

## Context

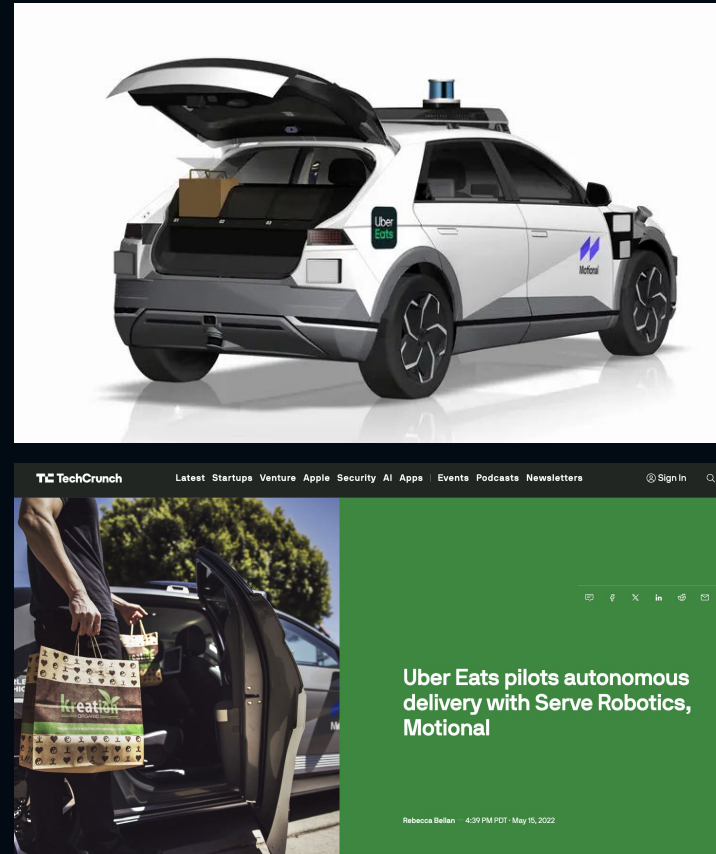
Motional is a startup offering driverless vehicles as a service in partnership with Uber, Lyft, and Hyundai/Kia. Mobility for passengers is our primary focus, but my cross-functional growth team wanted to identify more ways to be as valuable as possible to our partners—looking specifically at delivery.

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 secure Shake Shack as our first national partner
- Got executive and board buy-in for an in-market pilot with UberEats, successfully scaling to 15 participating merchants and over 5k completed, 5-star-rated deliveries
  - +10%
- Leveraged data from the pilot + usability research insights to improve the opt-in and order retrieval flow, increasing timely order pickup by 10%



## PROCESS

# 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



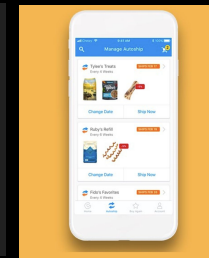
## #PERSONAL DRIVER

Trips + goods (stop for stuff before or during your trip home)



## #PERSONAL ASSISTANT

AV runs your errands for you



## #SET AND FORGET

Delivering purchased retail goods that your technology ordered for you



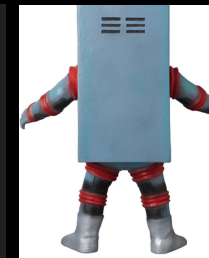
## #IN-CAR BAR

Purchasing goods/beverages during your ride



## #MOBILE MERCHANT

Bringing the store to you (...)



## #MOBILE LOCKER

Store peoples' stuff while they move around



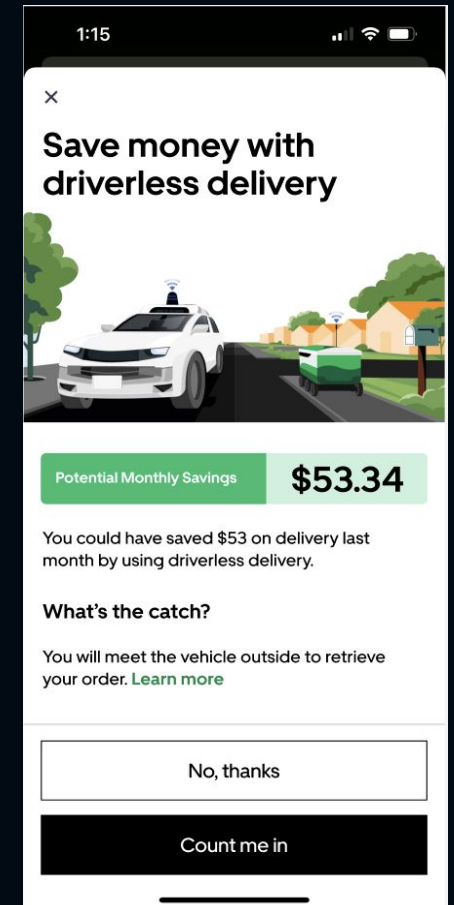
## PROCESS

# 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



"I'll usually just do pickup...tips and fees are like a third of the cost. And so you're like...is Uber Eats or Grubhub even worth it?"



## PROCESS

# 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



### User needs / Jobs to be done

**Here cause I'm hungry (I just want my food.)**  
"It's great that this is the future and everything, but I just want my lunch"  
Molly, [Joint UX Research with Uber](#), Oct 2022

**Get ahead of any issues (because I just want my food.)**  
"I always write in instructions. It takes me withholding the tip and saying 'your tip is in cash, the person is disabled, you need to come all the way to the door if you want it.'  
Shirley, [Trunk Compartment Research](#), Dec 2022

**Take advantage of a clear benefit to me.**  
"Right now we're very pro Doordash because we have DashPass. You could ignore the notifications that popped up the first couple times saying 'you could have saved \$7.' But a monthly tally? You could have saved \$30-\$40, that really gets your attention."  
Michael, [Trunk Compartment Research](#), Dec 2022

### Pain points in the current pilot

**Even if they opted in, they didn't understand or expect this**  
"My initial thought was 'what's going on?' It's the first time it's not delivered to my door after hundreds of times before that it came right to my door. There was this initial disappointment of 'what's going on?'  
Michael, [Joint UX Research with Uber](#), Oct 2022

**The choice should be mine, not yours...**  
"I wish I could opt out. If I have a jam-packed day and I know this is going to add friction, then I would opt out."  
Molly, [Joint UX Research with Uber](#), Oct 2022

**Higher expectations for AV, lower tolerance for issues**  
"I think this is more accurate [than driver delivery]. This will be better if people knew that their orders would arrive safely and accurately. That's one of the most frustrating things about delivery right now is things going wrong."  
Paula, [Trunk Compartment Research](#), Dec 2022

