# **Grab, The Super App of SEA**

Grab has evolved into a super app that provides a wide range of services in a single place, including food, transportation, insurance, health, online shopping, payments, and many more. They were able to serve as a one-stop shop since they could swiftly release new features to meet market demands.

## **Benefits of the app include :**

* Grab Ride allows you to book a ride in a variety of vehicle types, from cars and taxis to motorcycles, has flexible payment methods, and provides promotions and discounts.
* Grab Food allows users to place orders for a variety of cuisines and foods to be delivered directly to their door. It also provides real-time order tracking.
* Grab Mart is an online grocery and retail platform where users can buy groceries, household goods, and other products
* Grab Express is a package delivery service that lets users send packages. The app offers a number of delivery options, including same-day and next-day delivery, as well as real-time tracking.
* Grab provides loans, travel insurance, and full-service healthcare along with the above core offerings.

## **Shortcomings of the app include :**

Despite the app's numerous benefits, users have constantly raised a few concerns. For our exercise we will be focussing on the customer issues in Grab Food. Grab Food is the leading food delivery service across Singapore and provides a lot of flexibility to the users for ordering food, However there are some glaring concerns faced by the users. Most Grab Food related complaints have been related to,

* Food Delivery – Delayed delivery, High delivery fees, Missed delivery
* Customer Support – Difficulty contacting customer service
* Order Cancellation – Troublesome process to cancel orders

Using service design thinking principles and processes, we could generate innovative and effective solutions to the above issues thereby improving overall experience with the grab food delivery service.

## **Empathy**

The first step in this process is to understand the needs and frustrations of grab food customers before designing a truly empathetic system that addresses their frustrations and pain points. In this step, we attempt to accomplish the following objectives in order to gain a better understanding of customer issues and pain points.

* Conduct customer research to identify pain points and solicit feedback on issues such as delivery fees, customer service, and order cancellation.
* Create customer personas and user journey maps to better understand the needs and preferences of Grab Food customers.
* Create a customer feedback loop to continuously collect and improve customer feedback.

## **Define**

The emphasis shifts to defining the problem to be solved and defining the objectives based on the insights gained during the empathize stage. This stage involves synthesizing the research and insights in order to create a clear problem statement and elaborate on as many objectives as possible.

Based on the research conducted during the empathize stage, we have defined the problem statement as follows. ***"How can we improve the Grab Food customer experience by improving delivery services, cancellation options, and providing prompt customer service?"***

We narrowed down the comprehensive list of objectives below for the above problem statement.

### **Design objectives :**

* Improve delivery speed and reliability to reduce wait times and increase customer satisfaction.
* Increase order accuracy to reduce customer complaints and increase satisfaction.
* Reduce the overall cost of delivery for consumers in order to make the service more affordable and accessible.
* Investigate alternative delivery methods in order to cut costs while maintaining firm profit.
* Improve customer service speed and responsiveness to reduce wait time
* Simplify the order cancellation process to save customers time and effort if they need to cancel an order.
* Provide more customer support channels available, such as phone, Live chat, or email, so that customers can select the method that works best for them.
* Create a comprehensive knowledge base/FAQs/Intelligent Bots for self-service options for customers.
* Improve customer communication and transparency by providing regular updates on the status of their issues or inquiries and keeping them informed of any progress or changes.

## **Ideate**

The following step is to concentrate on ideation. With this solid foundation obtained through the define and empathize stages we can begin to consider the issue from various perspectives and come up with creative solutions to our problem statement. We choose the best ideas to pursue because they appear to solve the problem or provide the necessary elements to avoid it.

### **Delivery issues :**

#### **Problem :**

People who order food online want maximum convenience, which is why fast delivery should be a top priority. We are aware that the following factors could contribute to delivery issues.

* Longer delivery time when delivering on foot
* Weather conditions, staff shortages that result in multiple deliveries being assigned to a single person
* Unforeseen conditions such as accidents, vehicle failure, heavy traffic during peak hours, lack of optimized route, delivery to incorrect address
* Food damage during delivery and poor customer experience.
* Food collected by the driver but the driver is unavailable and the food does not arrive on time, resulting in an unpleasant delivery experience.

#### **Possible solutions :**

We could solve this through a variety of approaches, one of which is an **Automated Robot Vehicle**, in which the vehicle is designed to solve the majority of the delivery issues. Some of the issues that could be addressed using ARV are,

* ARV could be designed to operate 24 X 7 allowing for frequent deliveries, easy navigation through traffic and GPS tracking.
* Lower operating costs because no human drivers are required resulting in lower delivery charges
* Optimized delivery routes because robots can follow precise route directions, reducing wrong address delivery, missed delivery, or damaged food packages
* Sustainability as ARV uses renewable energy, we could reduce fuel costs, lowering delivery fee.

### **Customer service :**

#### **Problem :**

When attempting to contact a customer support agent, customers may face lengthy wait times. This can lead to frustration and dissatisfaction with the service, especially if the customer has been waiting for the food delivery for a long time.

One example is when a customer wants to contact customer service to cancel food orders that have already been placed but there are no updates on the app from the merchant or driver regarding the status. In such scenarios, customers must contact customer support in order to cancel such lengthy orders; however, customer support is not available 24 X 7 and users rarely get connected to live agents due to a lack of customer support professionals. So it is important to find potential solutions that enhance customer satisfaction

#### **Possible solutions :**

Some of the possible solutions for improving customer service includes,

* Providing multi-channel customer support via live chat, phone, email, and chatbots.
* We could include voice chat, which would make it easier for customers who are preoccupied with other tasks and find it difficult to type their questions, complaints, and so on.
* Increase response time to ensure customers receive prompt and timely responses.
* Make use of cloud telephony. When a customer calls to place an order and the line is busy or the call is not answered, the call is transferred to the next number until the request is received. All call logs are kept, so you can keep track of them.
* Scheduling automated call-back when a customer call is missed and a live agent is available as it shows the commitment from the provider to the consumer on issue resolution.

### **Cancelation :**

#### **Problem :**

The frequent change in delivery time due to various reasons such as a busy kitchen, drivers not being available, driver cancellation, and so on is a common issue with Grab. To avoid negative customer experiences, Grab Food must have extensive cancellation policies and processes in place. Customers can currently cancel orders via the Grab app before the restaurant or merchant begins preparing the food. If the order has already been prepared, currently it is very difficult to cancel . The customer must contact customer service, which is another issue addressed in the preceding section. In such cases, it takes an exceedingly long time to receive orders, and there is no way for customers to cancel their orders.

#### **Possible solutions :**

Some of the possible solutions for streamlining cancellation process includes,

* Providing more options for cancelling the order would enhance the convenience for customers there by increasing customer satisfaction.
* Grab can allow cancellations after a certain period of time if the order is not ready
* Grab can offer cashback vouchers or coupons to compensate for the customer's bad experience if the delivery time increases considerably

## **Prototype**

This is an experimental stage where the goal is to find the best solution possible to each of the problems identified in the previous three stages. This stage contains solutions, which are tested one by one before being accepted, improved, or rejected based on user feedback.

### **Shortlisted solutions**

#### **Automated Robot Vehicles (ARV) :**

With tremendous advancements in autonomous vehicles and favourable and well-organized road rules in Singapore, Automated Robot Vehicles may be the answer to delivery issues. This solution reduces operational costs, which in turn reduces delivery fees for the customer, resulting in a win-win situation for both parties. Additionally, deliveries can be made 24 X 7, with accurate location tracking, reducing delivery delays.

1. ***Multi-channel customer support :***

Enhanced support via phone, live chat, chatbot, and email, with convenience features such as auto call-back and voice-based search. Increase the number of live agents to handle live queries 24/7 . Proposed multi-channel system may look like,

* **Phone** : Customers can call and speak with a live agent, or they can leave a message for a call-back. Schedule an auto call-back when a customer call is missed and next agent becomes available
* **Live Chat** : Customers can chat with a live agent for immediate assistance via live chat. Integrate voice search where customers can search for information and support using voice commands.
* **Chatbot** : Customers can use a chatbot to get quick and automated responses to common questions.
* **Email**: Customers with non-urgent questions can contact customer service via email. Say food quality not on the expected lines or damaged packaging.

1. ***Enhanced order cancellation with vouchers and coupons :***

Providing customers with cancellation options and incentivizing them in the event of delayed orders to compensate for their inconvenience. If the time to order exceeds the initial committed time or an arbitrary value (say 45 minutes), customers can cancel or be rewarded with cashback vouchers or coupons if they are willing to wait a little longer for the order to be completed. Customers will be more likely to return if they do not have a negative experience.

By the end of the Prototype stage, the design team will have a better understanding of the product's limitations and issues. They will also have a better understanding of how actual users will act, think, and feel when interacting with the finished product.

## **Test**

Designers or evaluators rigorously test the entire product using the solutions discovered during the prototype stage. Then, based on the test feedback we can iterate further, making changes and refinements to rule out other possibilities. The ultimate goal is to learn everything there is to know about the product and its users.

### **Testing process for solutions identified in prototyping stage**

#### **Automated Robot Vehicles :**

* Clearly define the test objectives to ensure vehicle efficiency and reliability.
* Identify various scenarios that the vehicle will face during delivery, such as navigating traffic and obstacles, interacting with the customer, food safety, and so on, and define test cases accordingly.
* Conduct preliminary testing in a controlled environment to ensure the vehicle meets the goals.
* Conduct field testing in a real-world environment to simulate real-world scenarios in order to identify any issues and, if necessary, make improvements. This involves testing the vehicles in different locations , different times of the day and different weather conditions.
* Gather feedback from customers and other stakeholders about the experiment and identify areas of improvement . Refine the testing process and test cases based on the feedback to ensure all the aspects of delivery are covered and objectives are met.

#### **Multi-channel customer support & Cancellation**

* Because this is more of an application feature, we'd like to test the efficacy of this future user A/B testing.
* We will develop this feature and try to test it on two groups of users, Control and Test.
* The Control group will receive the existing version, while the Test group will receive the new version. Attempt to gather feedback from both groups.
* Analyse the effectiveness of the features launched and iterate if necessary based on feedback and usage patterns from various groups before going live across the entire user base.

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