



# Remote Service Design

a transformation case study

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June 2022



Uber



Uber  
Eats



Uber  
Freight

We simplify the  
movement of goods to  
help communities thrive.

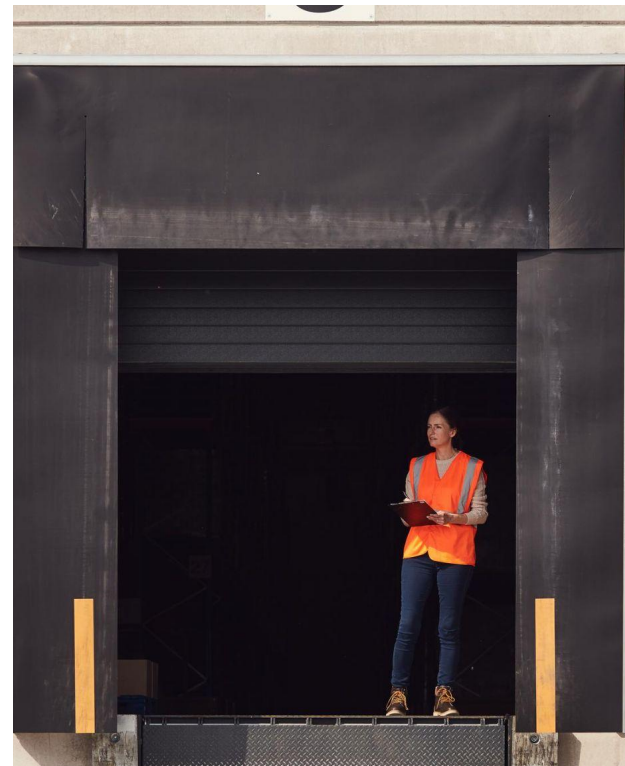
Carriers



Internal Operations



Shippers



# Our Shippers



All facing the same headwinds:

Demand outpacing supply.

Carrier fuel prices and insurance rising rates driving costs up.

Basically in February of 2021, my nightmare happened

“Who here knows what our most recent Shipper NPS score is?”

- CEO



# So, I did my homework.

1. What aren't we getting right about shipper service, that we should be?
2. What evidence do you have?

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NPS

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Sales Emails

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AM Emails

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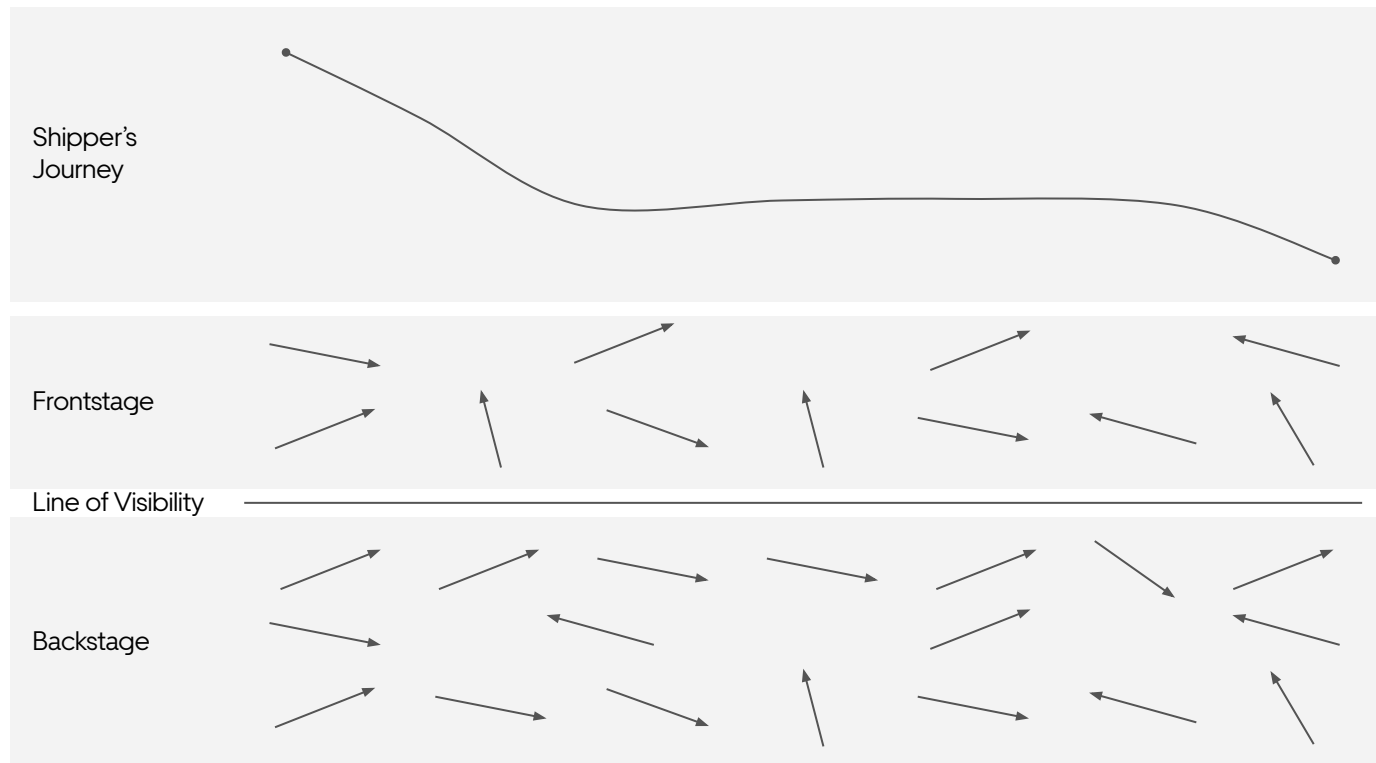
External Perception  
Survey

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Pulse Survey



# My hypotheses



Shippers start happy with us, but we're dropping the ball at critical points in their journey.

In the balance between tech & people, we're leaving touchpoint gaps.

We're stepping on each others' toes & we're not all working towards the same goal.

# My hypotheses

Front stage

Line of Visibility

Backstage



=

**80%** Teamwork

**20%** Stuff we need to build

Source: Photo by Annie Spratt on Unsplash

Org Psychology &  
Service Design &  
Naivete &  
Organizational clout.



This is when I channeled my favorite coach

“

"I do love a locker room.  
It smells like potential."

Ted Lasso

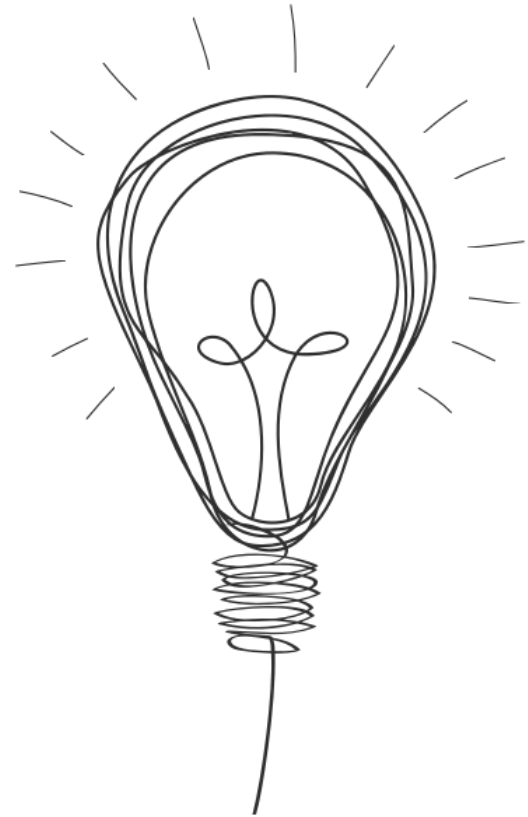
This is when I channeled my favorite coach

“

"I do love a workshop.  
It smells like potential."

Me

**First principles = solve  
the people problem,  
solve the service.**



# A High Performing Team is enabled by 5 conditions

Psychological  
Safety

Dependability

Structure & Clarity

Meaning

Impact

Source: re:Work and Tavistock Institute

# High Performing Team Conditions

1. Psychological Safety
2. Dependability
3. Structure & Clarity
4. Meaning
5. Impact

# Service Design Methodologies

1. Workshop Best Practices
2. Everyone's Commitment
3. Service Blueprinting
4. Voice of the Shipper
5. Momentum



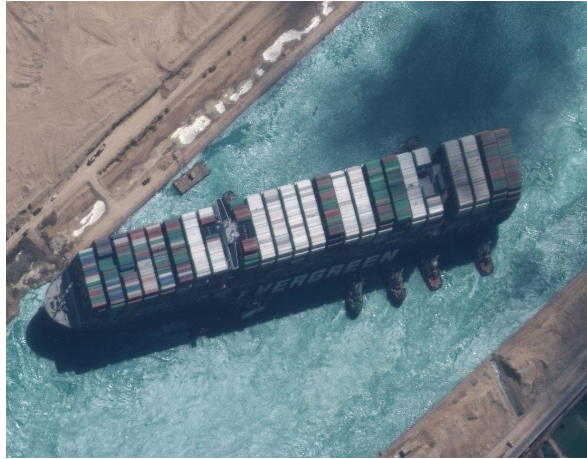
Credit: Satellite image © 2021 Maxar Technologies



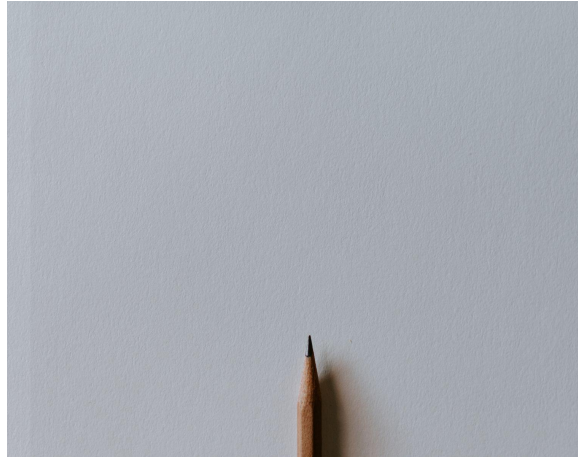
This is how I felt

Credit: EgyptToday

# To ensure success



**Enlist helpers & empower them.**

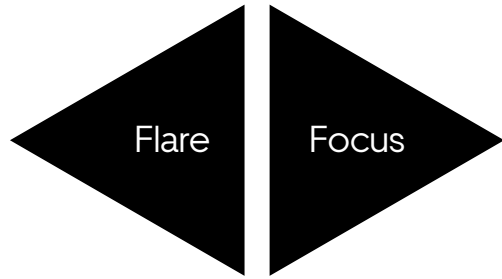


**Everything is in pencil.  
Nothing is precious.**



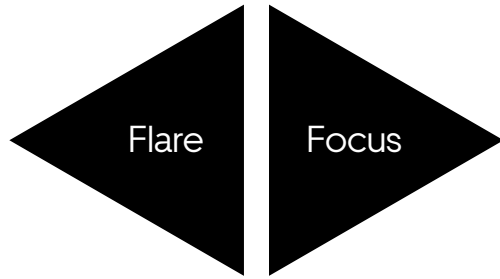
**If we're doing design  
therapy, create space  
for leaders to fall apart,  
together.**

# All three days had the same rhythm



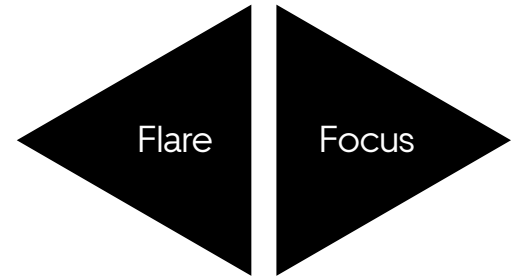
Day 1: Research Deep Dive

Goal: Alignment on  
problem definition with  
supporting evidence



Day 2: Service Blueprinting

Goal: Empathy building; ID  
gaps; connect backstage  
pain to front stage misses

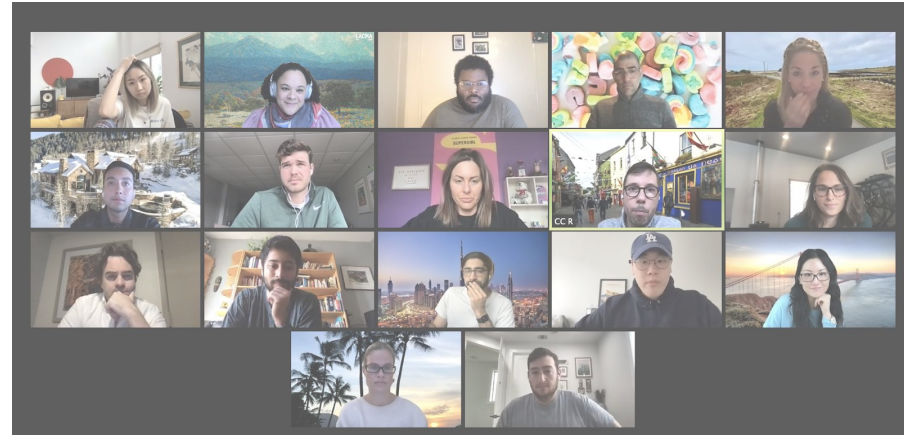


Day 3: Ideation & Prioritization

Goal: Decide collectively what  
to solve for & brainstorm some  
ways to solve

# 60 reps from all teams participated

- Co-created 2 Service Blueprints
- Identified 6 systemic “Big Rocks”
- Ideated 150+ potential solutions
- Voted on 9 initial concepts



I was so proud of us!

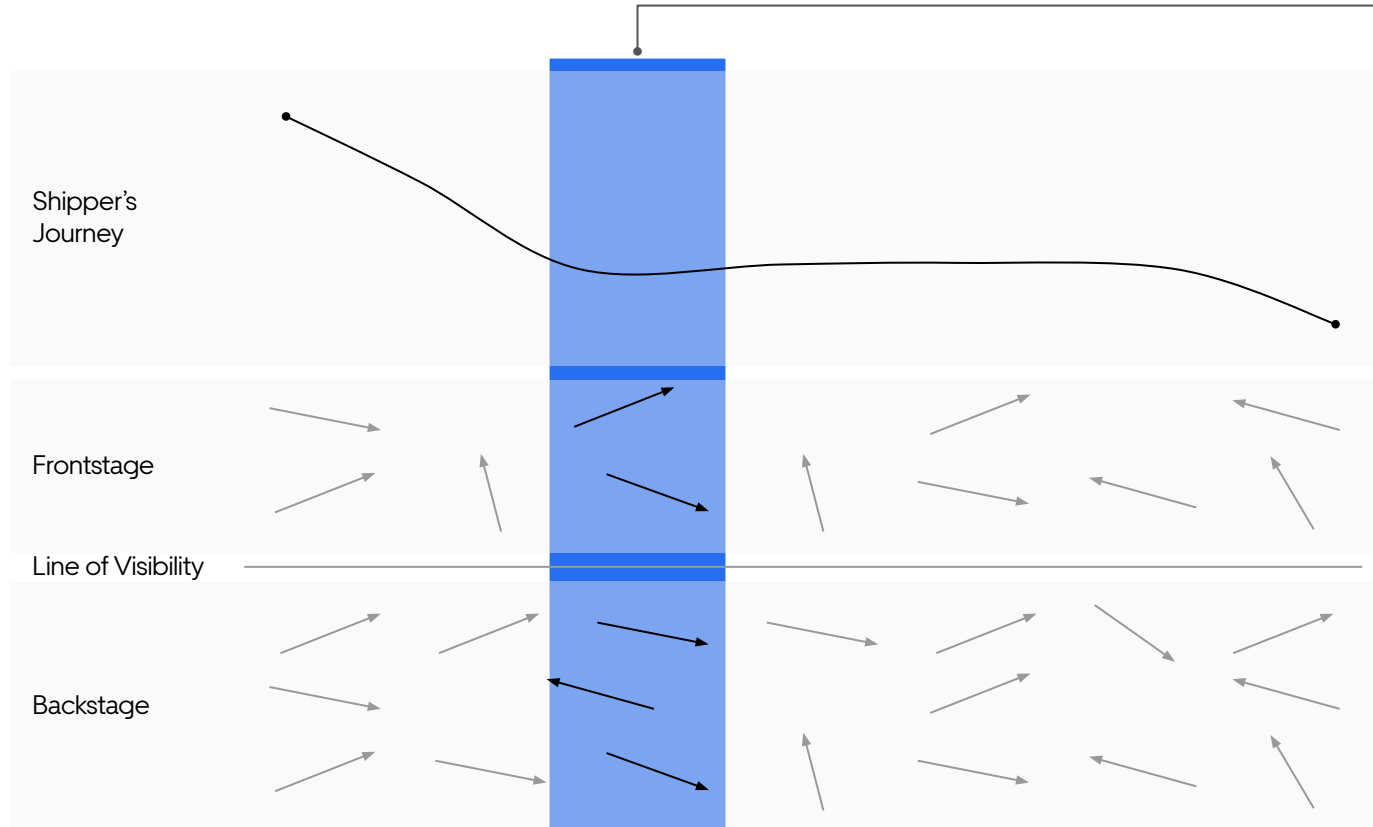


Leadership, look at what we did! 9 concepts! Big rocks! Team alignment!



“Pick **one** use case. Pilot an idea. See if it works.”

# So, we did.



The “pre-pick”  
experience.

The most  
volatile.

The most within  
our control.

# We narrowed our 90-day focus on three elements

**Strategic *and* cranky accounts.**

**Trialing the cross-functional team of our dreams.**

**Defining, delivering on & monitoring 4 critical SLAs.**

# We found... success!

## NPS

Double digit improvement  
NPS for pilot vs. org-wide  
avgs

## CSAT

Customer service scores  
vs. comps

## OTP

On-time-pick up  
improvements

## Ops

Decreased ops cost per  
load

## Margin

Improved on both  
sell-to-market and  
buy-to-market

## 4 SLAs

Deployment and  
adherence to SLAs  
influenced the success



**TED  
LASSO**

We turned  
service  
around in one  
area.

Now, we  
scale.



# Things I learned

**Work double-time  
with your crankiest  
internal team voices.**

**Show your work as  
you go – informally,  
formally, however you  
can.**

**Pick your leadership  
partners wisely & pick  
a point to break from  
'side of desk' to  
full-time ownership.**

**And always know where your “time machine” button is 🥲**

# Humble brag



Jonathan Sturgis • 2nd

Simplifying the movement of goods to help communities thrive.

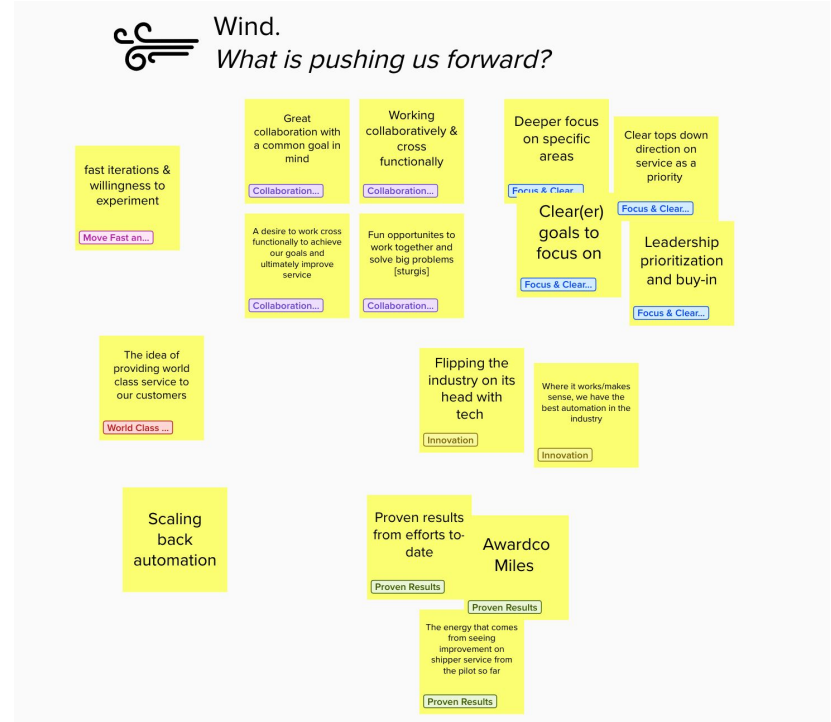
1mo • 🌐

Congrats to the Service Pilot Team who took home the hardware for Collaboration of the Year at **Uber Freight's** 2022 Freight Fest! 🏆

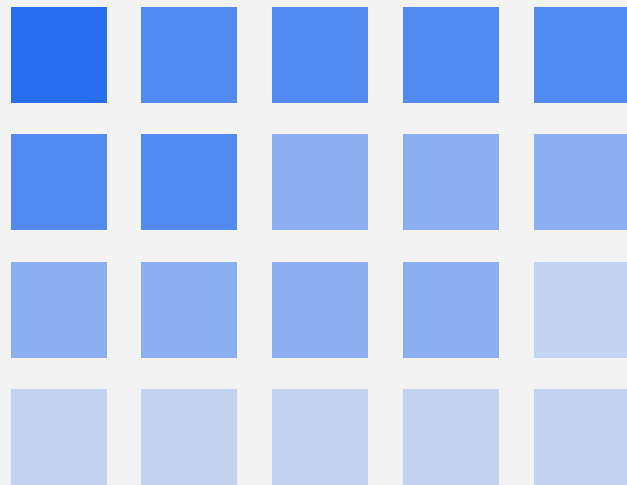
It is amazing what this huge cross-functional team operationalized to positively impact our customer experience, all while working from home.

Big wins all around, and great seeing everyone together!

#customerobsessed #serviceexcellence



Our work isn't  
over, but – it's  
*easier*



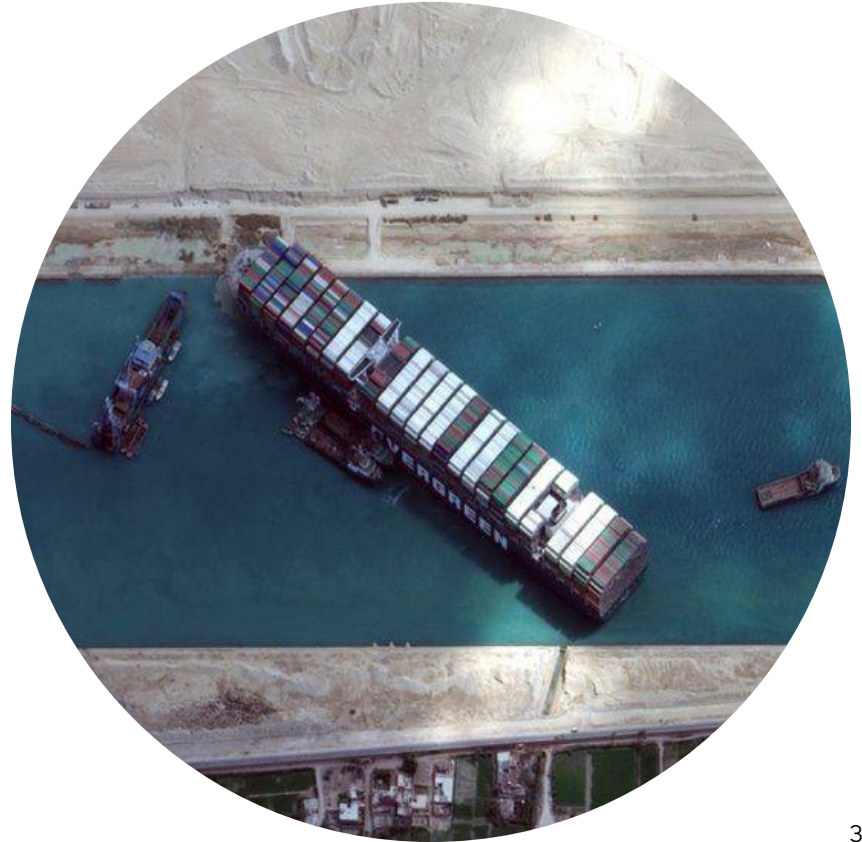
Org change is less about the *what*, and more about the *how*.

We showed the org *how* to change.

## Kotter's Org Change Model

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

At the end of the day  
the recipe for  
changing a thing like  
service is



Org Psychology &  
Service Design &  
Naivete &  
Organizational clout &  
A 'lil help from my friends.



Thanks for listening.