



Internal Marketing Analysis of Private Transportation Services in the Baja California State, Mexico. Case Study of the Uber and Didi Platforms

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Abstract – Providing these services involves continuous interaction between the staff providing the service (Human Resources) and those requesting assistance (students). At some point in the process, gaps arise due to unintentional errors between what is requested and what is received, resulting in complaints that damage the department's image. This is exacerbated when these complaints go unresolved, either because they are not analyzed, or are considered common or unimportant, because user satisfaction surveys are not conducted, or because internal communication regarding management processes is unclear. This also impacts on the work environment in which Human Resources performs its activities and user satisfaction with the service provided, as the internal marketing actions to improve any type of daily activities. In this scientific study was evaluated the activities of services of two type of electronic platforms (Didi and Uber), in three cities of the Baja California State, located in the northwest of the Mexican Republic. This investigation was elaborated for the great quantity of complaints that occurred in the 2025 year, where this scientific study was realized.

Keywords: Internal marketing, transportation services, electronic platforms, complaints.

1. INTRODUCTION

Service delivery is one of the most important activities for organizations seeking competitive advantages (Krudthong S., 2017), because it serves as a guide for customer-focused operations, addressing customer expectations and satisfaction. In the service that organizations provide, customers constantly evaluate their experiences and compare what they requested with what they received (Sotelo A. et al, 2017). Therefore, service delivery is a quality that allows organizations to differentiate themselves and influence

customer decisions, strengthen their capabilities, and monitor the condition of their products or services, based on administrative processes such as planning, control, techniques, and procedures (Rosales B., 2019). Although organizations focus their efforts on service coverage and process efficiency to attract new customers and retain existing ones, standardization is complicated because image, perception, and real-time feedback come into play, affecting performance, generating complaints, and sometimes even customer loss (Fontalvo H. et al, 2010). Conversely, when customers perceive that their needs have been met, a feeling of satisfaction is generated (Vera J. et al,2018; Araque j. et al, 2017).

1.1 Internal marketing actions

Internal marketing is an action utilized by a lot companies of business of industrial operations, to improve his functions and obtain the maximum satisfaction of customers of the services or products received. The three principal positive actions that can are presented in the application of the internal marketing in any type of business in services and products elaborated, are illustrated in figure 1 (Zarraga C. et al, 2018; Núñez T. et al, 2018).

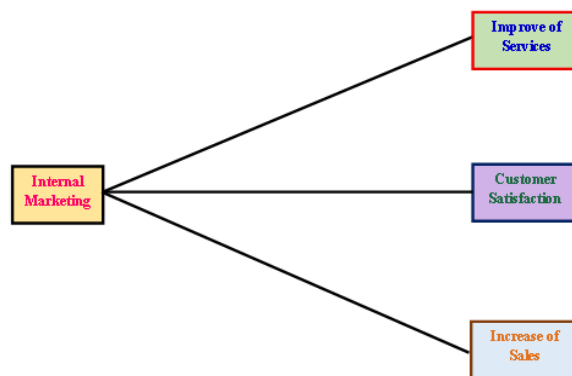


Fig -1: Main positive actions of the application of internal marketing
Source. Analysis of the investigation

In other words, organizations tend to downplay complaints, failing to recognize that they represent a significant opportunity to improve, learn from mistakes, and develop a culture of quality and continuous improvement at all levels, and to prevent conflict situations (Prado et al, 2018).

1.2 Electronic platforms of transportation services

This type of electronic platforms is very important in the transportation services, where in the Baja California State are principally two sources of these kinds of services to passengers, which live in the principal three cities of the Baja California State, Mexico (COPARMEX, 2024). Some users of these platforms need medical assistance in places near where were finish his travel in these platforms. In organizational settings, complaints pose a problem for Human Capital because staff often handle customer service without the experience, responsibility, and knowledge to identify opportunities for improvement (Phabmixay et al, 2018). The two principal transportation platforms in this region of the Mexican Republic are the Didi and Uber platforms, which are utilized by a lot of persons, in all time of each day (CACOM, 2024). This is important, because are a lot of complaints of users of these platforms, which are in the northwest of Mexico, and all places of our country, and from some years ago (around five years), the complaints are increased in this zone of the Mexican Republic, as is showed in table 1. Some persons are elaborated a complaint, but the majorly not want realizes it, because they believe their complaint will never be heard.

Table -1: Analysis of complaints of the services of Didi and Uber platforms by month (January of 2020 to December of 2025)

Platforms	Didi	Uber
Year		
2020	123	146
2021	178	203
2022	356	517
2023	578	634
2024	789	838
2025	899	972

Source. Analysis of this investigation with surveys

Table 1 shows the increase of complaints of users of the Didi and Uber platforms. This evaluation is only to use the transportation service but need elaborates an analysis of the services to bring of the carry of food as (Didi food and Uber eats). These specialized platforms to provide services to passengers are foreign companies of Mexico and have around 20 years providing this type of service. (COPARMEX, 2024) A lot persons think that is necessarily have more platforms to generates competitiveness in this business sector, but nothing knows the reasons to only have two platforms. This scientific study was made, because in an interview of 1000 passengers of the three cities (200 in Ensenada, 400 in Mexicali and 400 in Tijuana), which use the two electronic platforms, suffer of any success of bad actions by drivers of these platforms. This analysis was made from January of 2025 to December 2025 (until December 25 of 2025), resulting in diverse complaints. Is necessary mention that these passengers were requested the service, in some times and days of this year, where investigation was made, and not all the drivers of these platforms, generating bad services (CACOM, 2024). The numerical data is presented in the results sections.

1.3 Health symptoms occurred in passengers by complaints

When users of the Didi and Uber platforms are dissatisfied with the services of these major platforms (Buentello M. et al, 2017) can occurs some health symptoms that are expressed in table 2. This was made to 1000 passengers.

Table -2: Evaluation of health symptoms by complaints of Didi and Uber services (2025)

Platforms	Didi	Uber
Health Symptoms		
Anxiety	646	717
Breathing problems	135	169
Head ache	789	874
Heart ache	214	289

Stomach ache	356	427
Stress	679	811

Source. Analysis of this investigation with surveys

As is observed in table 2, the Uber platform can originate more health symptoms in passengers, being relevant, and for example one user of these platforms can suffer of some health symptoms presented in this table (Fernández et al, 2017) When customers are utilized any type of service or product, can occurs a complaint, because, in bit times these services or products are perfect. This can be because when are provided the service, especially focused in this scientific study, providers not are concentrated, not have responsibility, don't care about customers, and principally they do not have the gift of service. This is very important to maintain to customers (Alcalde C., 2015).

2. METHODOLOGY

The use of internal marketing in any type of services to people is necessity to improve the activities that supports to customers, being relevant to change the supplier mindset and improving a lot actions to generates and maintain the customer satisfaction. For this reason, this scientific study was made to obtain important and numerical information about the complaints occurred in the use of Didi and Uber platforms, from passengers, which were supported with surveys to this investigation. The activities elaborated in this analysis were the next

- a) An evaluation of the customer satisfaction of the principal platforms to travel from one place of a city to another place, being the Didi and Uber platforms.
- b) An analysis of the main complaints of users of the Didi and Uber platforms.
- c) An evaluation of the principal stomps of passengers.
- d) A new proposal to generates a course to drivers and administrative and operative persons on the Didi and Uber platforms.

3. RESULTS

The important information obtained in this investigation was relevant to support to the companies evaluated and can generates improvements in his services to passengers. The numerical data is presented in the next sections.

3.1 Analysis of complaints of the Didi and Uber platforms

The evaluation consisted in the opinion of the users of these relevant electronic platforms, where was analyzed 1000 passengers in the three cities, were analyzed, 500 to Didi and 500 to Uber platforms. Also, is mentioned that users of these platforms mentioned one or more than one complaint. For this reason, a proposal was presented to the General Services of both platforms, to improve his services, with a course of 20 hours of internal marketing of experts of this important thematic. The principal complaints occurred in this scientific study were expressed in table 1.

Table -1: Diverse types of complaints by users of electronic platforms of Didi and Uber in the Baja California

Electronic Platforms	Didi	Uber
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Complaints	Ensenada	Mexicali	Tijuana	Ensenada	Mexicali	Tijuana
Driving recklessly	36-100	97-200	122-200	49-100	124-200	120-200
Dirty car	54-100	133-200	140-200	63-100	131-200	134-200
Failing to complete a trip	44-100	118-200	135-200	36-100	106-200	111-200
Lack of driving skills	37-100	98-200	103-200	45-100	104-200	113-200
Rude driver	41-100	102-200	108-200	51-100	114-200	120-200
Taking the wrong routes	62-100	146-200	162-200	58-100	154-200	165-200

Last table presents the main complaints occurred in this investigation, by opinions of users of the both platforms, where it was observed that the opinions of passengers, mentioned that in the Uber platform, was illustrated the most quantity of complaints, indicating that Uber platform was the worse service of both platforms.

3.2 Evaluation of health symptoms presented in passengers by complaints

With the events occurred in this scientific study, were presented some health symptoms of one part of the 1000 passengers evaluated, where was presented in table 2, and was observed in that the main health symptoms were headache, stomach ache, heart ache, breathing problems, stress and anxiety.

Table -2: Health symptoms occurred in passenger by the complaints of Didi and Uber in the Baja California

Electronic Platforms	Didi			Uber		
	Ensenada	Mexicali	Tijuana	Ensenada	Mexicali	Tijuana
Anxiety	67-100	123-200	141-200	64-100	145-200	150-200
Breathing problems	32-100	89-200	93-200	36-100	95-200	101-200
Head ache	76-100	151-200	160-200	59-100	158-200	161-200
Heart ache	34-100	79-200	84-200	39-100	88-200	90-200
Stomach ache	56-100	124-200	133-200	63-100	138-200	142-200
Stress	59-100	127-200	131-200	61-100	163-200	169-200

Table 2 represents the numerical data of the health symptoms presented in this investigation, which mentioned that the passenger surveys, were made to persons that used these platforms analyzed, with age from 18 to 65 years. This table shows the information obtained of the surveys, illustrating the relation of complaints with the total of persons that used the Didi and Uber platforms, indicating again that the Uber platform was the worse service of both platforms evaluated.

3.3 Propose of the internal marketing course to improve the platforms services



The specialized team in the thematic of internal marketing, of this investigation was made this analysis to supports to the provider of services as Didi and Uber platforms and generates good conditions in each travel of users and originates a good customer satisfaction. For this reason, this company was presented in the cities evaluated, but not answered to our petition to improve his services. We are waiting for his answer now.

4. CONCLUSIONS

This investigation is very relevant to maintain the excellent conditions of the Didi and Uber platforms, and generates excellent customer satisfaction, to passengers of the three cities evaluated and any city of the world. The relevant numerical information about the complaints and health symptoms are very interesting to supports to these companies that provides these types of services. We are waiting the answer of both companies to provides a course in internal marketing and improve his services. Providing these services involves ongoing interaction between the staff (Human Resources) and those requesting assistance (students). At some point in the process, gaps arise due to unintentional errors between what is requested and what is received, resulting in complaints that damage the department's image. This is exacerbated when these complaints go unresolved, either because they are not analyzed, or are considered common or unimportant, because user satisfaction surveys are not conducted, or because internal communication regarding management processes is unclear. This also impacts on the work environment in which human resources perform its activities and user satisfaction with the service provided—in other words, internal marketing.

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