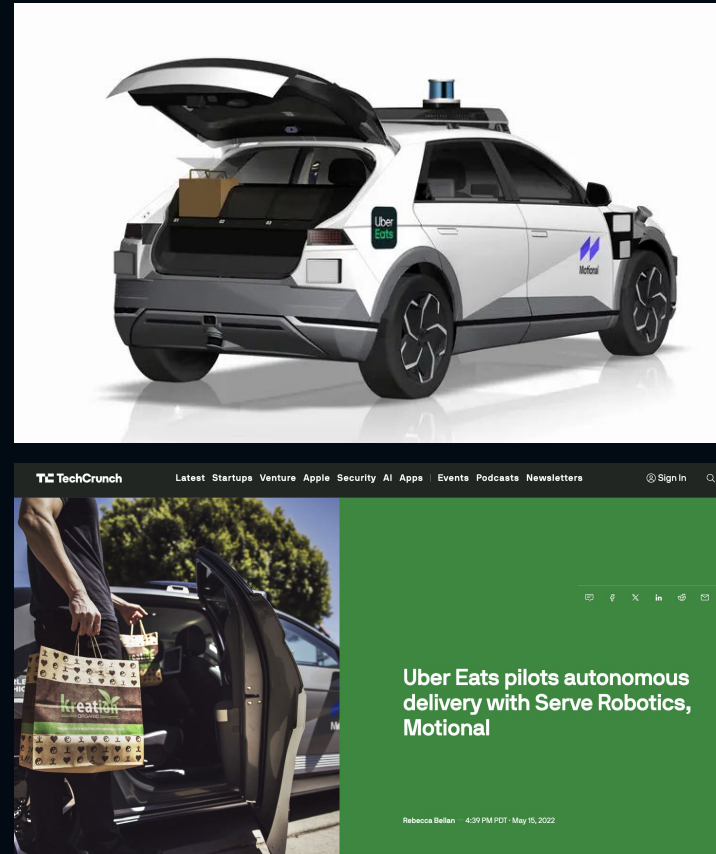# Context

<u>Motional</u> is a startup offering driverless vehicles as a service in partnership with Uber, Lyft, and Hyundai/Kia. Mobility for passengers is our primary focus, but my cross-functional growth team wanted to identify more ways to be as valuable as possible to our partners—looking specifically at delivery.

As the sole researcher on the team, I scoped and led discovery to define and unlock this new opportunity, gathering insights to guide UX and product strategy.

Starting at the End: Outcomes

- Defined and validated a $70M/year new revenue stream using our driverless vehicles to fulfill UberEats orders, leveraging mixed-method research data to build the business case as a team and eventually <u>secure Shake Shack as our first national partner</u>

- Got executive and board buy-in for an in-market <u>pilot with UberEats</u>, successfully scaling to 15 participating merchants and over 5k completed, 5-star-rated deliveries
  - y 10%
- Leveraged data from the pilot + usability research insights to improve the opt-in and order retrieval flow, increasing timely order pickup by 10%

Uber Eats pilots autonomous delivery with Serve Robotics, Motional

Self-driving vehicle coming your way
Here's what to expect

The Vehicle

Hyundai Ioniq 5 • L13244
Self-driving vehicle

Here's what getting your order will look like

Open the trunk with your phone. Check the receipt for your name, grab your order, and close the trunk.

Opportunity Discovery: Helping People Go Car-less

- Leveraged new and existing research to identify adjacent business opportunities for autonomous vehicle delivery

- Helped my technology and business-led stakeholders reframe opportunities, thinking about how we could create value for people based on the ways they currently use their cars and transport stuff

- Created a framework and forum for opportunity evaluation, including criteria across desirability, feasibility, and viability to guide decision-making

#NEED IT RIGHT NOW
Delivering purchased retail goods in a few hours

#SPECIAL DELIVERY
High-value goods are delivered securely

#THE LAST METER
A faster, more precise handoff to customers

#PERSONAL DRIVER
Trips + goods (stop for stuff before or during your trip home)
Pictured: chauffeured ride in 'Downton Abbey'

#PERSONAL ASSISTANT
AV runs your errands for you
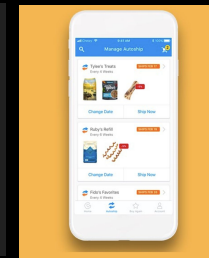
#SET AND FORGET
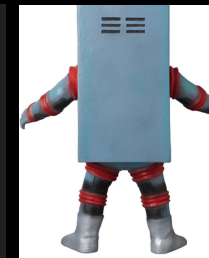Delivering purchased retail goods that your technology ordered *for you*

#IN-CAR BAR
Purchasing goods/beverages during your ride

#MOBILE MERCHANT
Bringing the store to you (...)
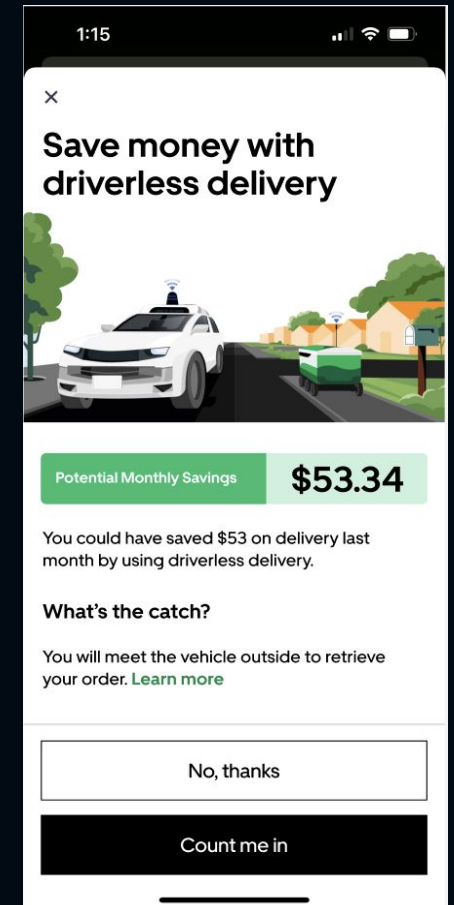
#MOBILE LOCKER
Store peoples' stuff while they move around

Figuring Out Where to Play & How to Win There

- Conducted market research and designed a quantitative study (n=330) to assess the value proposition for autonomous food delivery and define our target market

- Worked with UberEats to redesign the opt-in screen based on key insights into the value proposition for our target user

- Informed the go-to-market strategy included in Motional's commercial plan, presented to investors

Defining the Ideal Experience

- Led a 6-month mixed-method research effort to define requirements for both hardware and software, including:

  - Observation/ shadowing at restaurants
  - Intercept interviews with Eaters
  - Prototype and end-to-end experience testing
  - Usability testing

- Captured insights, presented findings, and led design workshops

- Presented strategic vision to the c-suite, influencing their decision to invest in delivery-focused vehicle modifications including an insulated compartment