public image. Ability to overcome costs primarily pertains to variable costs, for within this industry, one of the largest costs is the cost associated with fuel. This is directly correlated with the cost of crude oil, a cost that can be very volatile at times. In regard to the aspect of quality control, because these services are marked as luxury services, it is important that they deliver as such and maintain high customer reviews. Finally, secure revenue introduces the idea of potential contracts with the government or other large corporations. This not only creates a steady flow of income, but also secures a solid reputation as a desirable transportation service (IBISWorld, 2020).

The competition is high within this industry mostly due to the low barriers to entry and the already bountiful amount of companies within the industry. Because the services are so similar and not easy to differentiate, companies are forced to compete on a price point basis,

which, to the consumer's benefit, keeps prices low. One can see a complete picture of the industry has been assessed in Figure 22, through a SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Low Imports ▪ Growth Life Cycle ▪ Low Consumer Concentration 	<ul style="list-style-type: none"> ▪ Medium & Decreasing Barriers to Entry ▪ High Competition ▪ Low & Steady Assistance
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Very High Long-term Growth ▪ High Short-term Growth ▪ High Outlook Growth ▪ High Performance Drivers 	<ul style="list-style-type: none"> ▪ Outlier Growth ▪ Consumer Spending

Figure 22: SWOT Analysis of Industry

Ridesharing Within the Industry

Since the inception of ridesharing, there has been a war between the taxi industry and the technologically savvy movers such as Uber and Lyft. The bulk of these services are clustered in large, crowded, metropolitan areas, where they are needed the most. Thus, this is where one would see the most competition between ridesharing and your average taxi.¹ However, these services actually differ in a few key aspects. With technology the way it is today, the advantage that both of these companies have to offer that taxis do not is the ease of accessibility through the smartphone applications. With so much of the population, especially in metropolitan areas, having smartphones it is much easier to call for a guaranteed arrival of a car than wait for a taxi. Looking into the future, it is expected that the amount of population with a smartphone will continue to increase, thus making these free apps even more available to the general public.

¹ In this paper, we will mainly be referencing the taxi service, rather than limousines.

In regard to competition in strictly the ridesharing sector of this industry, the two principal movers and competitors are Uber and Lyft. A very important aspect of the competition between these two companies has to do with penetration. Because of the structure of the apps, customer loyalty is very prevalent. Once one company has begun operations in a certain area that is maybe less metropolitan, it is more likely that a customer will become loyal to the first one that it has access to. An example of this loyalty would be areas such as suburbs outside of a city where maybe both do not originally operate, and then one begins to operate later. However, if both companies are an established operation in an area, customer loyalty could be overshadowed by price-based competition. Many consumers will download both applications and compare the price of rides. Though many times the prices are very similar, at times of surge pricing for example, if it is very late or particularly busy, they can differ by a more significant amount.

The role of government will also influence competition going forward between these two companies. As concerns about the environment as well as congestion in major metropolitan areas has increased, the push toward public transportation has as well. As mentioned in the public transportation section of the introduction, there has been a push for Uber and Lyft to pair with public transportation within certain areas. This would essentially lead to discounted rides starting and ending at public transportation zones such as train stations, metro stops, etc. Because public transportation is run by local governments, there is potential for a contractual agreement between cities and these companies. A contract between the government and Uber/Lyft would essentially allow one to operate within the area at a discounted price for trips involving public transportation. The government would ideally be willing to compensate the companies for this discounted pricing; thus, they would suffer no economic losses. This would help Uber/Lyft secure a customer base as well as support the public transportation system and aid in the

mitigation of congestion. Going forward, whichever company is able to secure a government contract within an area will most likely be the more successful company, as they will have secured revenue as well as more appeal to consumers with lower pricing.

Services Offered

Uber and Lyft differ most in the services they offer. Although this research primarily focuses on the ridesharing aspect of these companies, which is their most forefront offering, both companies offer other services. The ridesharing service is the one that produces the most revenue for both companies. However, there are other aspects that have contributed to the income of the firms. Uber and Lyft have gotten themselves involved in multiple different businesses through acquisitions.

Lyft offers three services that contribute to their revenue. As previously stated, ridesharing is their primary offering, but their revenue is also supplemented by their Scooter & Bike program and their Express Drive offering. The Scooter & Bike offering allows for various Lyft scooters and bikes to be picked up and rode around metropolitan areas. However, the revenue recorded for this offering that was released in 2018 was noted as immaterial. Additionally, the Express Drive offering connects Lyft's drivers to third-party rental car companies. In this set up, Lyft pays for fixed monthly payments and fleet operating costs to a third-party rental car provider. They then receive sublease income from a driver lease. This offering made up approximately 2.5 percent of the firm's revenue in 2018. Refer to Figure 23 to see the breakdown of Lyft's revenue by business.

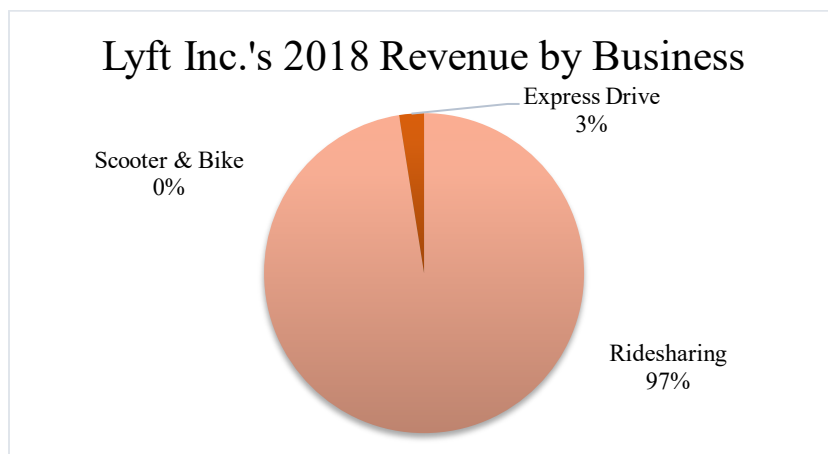


Figure 23: Lyft Inc.'s Revenue by Business

Operating on a much larger scale, Uber has a different set of offerings for their consumers. Once again, with ridesharing as the primary offering, Uber also offers services such as Uber Eats, Uber Freight, New Mobility (scooter and bike service) and Uber Vehicle Solutions. Refer to Figure 24 to see the contribution of each business to Uber's overall revenue. Uber Eats faces various competition from other firms that have offerings that hardly differ at all. These firms include GrubHub, DoorDash, Deliveroo, Swiggy, Postmates, Zomato, Delivery Hero, Just Eat, Takeaway.com, and Amazon. However, Uber has created a sort of synergy through offering both ridesharing and this meal delivery app, as they have created customer loyalty and immediate access to customers who use either the ridesharing or Uber Eats. Uber Freight sees competition, but the service and technology offered by Uber Freight differs from its technology. These competitors include traditional freight brokers such as C.H. Robinson, Total Quality Logistics, XPO Logistics, Convoy, Echo Global Logistics, Coyote, Transfix, DHL, and NEXT Trucking (Uber Inc.'s Form 10-K, 2020).

Uber and Lyft, in the services they offer that overlap, face the same companies as their competition. Outside of the ridesharing service, the competition that they face comes from

traditional ways of commuting such as personal vehicle ownership, taxis and public transportation (the cheapest form of commuting). Within ridesharing, they face competition from OLA, Careem, Didi, Bolt (formerly Taxify), and Yandex.Taxi.

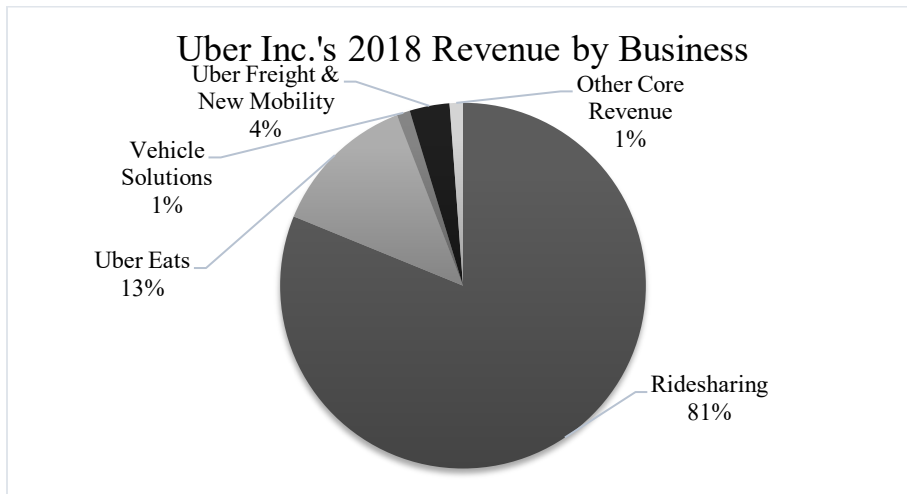


Figure 24: Uber Inc.'s Revenue by Business

Autonomous Vehicles

The introduction of autonomous vehicles will be very important to the future of both firms. Both companies have invested time and money into being the first to successfully deploy this technology. However, the competition for the mass release of this technology does not just come down to these two, and there are various other competitors rushing to the finish line as well. There are many factors that will continue to affect the deployment of this technology and the financial benefits that both Uber and Lyft could potentially receive.

Both Uber and Lyft are currently investing capital into the development of autonomous vehicle technology. The other companies involved in this race for the development are Waymo, Cruise Automation, Tesla, Apple, Zoox, Aptiv, May Mobility, Pronto.ai, Aurora, and Nuro. Waymo has already released a fleet utilizing this technology, and it is expected that others will

be released before Uber or Lyft are able to release their technology. However, Uber and Lyft will be pairing the autonomous vehicle technology with their ridesharing offering, differentiating it slightly from the other competitors. The risk associated with so many companies working towards the technology is that one will be proven to be more effective than the others, thus making it the most successful. Although Lyft has not released a numerical value regarding the amount of capital they have invested into their research, Uber incurred \$457 million of research expenses in 2018 just toward autonomous vehicle technology. In addition, Uber has entered into an agreement with Softbank, Toyota and DENSO in order to invest a net value of \$1 billion towards the development and commercialization of the automated vehicle (Uber Inc.'s Form 10-Q, 2019). The risk associated with incurring such losses on the technology is that it takes longer to develop than expected, and the companies may become unable to acquire more debt to fund a project that has yet to create value.

With the deployment of the autonomous vehicle, there are many risks. These risks include things such as market acceptance of autonomous vehicles, state and federal regulatory measures, infrastructure preparation and issues, electronic security and public perception in regard to the safety of these vehicles (Lyft Inc.'s Form 10-K, 2020). To expand on these risks, Uber has already faced some of the problems associated with them, as they had released autonomous vehicles in Tempe, Arizona and were faced with scrutiny when one struck and killed a pedestrian. This incident set Uber back significantly in the development of their autonomous vehicle technology, as they were forced to take a hiatus from their efforts (Uber Inc.'s Form 10-Q, 2019).

Regulatory Factors

Uber and Lyft have both faced their fair share of regulatory restrictions in how they are able to run their business model. Although their core platform and idea for a business has a good structure, there is a lot of room for many potential issues. These issues include the overcrowding in major metropolitan areas, adverse effects on taxis, issues with employee status and potential future regulations due to the autonomous vehicle technology.

Although the ridesharing service adds individual convenience, it also adds major inconveniences for the masses. This service has begun to sway the public away from public transportation, negatively affecting traffic as well as the public transportation system as a whole. Uber, Lyft and the various other ridesharing companies have caused a shift in society's behavior and thought process in regard to the way they travel. For example, in one survey conducted, it was estimated approximately fifty percent of the trips taken using ridesharing would have occurred by foot or public transit if the apps didn't exist (Badger, 2017). In densely populated areas such as New York City, there has been a cap set on the amount of time these cars can spend cruising around without a passenger due to the added traffic that they cause. This traffic is not only negative for private vehicles or other ridesharing vehicles, but also public transportation as it adds more time to the bus routes, causing major blockages (Honan, 2019). Going forward, as these services continue to become more popular, it is expected that more cities will place limits on the amount of cruising time as well as the number of cars allowed to operate.

In addition to regulations in regard to the physical space that this service occupies, there have been regulatory issues surrounding the employee classification of the drivers. Up until the end of 2019, Uber, Lyft and other gig-economy companies have been able to operate with independent contractors rather than employees. This is key to the financial structure of the

companies as they are able to avoid a large portion of the costs associated with having employees such as the health and social security benefits. In addition, they are not obligated to offer the protections that would greatly increase expenses such as minimum wage, workers' compensation and overtime. With the new law being passed in California, known as Assembly Bill 5, stating that these drivers will now be classified as employees, although it has not been implemented yet, Uber and Lyft will be forced to make a lot of necessary changes. Uber Inc. and Postmates Inc, at the beginning of 2020, requested that there be a temporary block for them from the law; however, it was declined. Next, the companies are planning to fight the legislation claiming that its passing is a violation of the guarantees of equal protection under the federal and state constitutions. It is unlikely that they will be successful since California has a mission to stop the exploitation of independent contractors in various different business sectors (Rosenblatt, et. al., 2020).

Chapter 5

Conclusion

Uber and Lyft have been the primary movers in the new age of ridesharing and transportation. Although both very successful and known companies, especially having now both gone public, people have begun questioning their ability to actually produce a profit. As it pertains to the financial and logistical analysis of both Uber and Lyft, it is clear that these companies have a long way to go in order to start turning a profit.

From a broader lens of advice, when it comes to being able to create value as a company, it is important to hire good people. Although a seemingly simple task, this can prove to be quite difficult. Uber in particular would benefit from avoiding the costs of litigations pertaining to the behavior of employees.

In regard to the finances of both companies, being that they are rather new and have yet to control the variability, the financials to date need not be considered as much as the future financials. Both companies are on a positive trajectory towards having a positive operating income, which will greatly improve nearly all of the financial ratios, making them both look more promising than they do as of now. This profit will also benefit investors, which will create a positive effect on raising capital for the companies, in turn making them increasingly profitable.

Logistically, though similar companies in their primary offerings, Uber and Lyft differ greatly. However, one thing that remains the same for both is their main source of revenue coming as a result of their ridesharing. In the case of Lyft, it is ideal that they pull out of their Scooter & Bike service, as revenue there has been immaterial and there have already been many

companies to infiltrate that offering. Uber turns more of a profit in that business. However, if they begin to face more competition, seeing that this area does not generate a high revenue, Uber should consider pulling out as well. Efforts could be focused more towards the other offerings, where less competition is present, and thus there is more room for revenue growth. In focusing on their primary offering, much attention can be placed on the autonomous vehicle technology, as that will eventually contribute to the operating income becoming a positive value as they avoid the major costs of paying for their independent contractors/employees, with the potential of employees becoming a much higher cost.

Going forward, both companies have the infrastructure and ability to be successful and operate within the same sphere of each other. However, because of the structures of these companies, the profit has yet to be seen. Given that many of the initial investments of the companies have already occurred, there is promise in the hopes of returning profits. So far, the companies are both on a positive trajectory financially, but must continue to tackle the hurdles of the logistics that they face as they tread new waters in the technology sector.

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ACADEMIC VITA

STEPHANIE T. JONES

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EDUCATION

The Pennsylvania State University University Park, PA Smeal College of Business, Schreyer Honors College B.S. in Finance, B.A. in Spanish Spring 2020 Dean's List	August 2016 – May 2020
Universidad de Sevilla Seville, Spain Relevant Coursework: Introduction to Business Spanish	January 2019 – May 2019
Towson High School Towson, MD	August 2012 – June 2016

EXPERIENCE

Stifel Financial Corporation Baltimore, MD <i>Investment Banking Division</i> <i>Equity Capital Markets Syndicate Intern</i> <ul style="list-style-type: none">Supported employees executing the syndication of IPOs and follow-onsParticipated in various calls with both corporate issuers and buy-side investorsCompiled research using Thomson ONE, Factset, Excel and DealogicFormulated a priority client list to track touchpoints across Stifel's Equities division in order to streamline business unit focus and prioritize issuersProposed an investment recommendation to buy/sell competitors Uber Inc (UBER) and Lyft Inc (LYFT) by analyzing industry trends, financial statements, capital structures, analyst projections, business segments, trading multiples	June 2019 – August 2019
Weyrich, Cronin & Sorra Lutherville, MD <i>Forensic Accounting Intern</i> <ul style="list-style-type: none">Assisted in income analysis, business valuation and asset tracingCompleted clerical work in order to further organize the department	June 2018 – January 2019
Mount Washington Tavern Baltimore, MD <i>Hostess</i> <ul style="list-style-type: none">Answered phone calls, booked reservations and resolved customer issues	May 2017 – August 2017
Nanny Service Baltimore, MD <i>Nanny</i> <ul style="list-style-type: none">Supervised two children for approximately 15 hours every week	August 2015 – June 2018
DRD Management Company Towson, MD <i>Head Guard</i> <ul style="list-style-type: none">Maintained pool safety and kept facilities cleanResponsible for the oversight of 25 lifeguards, pool facilities and safety	June 2014 – August 2015

LEADERSHIP

Kappa Alpha Theta, Beta Phi The Pennsylvania State University <i>Scholarship Director</i> <ul style="list-style-type: none">Met with women who do not maintain GPA and set up study hoursPublicly communicate and acknowledge scholarship progress	January 2017 – January 2019
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EXTRACURRICULAR

Boston Marathon Boston, MA	April 2020
Baltimore Marathon Baltimore, MD	October 2018
Club Field Hockey The Pennsylvania State University	September 2017 – May 2020
Kappa Alpha Theta, Beta Phi The Pennsylvania State University	September 2016 – May 2020
Club Cross Country The Pennsylvania State University	August 2016 – December 2016