

DeShaun H Riddick

Devry University

Alyssa Trigueros

HRM-587 10621 Managing Organizational Change

Communicating The Change in DoorDash/UberEATS

10/21/2023

TABLE OF CONTENTS

Abstract.....	Page 3
The Pandemic, Caretaker.....	Page 4
Navigator, Coach Differently	Page 5
ADKAR.....	Page 6
Awareness, Desire, Knowledge, Ability, Reinforcement.....	Page 7
The Contrast.....	Page 8
Preparation, Merchants.....	Page 9
Conclusion.....	Page 10
References.....	Page 11

Abstract

DoorDash, Inc is a publicly traded company who was formerly known as Palo Alto Delivery after its incorporation in 2013. DoorDash connects the community with its local grocery stores and restaurants while employing Dashers to deliver food orders to the client. Uber Technologies, Inc supplies ride-share, freight, and food delivery services through Uber Eats. I will be writing about both DoorDash and UberEATS services under the company's use of change management strategies using Navigator, Caretaker and Coach image to illustrate the similarities and differences that took place during the Pandemic of 2019-2021. Uber Technologies, Inc was known as Ubercab, Inc formerly but changed the name to Uber Technologies, Inc in 2011 and was incorporated in 2009. (Yahoo Finance, 2023)

The Pandemic

During the COVID-19 pandemic, both, DoorDash and Uber Eats faced sufficient challenges prompting them to adapt their business strategies to heighten safety protocols in response to the spread of COVID-19. Both platforms reacted differently in using concepts of change management. Although both platforms are in competition with each other, let us investigate how they both used the elements of change management to push through uncertain times. Palmer, I. states that the Navigator Image of change management action, although external factors mean that, although change managers may achieve some intended change outcomes, they may have little control over other results. (2021). Managing Organizational Change: A Multiple Perspectives Approach (4th ed.) (Pg.29)

Caretaker

I will explore DoorDash CEO Tony Xu's and Uber Technologies, Inc CEO Mr. Dara Khosrowshahi's adaptation to the Caretaker Image similarities. Mr. Dara Khosrowshahi and Tony Xu both exemplified the Caretaker image. Both made available PPE (Personal Protective Equipment) for their companies and quickly adopted a contactless delivery system to ensure all safety protocols were adhered to for the customer. (DoorDash) partnered with Vault Health and Everlywell to deliver FDA authorized COVID-19 test collection kits. (News-details, 2021) Mr. Dara Khosrowshahi partnered with World Central Kitchen to deliver bulk orders from restaurants who took part to fight food insecurity during the pandemic.

(UberEats,Newsroom,2021) think that both companies show a caretaker image by setting up a market niche and supplying masks, guidelines, and Covid-19 relief. Outside forces worked against them but their companies persevered.

Navigator

To me, Tony Xu used the navigator image in his company to achieve his IPO (Initial Public Offering) This is an awesome milestone to reach amid a crisis globally. The pandemic boosted DoorDash revenue 3 times the normal amount in just under a year. According to (Levi Sumagaysay) DoorDash pulled in 543 million total orders for the first nine months of 2020 opposed to 2019's 183 million orders. (2020) MarketWatch: The Pandemic has doubled food-delivery's app business. Now What? When using the Navigator Image, I agree with Beaudan's quote below:

(Beaudan) states Leaders need to recognize that the initial change platform they create is only valid for a short time. They need to conserve their energy to confront the problematic issues that will stem from passive resistance and from the unpredictable side effects that change itself creates (2006, p. 6)

Coach Differently

DoorDash generates revenue from their food delivery business model. Unlike its competitor Uber Technologies, Inc has 3 different streams of revenue. Tony Xu saw fit to make his company public, but the accelerated boost did not just infuse his company alone. Uber Technologies, Inc also saw skyrocketing profits due to people staying home and ordering delivery services. DoorDash leads the company to grow and supplies training for its workers through videos, guidelines, and tutorials. UberEATS is more data driven. Meaning they like to

build upon data analytics and technology that is proprietary. The coaching image extends to its drivers using data to enhance routes, reduce times, and boost driver earnings. In the spectrum of food delivery drivers such as Uber Eats and DoorDash, the coaching image roles they take on is all for the betterment of their restaurant partners and delivery drivers.

I think that while I may hold a bias to DoorDash over Uber Eats, it can be said that challenging unyielding guidelines during a pandemic will have most restaurant owners with their back up against the wall. Food delivery companies did save communities, neighborhoods, and businesses. How will DoorDash continue to make the company profitable after the pandemic surge of orders dies down once people are safe to eat out in restaurants? Does Uber Eats have a plan of action in case an even more deadly virus? I wonder how these change management images would fair under a wartime economy should take place?

ADKAR

During the Pandemic of 2019, food delivery companies such as UberEATS and DoorDash Inc became aware of the need for change in how business is conducted. Drop-offs and pick-ups to the customers from the restaurants became a coordination issue. Merchants closed lobbies, closed businesses, adjusted hours of operation and took precautions to provide CDC guidance to customers and staff. Dashers and UberEATS delivery persons became tasked to adjust to the new normal that the Pandemic brought about. I will use the ADKAR model and demonstrate how these two companies demonstrated this change model of (AWARENESS, DESIRE, KNOWLEDGE, ABILITY, REINFORCEMENT) ADKAR.

The ADKAR change model was developed by the consulting company Prosci (Hiatt 2004; 2006 Hiatt and Creasey,2012). Palmer, Ian. Managing Organizational Change: A Multiple Perspectives Approach. Available from: DeVry, (4th Edition). McGraw-Hill Higher Education (US), 2021. Since the ADKAR model is a bottom-up approach beginning with the individual of the company, we will look at the intricacies of the model being also goal oriented and the success rate translated for DoorDash Inc and UberEATS.

Awareness, Desire, Knowledge

With some merchants no longer allowing couriers to pick up orders inside the restaurants, policies for the staff of both companies changed to accommodate the business needs and to better serve the customer. Couriers experienced miscommunication, late food delivery, and canceled orders due to time spent looking for a merchant's order pickup instructions. This change in picking-up orders from merchants induced both companies to introduce contactless delivery and provided guidance on picking-up from the merchant.

Knowing that some couriers as individuals would have questions both companies provided FAQ's online and via their respective apps. This resulted in timely deliveries, less wandering looking for an entrance to the restaurant, and wondering if the merchant was open for business. Both companies desire to support the merchants and couriers with clear instruction. From time-to-time incentives would be placed to keep partners and couriers motivated.

Ability, Reinforcement

UberEATS and DoorDash Inc both ensure that users can use any updates provided to the platform. The couriers often are asked to rate their interactions with the application. Was it user friendly, clear concise and navigable? This feedback is pertinent to implementing the necessary change and to continuously reinforce the desired behaviors of contactless delivery protocol. Often the customer will select contactless delivery and provide specific instruction for the courier to be successful. Reminders often populate on the screen when approaching the customer's home that call the courier to acknowledge by acting to continue the delivery.

Access to help is made available in-app should problems arise such as what to do when the merchant closes all entry and exit points: Outside Restaurant (Lobby Closed): Drive-Thru If you have a tablet and the order is ready, please use the 'Food Ready' button to communicate with the Dasher that the order is ready. If not, proceed to the next point. When the Dasher comes to the drive-thru, please confirm the customer's name and the order's contents. Dasher should confirm with restaurant employee contents of order before restaurant employee gives the bag to a Dasher.

The Contrast

UberEATS and DoorDash Inc. differ in expansion. UberEATS is global and DoorDash Inc. Has expanded to a few countries like Canada but is in the USA. The market presence of UberEATS is so great that the company went public before DoorDash Inc. Although Uber started out as a rideshare company, DoorDash remains a food delivery-based company with strict Dasher policies. Getting removed from the platform is easy to do. Especially if you are consistently late to drop off the customer's order. Both platforms do not hesitate to deactivate your account. It is a little unfair to remove a courier from the platform because they get lost in an

unknown area or have bad cellular service. In my opinion. I recommend that both companies should provide the couriers with working phones that have great reception in remote areas. Also, I recommend that both businesses respond to user feedback and implement the necessary changes.

Preparation

DoorDash was well prepared to face the pandemic in 2022. According to the economic impact report, about 73% of surveyed customers have used DoorDash to try restaurants that they would not have otherwise tried 77% went back to some or all these merchants not to mention one in seven who visited in Person. (Economic report, page 8, 2022) DoorDash was able to meet the community's needs whether they were Dashers, merchants, or business partners with DoorDash. They provided economic opportunities, incentives, and new customers. For guidance on how partners should handle COVID-19, DoorDash made it easy to access our policy and FAQ page. This put merchants at ease knowing that their business was safe.

Merchants

DoorDash provided more customers for restaurants that Were organic in nature versus spending the budget and the marketing department. They hired more dashers to boost revenue and cover a wider market base. DoorDash provided its merchants an opportunity to acquire PPP

loans through a third party called BlueVine. (DoorDash, PPP Loan, FAQ). Merchants received the notification via text message on their iPad cellular phones and the other mobile devices.

Businesses who wanted to open new franchises were able to through BlueVine bank loans that were made available. People who wanted to open businesses were able to go through BlueVine who offered business checking accounts, lines of credit and bill pay. Overall DoorDash made a positive impact in the community. Door dash holds \$3 billion and most of the revenue comes from the increase in sales at the height of the pandemic. Spectators wondered if DoorDash would be able to still be sustainable after the pandemic was over and the surge of orders diminished. Would door dash still be able to augment their business and the business of the merchants they serve? The answer is a resounding yes!

Conclusion

All are very real events and change management can supply some course correction action plan when there is no visibility on when life will get back to normal. The coaching image, proved to be best for both platforms, though, done differently. The public opinion matters and without guidelines in a company dealing so intimately with the citizens' not having policy is a recipe for failure. I was removed from the uber platform for not completing a delivery and returning it to the store. I was not thinking about the best interests of the customers and how they did not receive the service that Uber Eats promised them. Hindsight is 20/20, lessons learned.

References:

1. DoorDash (2021) DoorDash Launches On-Demand Delivery of COVID-19 PCR Test Collection
2. Kits Through Partnerships with Vault Health and Everlywell (Levi Sumagaysay (2020) Covid-19 delivery boom
3. (2020) Marketwatch: The Pandemic has doubled food-delivery's app business. Now What?
4. (Uber Eats, Newsroom, (2021) 300,000 meals with World Central Kitchen
5. (Yahoo Finance, (2023) Uber Technologies, Inc
6. (Yahoo Finance, (2023)DoorDash, Inc
7. Beaudan Eric(2006) MAKING CHANGE LAST: HOW TO GET BEYOND CHANGE
FATIGUE | Ivey
8. Business Journal
9. Hiatt, J. 2006. ADKAR: A model for change in business, government, and our community.
10. Loveland, CO: Prosci.
11. Indeed Career Development ADKAR Model: What It Is and How To Use It (With Benefits)
12. Benefits) ADKAR Model: What It Is and How To Use It (With Benefits) | Indeed.com
13. Merchant to Dasher Contactless Hand-Off Best Practices (DoorDash.com)

14. Palmer, Ian. Managing Organizational Change: A Multiple Perspectives Approach.
15. Available from: DeVry, (4th Edition). McGraw-Hill Higher Education (US), 2021
16. DoorDash-EIR-2022.pdf (ctfassets.net)BlueVine Partnership & PPP Application FAQs
(DoorDash.com)