Finding the contrast between growing food delivery players
Uber Eats versus Wolt
Final Report

Johannes Nikola 526869, Francesca Zilliacus 538281, Wenqian Pan 913621, Topi Hukkanen 666004, Laura Laamanen 877615

MUO-E9009 Corporate Entrepreneurship and Design

1. INTRODUCTION

This report analyses the role of design for both Wolt and Uber Eats and further, how design could be used in a strategic manner for future innovations. Both companies are platform-based companies within the food delivery industry, yet differ in size and market share and therefore, interesting to compare. The report will shortly examine important insights of the food delivery field and afterwards, go through the role of design for both companies. The role of design is analyzed within the frame of the fundamental stages of the design thinking process, formed by Stanford University. After analyzing the design thinking manners, the report will naturally move forward to review how the companies have approached innovation throughout the business process and hence, pinpoint possible opportunities by the Ten Types of Innovation framework. Finally, this report will based on the findings cover a future based scenario of the both companies and further, propose ideas for how the companies design practises could enhance returns and adapt to future trends.

1.1. Food delivery industry

The food delivery industry has exploded in popularity over the recent years. Only a small number of companies have been able to make their breakthrough. The competition is furious: it is a challenge to become profitable because of how the firms have to compete in pricing in the industry that is dubbed to have a value of 200 billion dollars by 2025 (Singh, 2019).

There are several approaches taken in the food delivery industry. Some companies opt for central “dark” or “cloud” kitchens such as the Indian Zomato and Swiggy, others

for the traditional restaurant-to-customer setting, including Uber Eats and Wolt, for instance (ibid).

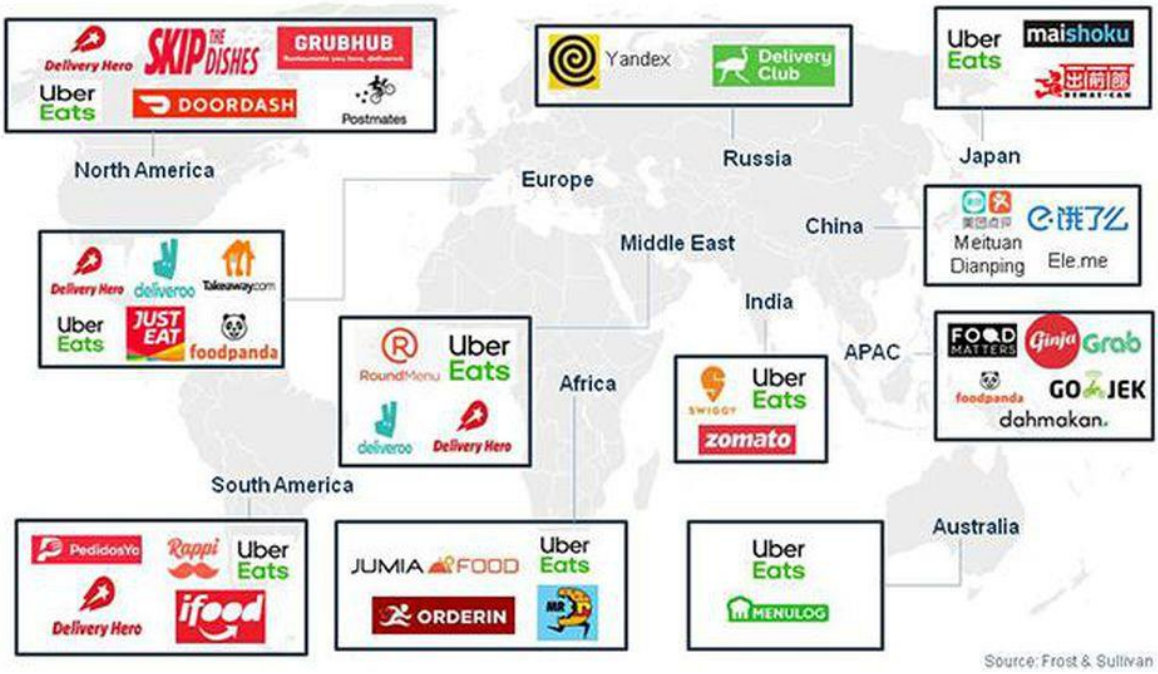


Figure 1: Overview of the food delivery industry around the world.

1.2. Company Introduction

Uber Eats

Uber Eats is one of the many services of Ubers Technologies, Inc., commonly known as Uber. Uber was founded in 2009 San Francisco and in 2014, Uber launched the food delivery service Uber Eats. By the time Uber Eats was launched, Uber had raised funding $1.2 billion and was already operating in 66 countries and 507 cities. By 2020, Uber has acquired a total 12 organizations. One of the most recent being mobility platform and booking software, Autocab. (Crunchbase, 2020)

Uber Eats is a mobile and online platform for ordering food. The platform delivers food from restaurants, everyday essentials and offers some discounts. Users can access the platform through an application on iOS, Android or web browser. Uber Eats has explored and partnered with different companies, such as Lime to deliver meals by cars, scooter, bikes or even drones (Crunchbase, 2020; Forbes, 2019). Uber Eats connects three different parties through its platform: customers, restaurants and

drivers. Their business model is based on the restaurants paying commission of orders made through Uber Eats, customers paying a delivery charge or cancellation fee and drivers earning through making deliveries on time. (Business Strategy Hub, 2020; FourWeekMBA)

According to Uber Eats current CEO Dara Khosrowshahi their new mission for Uber is to extend the definition of movement. In June 2020, after acquiring food delivery company Postmates, Uber wants to move from being just a rides company to a home delivery company that can deliver anything you want. The pandemic has pushed Uber to reflect on the company's direction and commit to changing the Uber app's focus on other services than just offering rides. Daniel Danker, who directs the Product team in Uber Eats, explained that the company wants to focus on two scenarios, where Uber helps you to *go somewhere* and where Uber helps you to *get something*. For the latter, Uber plans to leverage their Uber Eats model. Beyond Uber Eats, Uber is planning to expand to an even wider selection of services, such as grocery delivery. In the future Uber anticipates growing the platform, competing with Amazon and other players in the logistics market. (Fast Company, 2020)

Wolt

Wolt is a Finnish digital platform company established in 2014 that has food delivery as its main focus. The firm has also expanded its activities to groceries and other everyday products to help people deal with the ongoing pandemic, for instance. Wolt currently has more than 1400 employees in their 23 locations in addition to 40 000 courier partners at the heart of the company (Wolt, n.d.). Wolt has raised more than 280 million euros in capital, attracting the interest giant investors such as Goldman Sachs in the process (Crunchbase, n.d.). Wolt is led by the chief executive officer Miki Kuusi, who has before led the growth of Slush, the globally leading startup event.

The delivery function of Wolt is built around three main pillars: the merchant app for restaurants, the Wolt Mobile app for customers and the Courier Partner app. The company strives to create a seamless experience for its users with a combination of a clean interface, high-quality restaurants and friendly customer service (Wolt, n.d.).

2. THE ROLE OF DESIGN

Design Thinking is a design process which uses a solution-based approach for solving problems. By exploring the problems and finding constructive solutions to effectively tackle design problems. It can be viewed as both a mindset as well as a methodology which incorporates and integrates an empathetic, holistic, synergistic, generative, collaborative, and effectual approach to innovation and entrepreneurial (business) practice. According to Stanford d.school, the five stages of Design Thinking are as follows: Empathise, Define (the problem), Ideate, Prototype, and Test (Interaction design foundation, n.d.)

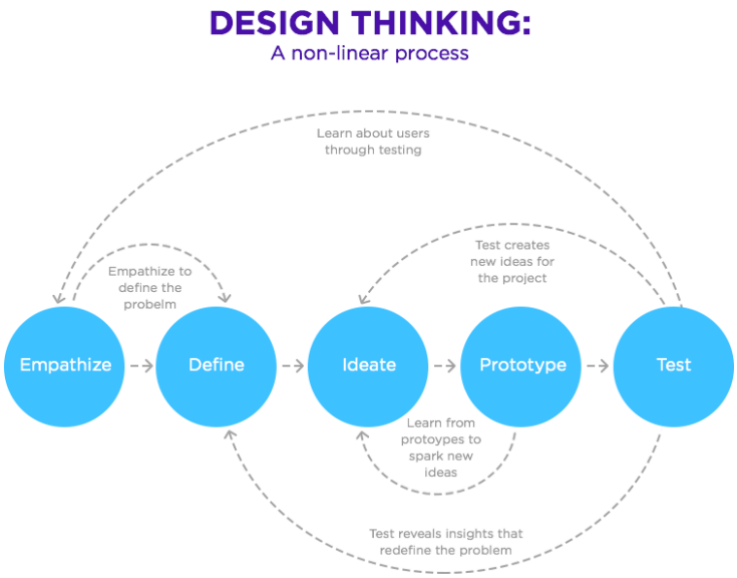


Figure 2: Design Thinking process by Stanford University.

Design thinking is never a linear process but an ongoing iterative process, the stages may run sequentially but mostly they are either in parallel or run iteratively to facilitate the ultimate objective often feeding into each other (Yukti, 2020).

In this chapter, we analyze how design thinking works at Uber Eats and Wolt, what methods they have used in the five stages process of design thinking, to better understand stakeholders and improve the user experience.

2.1. Analysis of the companies design thinking

When it comes to *stakeholders*, both companies have similar stakeholders; customers, restaurants, delivery partners as well as retail stores and grocery stores. However, we found some very interesting findings on the companies ability for ***empathy*** towards their stakeholders, one of the fundamental processes of design thinking. For instance, The Uber Eats team used design thinking by creating programs where the team can immerse themselves in everyday environments and further, create empathy towards its stakeholders. "*The Walkable Program*" is where they physically visit locations in the city to study the food, people and culture. "*Order shadowing*" is where they test their prototypes out by watching their customers' real world experiences using it. "*Fireside chats*" is where they invite delivery partners, restaurant workers and customers to gain feedback on the app. When it comes to Wolt, the company claims to make empathy-based decisions (Wolt 2019). For instance, when the restaurants in Finland had to close temporarily due to the Covid-19 pandemic, Wolt removed commission fees on takeaway orders to support the restaurants. Moreover, Wolt supported local restaurants by highlighting them in their app, social media and marketing and offered twice a week payouts instead of once a week to help the restaurants pay their employees and suppliers (Wolt 2020).

Additionally, at Wolt, the Development Team is located near the Customer Service team in the company office, so that the designers are capable of better understanding the end-users and be aware of the service feedback (Wolt, 2018). Furthermore, Wolt has also according to our user experience survey shown empathy towards the customers by a great customer service. For instance, Wolt gives vouchers to its customers if they are for some reason unhappy with the service, even if it was the restaurant's fault. Most of the active Wolt users were very pleased with the customer service. However, there have been discussions that the working conditions of the couriers are unfair. Wolt pays low wages to couriers and the couriers must supply all the gadgets by themselves. Not to mention that there is a high competition of the shifts and hence, difficult getting enough working hours.

Moving on to the ***ideation*** stage of the iterative design process, Uber Eats have more practises in innovation and ideation than Wolt. However, both companies have

managed to adjust to customer demand and adjust to changes. There is, however, room for more efficient ideation processes and innovation practices that will be covered in the Ten Types of Innovation chapter. When it comes to current ability for ideation, Uber Eats organizes innovation workshops that gather representatives from other disciplines and use design thinking methodology to look at challenges in new ways. Furthermore, the Uber Eats team attends regularly to events related to cuisine, cooking, food technology as well as the restaurant industry and reports these learnings to other members through conferences and meetups. Uber Eats are also conducting a future-oriented mindset throughout the company by organizing field trips to food innovators such as IoT startups and artisanal farms.

Although Wolt doesn't have any tools for education and ideation within the team, the company has managed to innovate and rapidly adjust to changing circumstances, especially during the current pandemic. Therefore, an interesting comparison between the companies is how they have managed to adapt to the current Covid-19 pandemic. In the US, Uber Eats has waived delivery fees for all orders from independently owned restaurants on the app as the Covid-19 pandemic continues to spread and causes cities to shutter all non-essential businesses (Uber 2020). Both Uber Eats as Wolt is also taking precautions to limit the spread of Covid-19, including the option of contactless deliveries. In addition, Uber Eats will support its delivery people and drivers with financial assistance in the event of a Covid-19 diagnosis or exposure that prevents them from working, and is committing more than 300,000 free meals to healthcare workers and first responders in the US and Canada. (Techcrunch 2020) Wolt has in addition to eased commission fees to restaurants and hygienic precautions to customers managed to rapidly innovate new features to the existing service. For instance, Wolt launched this year its very first online grocery store; Wolt market, as a response to the long waiting cues for existing grocery stores online services. As a vast amount of people are working from home, Wolt started to partner with companies facilitating lunch vouchers and moreover, launched a feature called *Wolt at Work*; a service that helps employers to offer its employees and clients remote lunches (Wolt, 2020b).

Furthermore, Wolt partnered with companies such as Clas Ohlson that made it possible to order home computer screens etc. for remote work. As a conclusion,

although Wolt doesn't have as structured ideation practices as Uber Eats, both companies have managed to rapidly adjust to both micro as well as macro trends. We believe that the size of Wolt makes it easier to innovate and adjust to changes, but as the company is growing, there could be some practices for employee education, innovation and future-orientation.

Further, ***prototyping and testing*** is an essential part of design thinking and specially important for platform based companies because of the many stakeholders involved in the service process . When it comes to Uber Eats, swift iteration allows the company to move fast and ensure that they get the design just right. The company uses rapid field testing to see how customers respond to designs in progress, as well as A/B testing to simultaneously test multiple versions of a feature. Besides, the operations team of Uber Eats experiments test concepts and designs in a single city to quickly gauge their opportunity. For instance, the first versions of features like the “Most Popular Items” category in Uber Eats menus, started as an operations team experiment in Toronto before later iterations were released to all users in all cities.

Furthermore, Wolt also claims to conduct an iterative design process (Wolt, 2019) and a people-focused collaboration. Wolt uses different practises when launching new features to make sure it works through the whole service process and between the restaurants, couriers and customers. For instance, when Wolt noticed that there were some improvements to be made in the merchant app after conducting regular in-person surveys with the restaurants. Before launching an redesign app, Wolt came up with a creative way to prototype and test the new design. In order to really understand if the new app is working well, the Wolt team set up an “ice cream stand” in their offices and the employees could therefore order ice cream from the different offices. The courier partners were delivering the ice cream between the offices, unaware of the experiment in order to create as real experience as possible. (Wolt, 2019) The test was carefully monitored by a diverse team of developers, designers and restaurant management representatives across the service design.

Moreover, when Wolt launched the *Pre Order* - feature, they conducted surveys to understand the needs and potential problems of the upcoming feature and built functioning prototypes and created early-access test groups. The early-access test

groups had different demands according to purpose, for example for the user group, things needed to click in the very first go but for restaurants and couriers it was okay that it took a few times to understand the feature because they will use it on a daily basis (Wolt, 2020). Additionally, the new Wolt Market concept described earlier is still an experiment currently tried in a small area. Hence, Wolt also uses a *learning by doing* mentality in their design process.

Finally, both companies use design thinking in their business practises. Uber Eats has more structured implementation of design thinking throughout the company, yet Wolt is still able to innovate and react quickly to changes. We believe these distinctions are due to the difference in size of both employees and market. However, we believe that the companies could use design in a more strategic manner to increase their revenues and further extend their existing service. As the food delivery industry is growing and has a lot of potential, it would be needed to adapt an even more future-oriented mindset through the departments of the companies. Before moving on to the framework Ten types of Innovations that helped us find creative opportunities for the companies, the report examines the customer journey of the companies to get a deeper user-centric understanding of their service.

3. THE CUSTOMER JOURNEY

In this section we are using customer journey maps to visualize the process of both Uber Eats and Wolt customers. The journey map scenarios are focused on ordering a meal from the mobile application. We have divided the journeys into four phases: before, pre-order, postorder and after. Afterwards we gathered opportunities and insight to draw knowledge and explore future perspectives. The customer journey maps collect the entire experience and forces us to look at the services from the user's standpoint and help us to convey information in a holistic way (Nielsen Norman Group, 2018).

3.1. Mapping the Uber Eats customer journey

Since Uber Eats does not yet operate in Finland we decided to use secondary data from online reviews, discussion forums and our own experiences to create the Uber Eats customer journey map. Waiting and receiving the order seemed to be the step that affected the experience the most. If a customer had a good experience with the courier and waiting, they chose to use Uber Eats again. If a customer had a bad experience with the courier, it did not immediately affect the customer's choice to use a competitor next time, but the bad experience with customer service did. We also found some more specific frustration points in the app's functionalities.

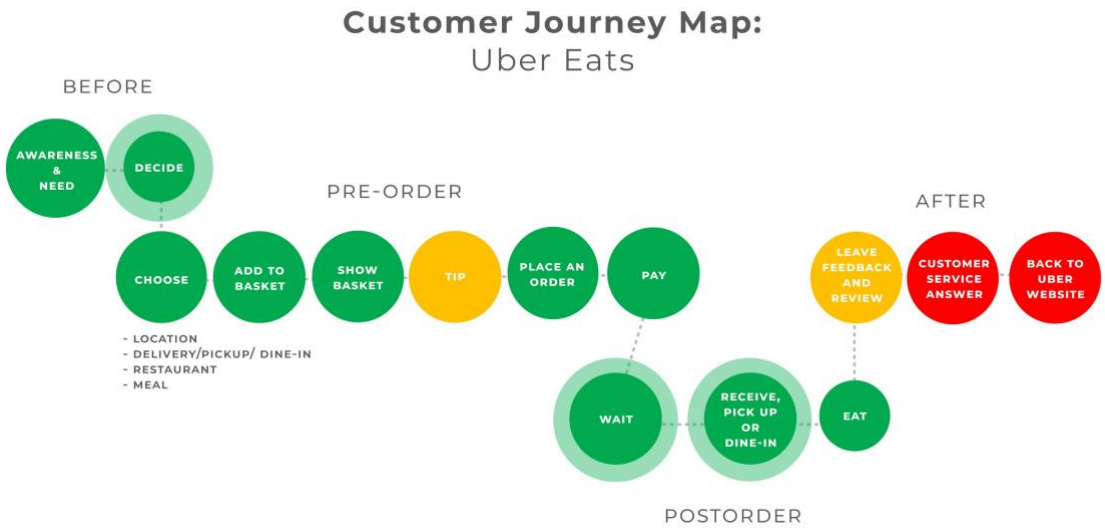


Figure 3: Visualization of the Uber Eats customer journey map.

Before

1. Awareness and need
2. Decide to use Uber Eats

Ordering a meal to be delivered to your door is a convenient option when people are not in a mood to cook. There are a variety of restaurants in Uber Eats, including those who may not have delivery options, which allow users to order their favorites or try out new flavors without having to leave the comfort of their home. As a corporate Uber gains some free media coverage when launching a service such as Uber Eats in a new location. Therefore users can find the service through some free media coverage or social media. Other ways for users to become aware of the service are word of mouth, app store and play store ratings. These might also affect the users decision to use Uber Eats.

Pre-order

3. Choose
    - Location
    - Dining Options: Delivery/Pickup/Dine-in
    - Restaurant
    - Meal
4. Add to Basket
5. Show Basket
6. User is asked to add Tip
7. Place an order
8. Pay

The overall flow of this phase has many steps to complete. By adding the shopping basket the interface forces the user to scroll through their order again. According to Apple store ratings, some users felt uncomfortable about deciding the amount or percentage of a tip before getting the order. The interface has a preselection of 20% tip, but users can change it manually. Others were concerned about the pricing model for couriers and restaurants, but at the same time unsatisfied with the rising delivery

fees and taxes. The app's interface looks easy to use and has no major problems. If you are using Apple, the app automatically selects the payment method to be Apple Pay. Some reviewers hoped for more customization for orders e.g. changing address after confirmation or combining multiple restaurants in one order.

According to the Uber Eats website, users can cancel the order directly on the app as long as they do it before the restaurant receives the order. If users attempt to cancel after the restaurant starts preparing food, they will not be eligible for a refund. And according to a Reddit thread of Uber Eats customers who were frustrated with the cancellation policy, canceling order too late in the process will leave them with no refund and even no food.

Post-order

9. Receive, pick up or dine-in
10. Eating

Users can follow the driver on their Uber Eats app map. Many times the quality of a service was different depending on the quality of the driver's service.

After

11. Leave feedback
12. Get contacted by Uber Eats
13. Get send back to Uber Help -website

Lot of the feedback was complaints about the customer service. One reviewer experienced that "there was nobody to talk to, nobody to explain the situation in their customer service." Customers get sent back to Help and Q&A pages on Uber's website and there is no apparent way to contact the support immediately when needed. On the other hand, according to the Uber Eats website, customers can rate the restaurant they ordered from as well as the delivery drivers using a five-star system on the app. Uber takes customer reviews very seriously, drivers with low overall ratings may no longer be able to provide service for the company.

3.2. Mapping the Wolt customer journey

Research on the customer journey in the Wolt app was conducted by interviewing two users in their early twenties, one of which orders multiple times a week and the other about once a month. The respondents were led through a “dummy” ordering process on their phones to have them evaluate the different stages of it. There were several issues that the respondents agreed on, although also underlining the positives in the process. This section will go through the different phases of ordering a dish through Wolt, analyzing them based on the comments of the respondents.

Figure 4: Visualization of the Wolt customer journey map.

Before

1. Choosing food delivery
2. Choosing the service provider
3. Registering (first time)

The first stage of the ordering process is realizing the initial need for ordering food and choosing the service provider for it. According to the interviewees, Wolt has established a fairly solid market position recently by focusing on marketing, which has

only been strengthened with the word of mouth that has created traction among users. For instance, the Finnish verb “woltata”, to order food through Wolt, has become a common expression. For some it even means to just order food in spoken language, which underlines how the platform is making its way to the Finnish culture.

The reason for ordering food delivered is mainly convenience. However, it was highlighted that the occasions for ordering differ between the respondents. One of the users mentioned how they only order Wolt when they are alone and idle, in need of something fast and healthy. The other emphasized how they only order in social gatherings, for instance parties, to not have to spend time on cooking.

The social aspect of Wolt was further validated by issuing a brief survey through WhatsApp, asking about the alone versus together setting from about 20 users, out of which more than a half preferred ordering in gatherings. Wolt does not however incentivize group orders per se, even though there is now a way to pay and follow the collective ordering process through multiple devices (Wolt, 2020c).

Before ordering, a new user is required to register to the service. In this study, the focus is on returning users, which is why this phase is not further discussed. The registration process has at least not generated negative discussion among the user base.

Pre-order

4. Choosing the food category
5. Choosing the restaurant
6. Choosing the dish
7. Filling in details
8. Choosing delivery or pick-up
9. Payment

The in-app experience begins with the front page being shown to the user. This interface shows for instance the different food categories and recommended restaurants, which are presumably based on previous purchases or paid advertising.

The respondents commented how the front is rather overwhelming as one first sees sliding advertisements and then has to navigate through the different titles to find restaurants and categories.

What became evident is that the categories showcased by the app directed the purchasing behavior of respondents significantly. For instance, one interviewee commented how the idea of having sushi had not crossed their mind during the day but now the photo of “nicely presented fish” made them choose this specific category. Visual elements are certainly in a key role in a platform that is willing to promote convenience: decision-making has to be made easy.

After the customer has chosen the food category, they will next move on to choose their preferred restaurant. This part can be considered overwhelming as per the comments of the respondents. For a customer in the center of Helsinki, the platform will give twenty different options for a sushi restaurant, for instance. The only ways to differentiate in the app are essentially having the restaurant on top of the list or by having a top notch rating. What the respondents called for were proper filters that could help in distinguishing one restaurant from another.

The next part is obviously about choosing the dish that the customer would like to purchase. This stage was rather straightforward, however, some restaurants for example had menu structures or did not have photos on their Wolt page. This generated slight irritation as it made browsing more difficult. This is something that restaurants have to focus on in order to not lose potential customers.

For the detail filling part, there was some confusion in regards to setting the address. The app could sometimes choose a location that the user has had food delivered to in the past, which is not visible enough on the order confirmation page. One of the respondents had had to go through the customer service to change the address post-order, which was not optimal. The rest of the stages in the actual ordering process seemed to work well according to the interviewees.

Post-order

10. Waiting, receiving notifications
11. Delivery or pick-up
12. Eating

One of the strengths that Wolt has is the communication that the platform is able to maintain with the user throughout the customer journey. There are automated messages that at least inform the user of a sent order, confirmed order, preparation, pick-up and arrival. The couriers also got appreciation for being punctual and kind.

Wolt also thrives in customer service. They have rather generous compensations that can even reach 80% of the meal price. This will keep the user happy in case they for instance have received cold food.

After

13. Feedback
14. Retention

As discussed above, changing the address of the user after order could be cumbersome. Especially if there is a delay in the chat. It became evident that when the user is able to reach the service shortly, the customer will be satisfied no matter what.

However, there had been cases where a respondent had waited for an answer for about 10 minutes. It is certainly tricky to achieve an immediate response time, however, it could change the feelings of the user. The feedback channel can be found easily after an order but it should also get a more visible spot that is not just a text button on one of the tabs.

Wolt is certainly able to use their fast response time in delivery and great service to their benefit. What could be argued though is that the platform does not incentivize

future purchases significantly. There is space for innovation that could keep the consumers hooked, for instance a membership program of some sort.

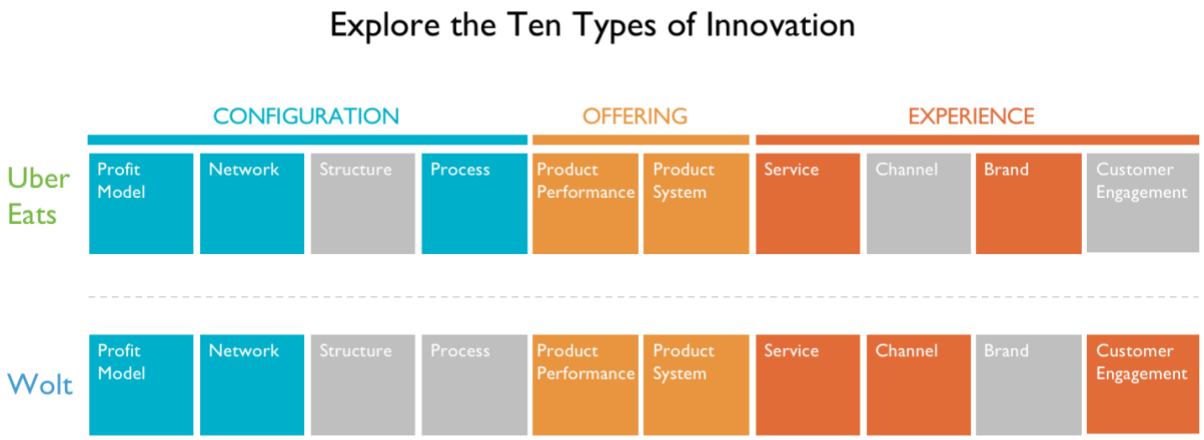
3.3. Opportunities in the customer journey

By analyzing the Uber Eats customer journey, we found some opportunities for innovation and better experience. By understanding the user's aspirations Uber Eats could develop more meaningful connections between the customers and company. Enhancing the features and functionality by making the product easier to use and enjoy Uber Eats could elevate the experience to have more returning customers. Users' expectations were not always met with the quality of driver’s service. Uber has a system for rating the driver’s service on the app, that already addresses this issue.

Where Uber Eats was struggling with the service part, Wolt had its problems in the ordering process. The decision-making stages should be made more user-friendly in order to emphasize convenience, which is crucial in the process. Another area for improvement was customer service. There was a friction in the journey when users got sent back to the website after giving feedback or asking for help. Users liked when they could follow their delivery in the app’s interface and the transition from choosing the meal to waiting was quite smooth. The problem arises when the expectations of the customer service are not met: despite Wolt being generous with their compensations, there are occasional delays in the service, which generates stress for the user.

4. TEN TYPES OF INNOVATION

The Ten Types of Innovation framework was created to help companies innovate beyond their products/services. The framework helps individuals and companies identify innovative ways to find opportunities. According to Doblin (2016), product or service innovation provides the lowest return and least competitive advantage and thus, makes it crucial for companies to also look beyond product innovation. The Ten Types of Innovation framework is divided into three main parts; configuration, offering and experience. We are using the Ten Types of Innovation as a tool to analyze how Wolt and Uber Eats have approached innovation and further, find gaps and potential opportunities for the both companies. This section will cover an overview of the level of innovation within these ten types for both companies and further, pinpoint gaps that could lead to creative opportunities.



4.1. Configuration

If we look at the configuration part, the biggest areas Uber Eats has focused are **Networks** and **Processes**. By bringing new technology to the taxi business uber changed the process of hailing a taxi. Now Uber is using the same technology to grow outside its core business and to enter new markets with Uber Eats. Over the years Uber has acquired and created many partnerships with companies outside and inside of the scope of their core business. Uber is taking advantage of partnering with

companies and organizations from public transport and healthcare to scooters and helicopters. Thus, creating connections with others to create new value.

Wolt is also using the **Network innovation** to create new offerings inside their delivery service. Especially during the pandemic Wolt has partnered with others to introduce new features to the application. In the last seven months, Wolt has started collaboration with at least Clas Ohlson, Alepa, Hope ry, ePassi, Edenred, and Smartum.

Despite the fact that both companies have incorporated design thinking processes in their operations towards their customers, neither of the case companies are known for their **Structure innovation.** The Structure innovation is focused on the internal alignment of assets and talent. Ideally it can help to find and keep talent by organizing the assets in a unique way or superior to competition (Doblin, 2016). Wolt has a reputation of a good company culture, which is enhanced by employee benefits, such as free food. The Structure innovation is not apparent or obvious to the customers and it is challenging to analyse from the outside. For example, the Structure innovations could be included in the human resources department, talent management, or building an internal feedback system.

The profit model i.e. how you price your product or service in order to make money. Uber has made innovations on its pricing to make mobility more reliable and affordable for everyone. According to Uber's website they started with Uber Black, which enabled high-end rides with premium prices and fixed percentage service fee. Since then, Uber has launched Surge pricing for areas of high demand, route based pricing and more affordable options such as ride-sharing service UberPool and UberX (Uber Marketplace, 2020). Now the pandemic has forced our case companies to review their business models again due to controversies with couriers and restaurants. Both case companies have started initiatives to better collaborate with their stakeholders in the current situation. Like mentioned before in *The Role of Design* for Wolt, they have for example temporarily removed commission fees for takeaway (2020).

4.2. Offering

Offering is divided into two categories, **product performance** and **product system**. Product performance innovation implicates developing new products, features or the functionality of your product, whereas a Product system is connecting complementary products or services to your product ecosystem. (Doblin, 2016)

When it comes to offering related factors, both case companies have had many product performance and product system innovations. The offering segment is usually the most obvious way of innovation and it is easy for others to copy (Doblin, 2016). As a result, both Uber Eats and Wolt have had similar feature innovations in their platforms. The most recent one is extending their delivery service from just restaurant food to everyday essentials and grocery stores.

4.3. Experience

Service innovation supports and enhances the service or product (Doblin, 2016). During customer journey mapping we found out that there is room for Uber Eats to innovate further in this area. Uber Eats and Wolt have some discounts on their applications that add value to their offerings. Wolt does not have a separate loyalty program, but you can earn tokens and credits as a part of the gamification feature. Uber Eats has a loyalty program called Uber Eats -pass. By subscribing to the pass you become a member and get exclusive benefits. These are all examples of service innovation.

As an expansion to new **channels**, Grocery will be a large part of what both companies are focusing on. Wolt has innovated with physical channels, the online grocery store Wolt Market. Although Uber Eats have not yet created their own retail business, they are actively starting to cooperate with grocery stores and convenience stores across the world such as Costcutter in the UK and Coles in Australia.

When it comes to **Brand innovation**, Uber Eats have seen strong value from cooperation with some well-known global brands such as Coca-Cola, Unilever and movie theaters. For example, as the effects of the pandemic continue and the need

for food assistance has been greater, Uber Eats was partnering with Coca-Cola and the Feeding America nationwide network of food banks to offer relief to some of the hardest-hit populations.

Customer Engagement innovation creates connections between customers and companies (Doblin, 2016). Wolt keeps customers engaged by automating part of their customer service on the app. Wolt is also making their brand approachable and human by using spoken and familiar language in their messaging.

5. FUTURE PERSPECTIVES

Integration to the everyday life of the user is the optimal situation that both Uber Eats and Wolt would like to achieve. There has to be a good reason and the most obvious is convenience. However, by looking from different innovation perspectives as ten types of innovations framework by Doblin we can find interesting possibilities for the future.

Uber is already moving towards a holistic offering by aiming to create a logistic service platform like Amazon has. Integration to the users life has significant growth potential for Uber Eats while for Wolt branding for sustainability might be a viable option as well. Both Wolt and Uber Eats have started to expand delivering groceries. Not only could the service serve as a safer option for groceries during the pandemic times, also Wolt could possibly deliver basic pharmacy products.

Customer experience is the key to scale up the business according to our research. The experience could be more simple for the Uber Eats platform and customer service should be easy to access. Easiest way to approach this
is to have the feeling as close to the real restaurant visit. People are used to having plenty of interaction while ordering food.

Going to a restaurant or grocery store is often a social event. With different virtual restaurant platforms Uber Eats could achieve more users. Wolt could add possibility to order as a group from different nearby restaurants. For this there should be a bill splitting option for a hassle-free group experience. Wolt could add a zero waste concept to the offering. It would generate attention and more people would therefore know Wolt and start using it as a more sustainable option.

6. REFLECTION

Time Management & Collaboration

Challenging having the presentation and written report deadline the same day. The reflections part could be later on, so we would have had time to reflect how the presentation went. Therefore we felt it was quite difficult structuring and prioritising the project. Everyone in the group was proactive and we managed to have a fair and equal working load. We had a great collaboration regarding the brainstorming of future perspectives.

Our working process started with deciding the case companies, which went smoothly. Since the course provided a lot of different materials and frameworks it was not apparent which ones we should use. I think it would have helped if we got material about the frameworks a bit earlier, because then we could have started analyzing instead trying to decide what to analyze. Some of the course materials came a bit too late to be considered to be included in the analysis. Nonetheless, we were able to construct a nice structure. After the first mentoring we decided to analyze the companies from the user's point of view and thus created the customer journey maps. The analysis from the previous year helped us to frame the tasks further. Using the design thinking phases we were able to view our case companies holistically. For studying the future possibilities the Ten Types of Innovation framework seemed the most suitable. However, we needed to dedicate some time to first learning it and then implementing it. In the end it was very effective and gave us new perspectives on innovation. Overall, our team was balanced and everyone had general respect and empathy towards others.

Insights and Learnings

Insightful analyzing the role of design of companies, putting theory into context. The future prospective gave a great insight of backcasting and innovation beyond product and service design. Moreover, we find it interesting to use platform thinking and put the theory behind platform innovation into practice.

Challenges

Challenging to innovate with a future-oriented mindset and thinking how design could be used strategically to increase the revenues. It was challenging getting customer insights from Uber Eats since the company is not operating in Finland, however we managed to find interesting and useful information articles online that helped us in the analysis.

Collaborating online has its own challenges and some tasks are easier to divide to get things done effectively in time. Finding the right platforms and tools where everyone feels comfortable contributing can sometimes be challenging. We used collaborative platforms like Drive and Figma to try to get everyone's input. We also had meetings on Zoom and discussed the learnings. We created deadlines to ourselves to keep up with the work and tried to help each other by sharing ideas and information in all stages.

Results and findings

We agreed that our work was successful. It was interesting especially that we realized how in the project we were all able to benefit from our strengths: we chose focus subject areas that suited us best. This depicts the idea of interdisciplinarity in the IDBM program, and we are certain that we will have similar experiences in the future.

Despite having to work in the virtual environment, which we were not exactly fond of, we were able to contribute to each other's thinking and found some highlightable solutions, as presented in the report. There was some occasional brain fog caused by the long days in front of the screen, but ultimately we grew into a team that was able to be efficient and effective, no matter the situation.

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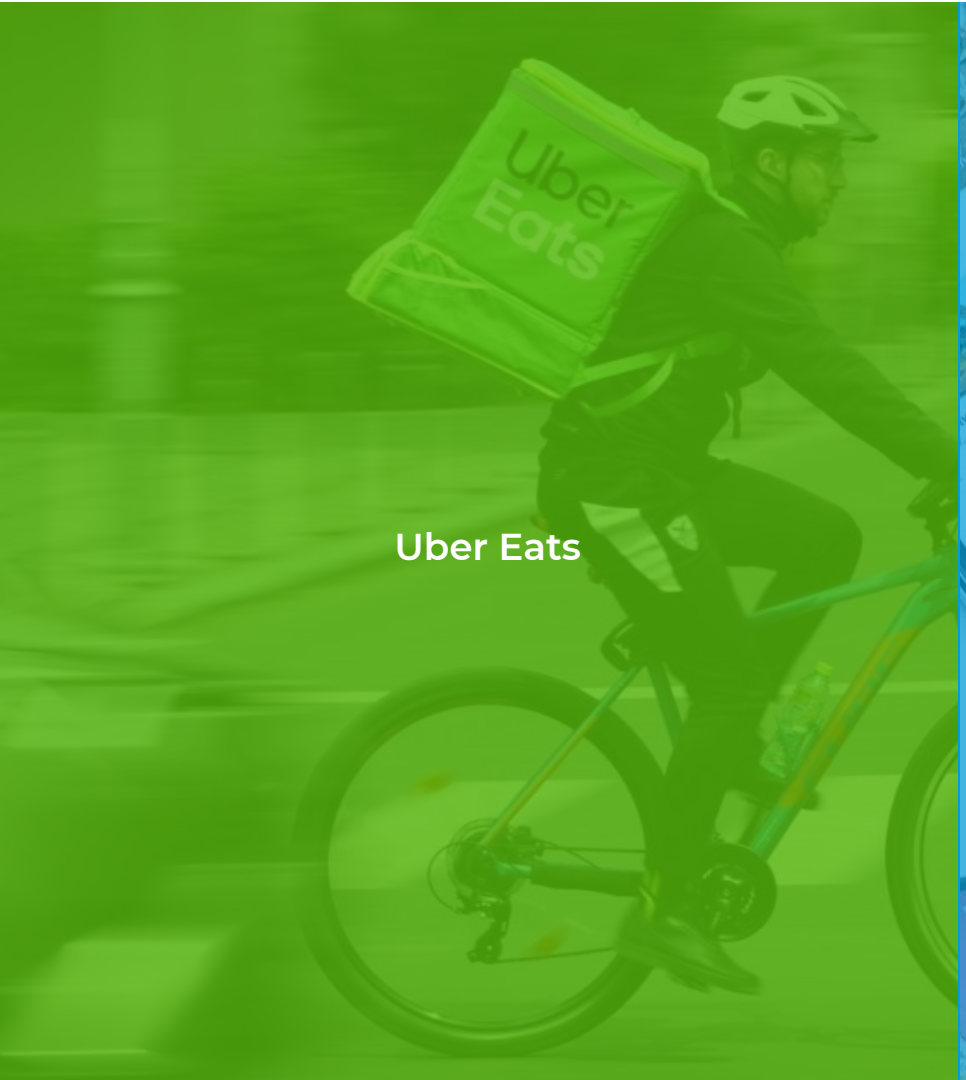
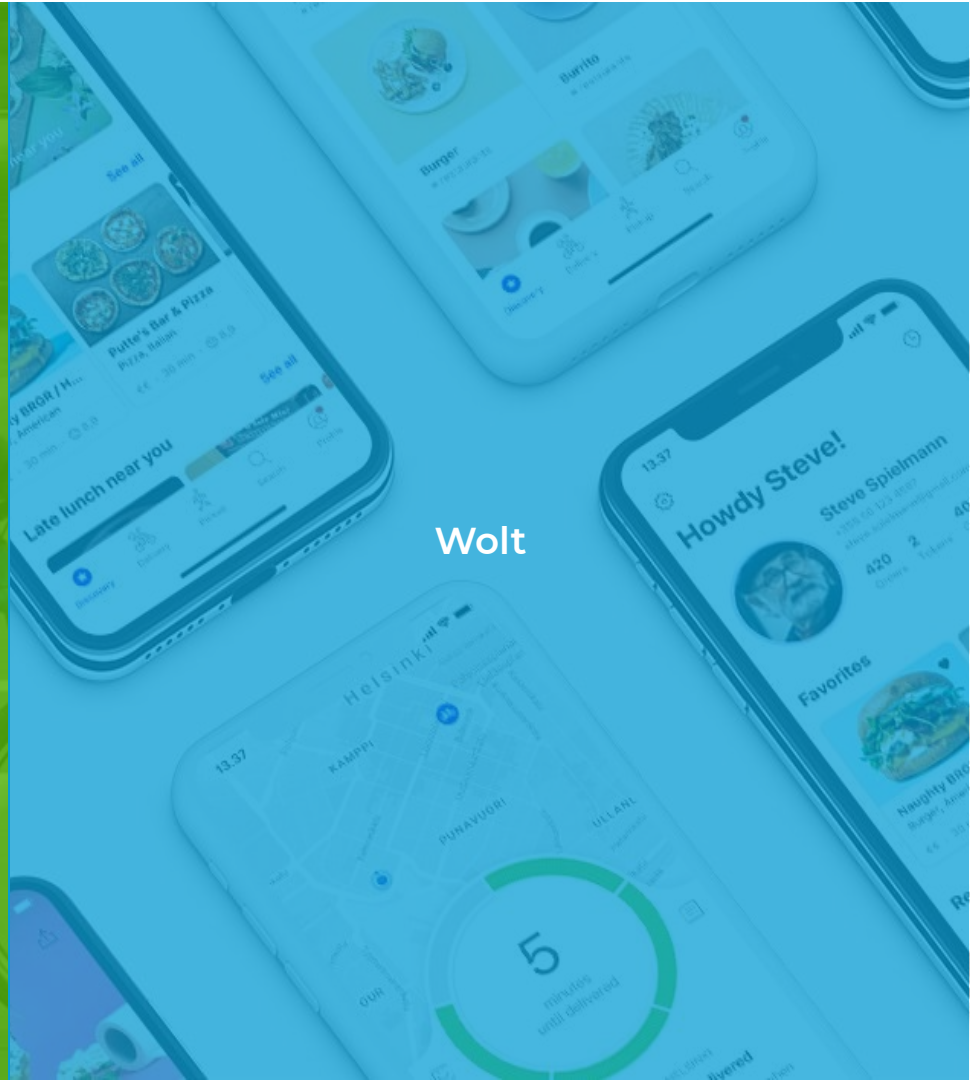
Finding the contrast between exploding food delivery players


Uber Eats


Wolt
Late lunch near you
Howdy Steve!
Favorites
Helsinki
5

Content

Company Introductions

Design Thinking

Journey Maps

Ten Types of Innovation

Future Perspectives

Industry Overview

Source: Frost & Sullivan

Company Introductions

Uber Eats

- Aug 2014 in San Francisco
- 45 countries, 6000+ cities
- Uber's "most profitable" division
- Revenue $1.4B (2019)

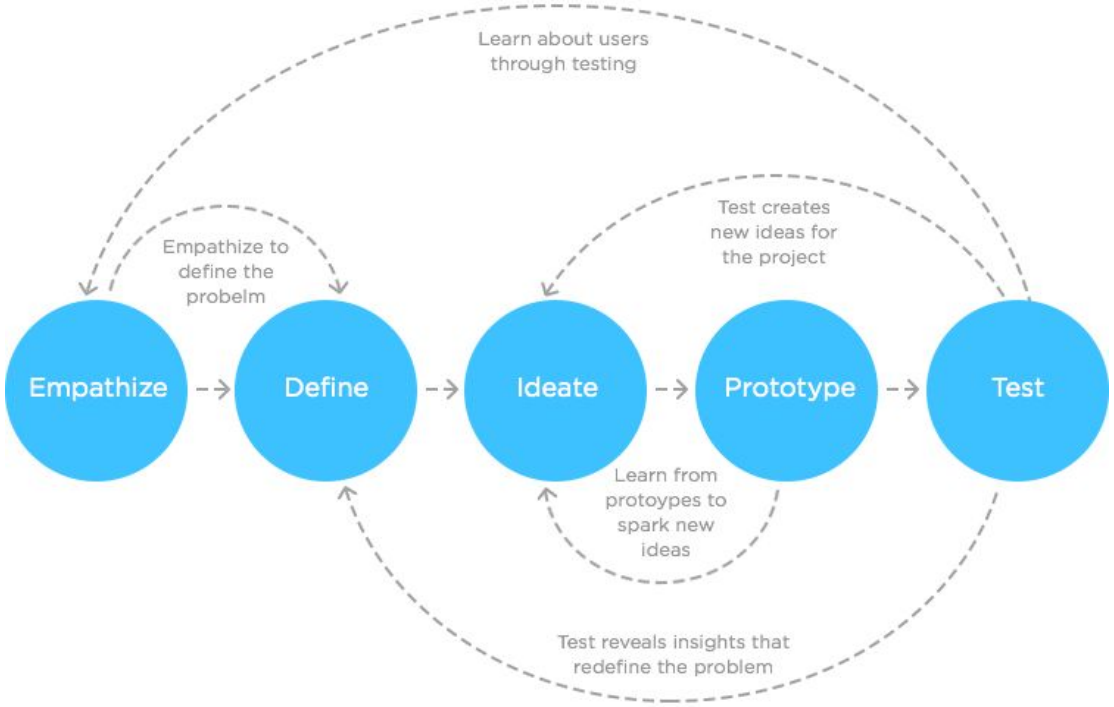
Wolt

- Oct 2014 in Helsinki
- 21 countries, 60+ cities
- Raised more than 200m€
- Revenue 87m€ (2019)

Design Thinking

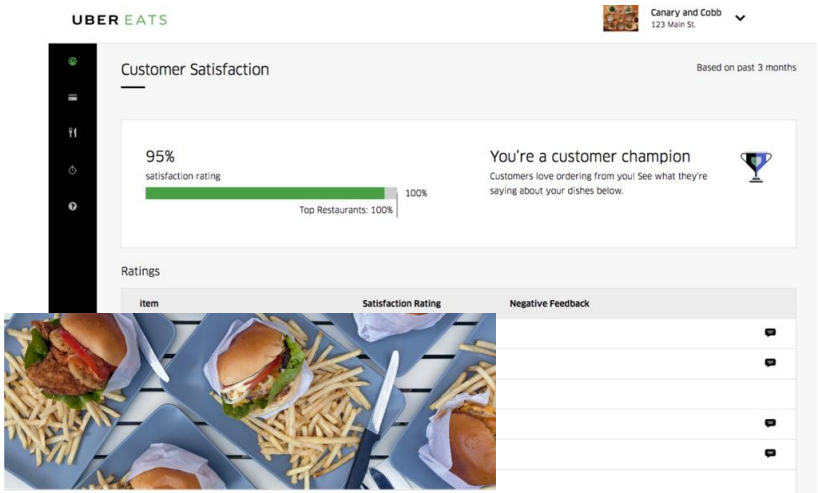
Design Thinking

The Role of Design



Design Thinking

Empathizing and Defining



UBER EATS

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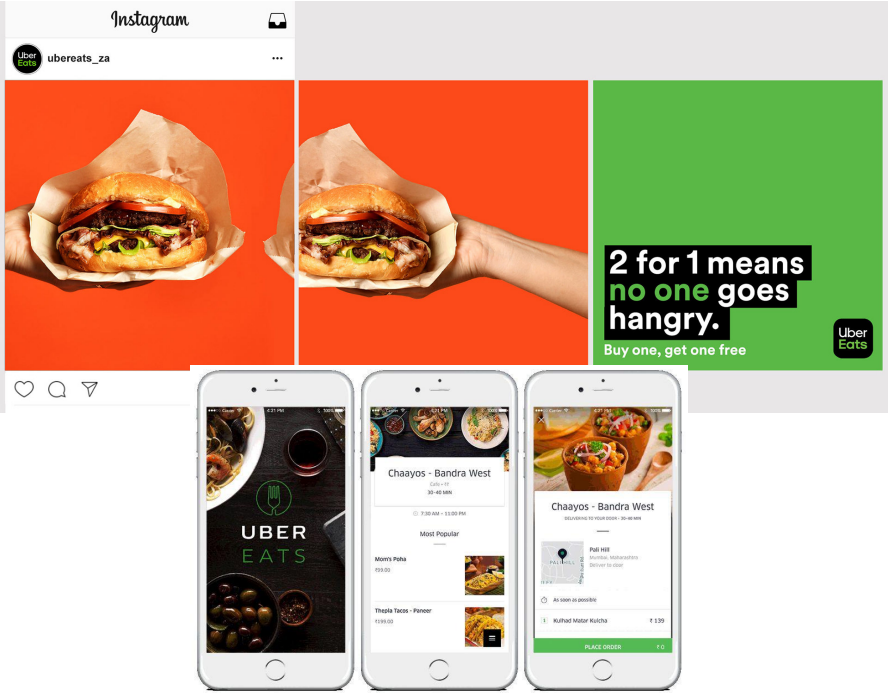
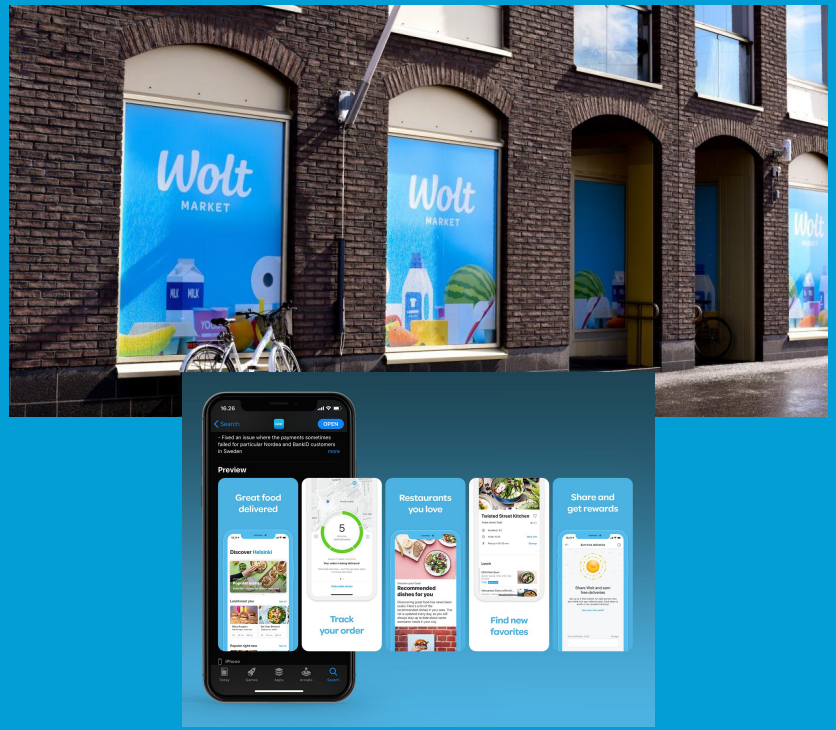
IN Wolt APP

PROMO CODE
WOLTMIN

Design Thinking

Ideation, Prototyping and Testing

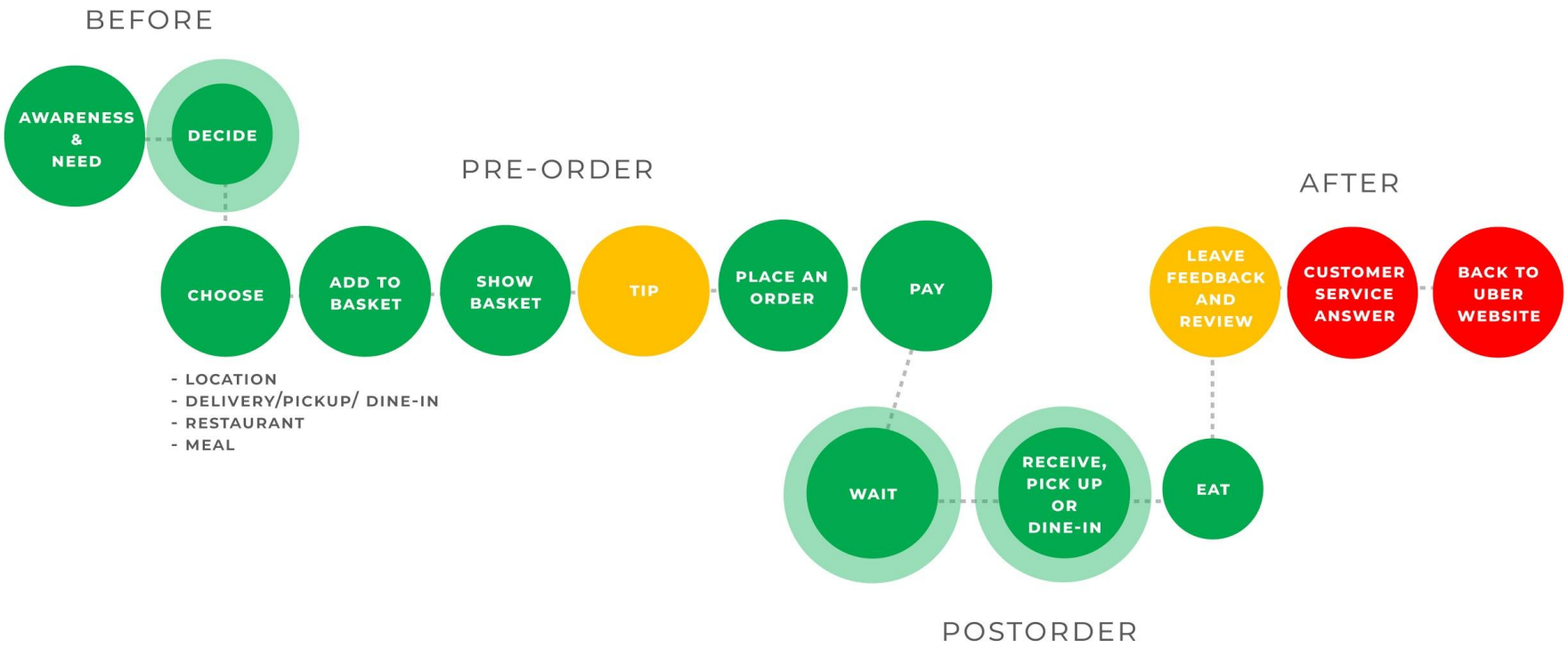




Journey Maps

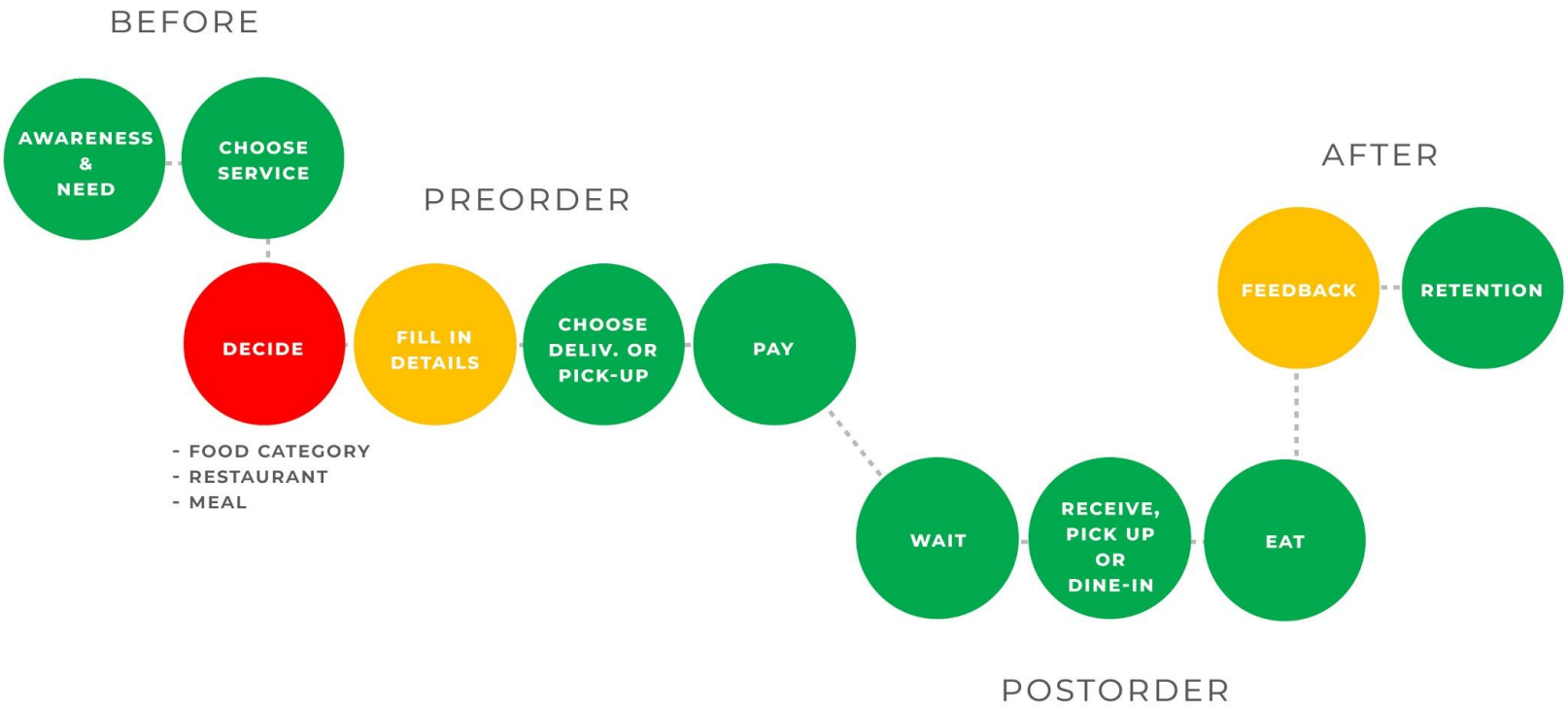
Journey Maps

Uber Eats



Journey Maps

Wolt



Ten Types of Innovation

Ten Types of Innovation - Configuration

Uber Eats

Acquiring rivals

Partnering with companies and public organizations

Wolt

Cooperating with companies in various businesses

Employee benefits

Ten Types of Innovation - Offering

Uber Eats

Extending delivery service to daily essentials

More interconnection between Rides and Eats

Wolt

Extending delivery service to grocery stores

Ten Types of Innovation - Experience

Uber Eats	Wolt
Cooperating with global brands	Building their own physical channels
Waiving delivery fees	Removing commission fees

Future Perspectives

Future Perspectives - Product

Uber Eats

Integration to everyday life

Groceries

Wolt

Sustainability to everyday life

From groceries to pharmacy products

Future Perspectives - Customer

Uber Eats

Improving customer experience

Experience simplification

Wolt

Improve customer engagement

Customer service as part of the journey

UX DESIGN

Future Perspectives - Innovation

Uber Eats

Virtual restaurants

Expansion to sub-urban areas

Wolt

Create restaurant clusters for group deliveries

Zero waste concept

Thank you!

Johannes Nikola 526869
Francesca Zilliacus 538281
Wenqian Pan 913621
Topi Hukkanen 666004
Laura Laamanen 877615