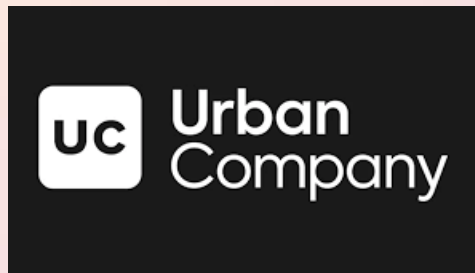


Problem Solving Case (RCA) – Urban Company



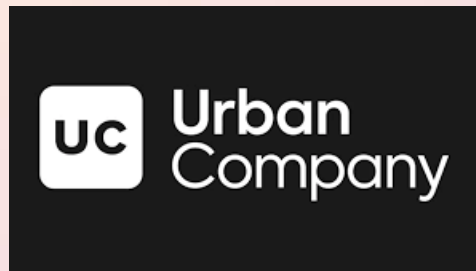
Project Brief:

- Imagine you are a Product Manager for Urban Company - is a home services platform in India.
- The App Store rating in India has dropped from 4.7 to 4.1 stars in the last 6 months.
- Find out the possible root cause(s) of the problem.

Assumptions:

- Assume that this happened only on iPhone devices.
- Please list any other assumptions you have made during your analysis.

Problem Solving Case (RCA) – Urban Company



Analysing the problem

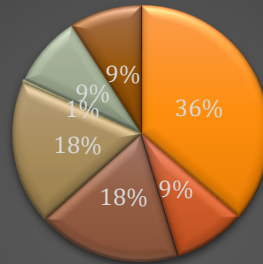
App Store rating in India has dropped from 4.7 to 4.1 stars in the last 6 months



Ratings & Comments Analysis

Problems	Rating & Comments count
Customer Service Quality	200
App Functionality Issues	50
Auto-Acceptance Feature*	100
Ineffective Customer Support	100
Provider Strike	2
Competitor Activity	50
Market Conditions*	50

Rating & Comments count

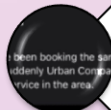


- Customer Service Quality
- App Functionality Issues
- Auto-Acceptance Feature*
- Ineffective Customer Support
- Provider Strike
- Competitor Activity
- Market Conditions*

Below attached are snapshots of comments and ratings from the App Store to support the data findings.



App Functionality Issues



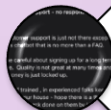
Market Conditions



Competitor Activity



Provider Strike



Customer Service Quality



Auto-Acceptance Feature

I uninstalled the app after using it for 5... 18 Jun

★★★★★

Baby@u

Services are very very expensive n professional are so irrespecful n do not use all products . They keep for themselves 😂

Buggy app

18 Jun

★★★★★

ihdeen

Pages won't load, like laser hair reduction page is broken since days. Plus it's not worthy of a big ticket service like this. They won't support you unless they have extracted 50-60k out of you. Just another aggressive money minded company :/

Unable to book for laser treatment after... 26 Jul

★★★★★

Nahi batana yarrrr

Not so happy with updated version poor performance

Regarding booking slot

14 Jun

★★★★★

_shruti08

If you are unable to provide the professional at booking slot which is showing in your app. Then just remove the slot. Wasting the time for others by showing us the slot and asking at the last moment to change the slot. If you don't have that workforce then please shut ur app. Very disappointing and unprofessional

Worst app

22 May

★★★★★

pooja1518

Please hire new professionals who would do good service and come on selected date and time and not by their own schedule.

Irritating people keep on rescheduling and cancelling where we sit and wait for them.. Instead i can take a cab and visit salons.

Hidden Surge Charges with high deman... 24 Jul
 ★★★★★ MonAherwar

I used to love using UC but now they have started deceiving their customers. Surge charges were usually visible at the time of choosing a slot before but now they silently add it to final payment method. Surge charges are applicable just based on peak time irrespective of demand and supply whic. [more](#)



Very poor staff quality and attitude 26 Jul
 ★★★★★ Divyaholla

The people hired for massage are very bad and have absolutely no professionalism and URban clap just doesn't care as long as they get paid by the customer and stay profitable.

High charges 21 Jul
 ★★★★★ Rahul12345gh

The rates are quite high

Door handle fitting 20 Jul
 ★★★★★ Itskrishn238

Too much expensive, one handle screw fitting is 100 rupees. It's just 2 min job.

Rates are very high compared to market... 7 Jul
 ★★★★★ Karthik AB

Need to be more competitive and wont be approaching UC again due very high rates.



Internal Factors Analysis

Customer Service Quality

- Recent customer reviews highlight service quality issues at Urban Company. New providers, even after training, are not delivering reliable services in areas like salon, maintenance, home cleaning, and appliance repair. Out of 50 reviews on the App Store, many show dissatisfaction with service quality, pointing to a gap between provider readiness and customer expectations. This has led to lower customer satisfaction and app ratings.

App Functionality Issues

- Another issue from the App Store reviews is app functionality. Users report bugs and inconsistent behavior on iPhones, with some devices showing 4 tabs and others 5, possibly due to different iOS versions or new features. These inconsistencies and disruptions are confusing users and lowering satisfaction. Fixing these technical issues is essential for a consistent experience across all iPhones.

Auto-Acceptance Feature

- Another issue is the new auto-acceptance feature introduced in February 2024, which has caused problems for both providers and customers. Before this change, providers could choose to accept or ignore bookings based on their availability. Now, bookings are automatically assigned to the nearest available provider. This has led to cancellations when providers are not actually available, and the app often rebooks the service for another day without informing the customer. This has resulted in many negative comments and complaints from users.

External Factors Analysis

Market Conditions

- Market conditions are affecting Urban Company due to several reasons. New competitors are offering lower prices and better services, drawing customers away. Customer preferences are changing, with many looking for more affordable or specialized services. Regulatory changes may also be increasing costs or limiting what Urban Company can offer. These factors make it harder for Urban Company to keep up and meet customer needs.

Provider Strike

- The provider strike is another issue Urban Company is facing, which I see as an external problem. In February 2024, providers went on strike due to a change in the booking system. Previously, providers could choose to accept or ignore bookings based on their availability, but the new auto-acceptance feature automatically assigns bookings to them. This led to problems when providers were unavailable at the time of booking, resulting in cancellations and customer dissatisfaction. As a result, customer satisfaction rates have dropped, contributing to the decline in app store ratings.

Competitor Activity

- Urban Company faces strong competition from other providers like HomeTriangle, NoBroker, and Housing.com, which offer similar services, such as beauty treatments, home cleaning, and technical repairs. These competitors are offering services in the same categories, like salon, AC maintenance, and home cleaning for different-sized apartments. Their marketing strategies may be more appealing to customers, causing them to switch from Urban Company to these alternatives. This increased competition could be contributing to a decline in Urban Company's iOS app ratings as customers explore other options.

User Journey Analysis

- ✚ real-time user journey analysis across different age categories, capturing their experience from check-in to check-out along with their feedback.

18 - 30

Chennai

- I use the Urban Company app regularly and have had a very good experience from check-in to check-out. The app is easy to use, and it clearly shows all available services, whether I need a salon appointment for a pedicure, manicure, haircut, or spa, or a home service like AC or washing machine maintenance, home cleaning, or weekly scheduling.
- I would rate Urban Company four stars for its overall service. However, I have noticed a few issues: sometimes the service providers do not arrive on time, and occasionally, newly trained staff do not deliver the best quality service.

30 - 45

Mumbai

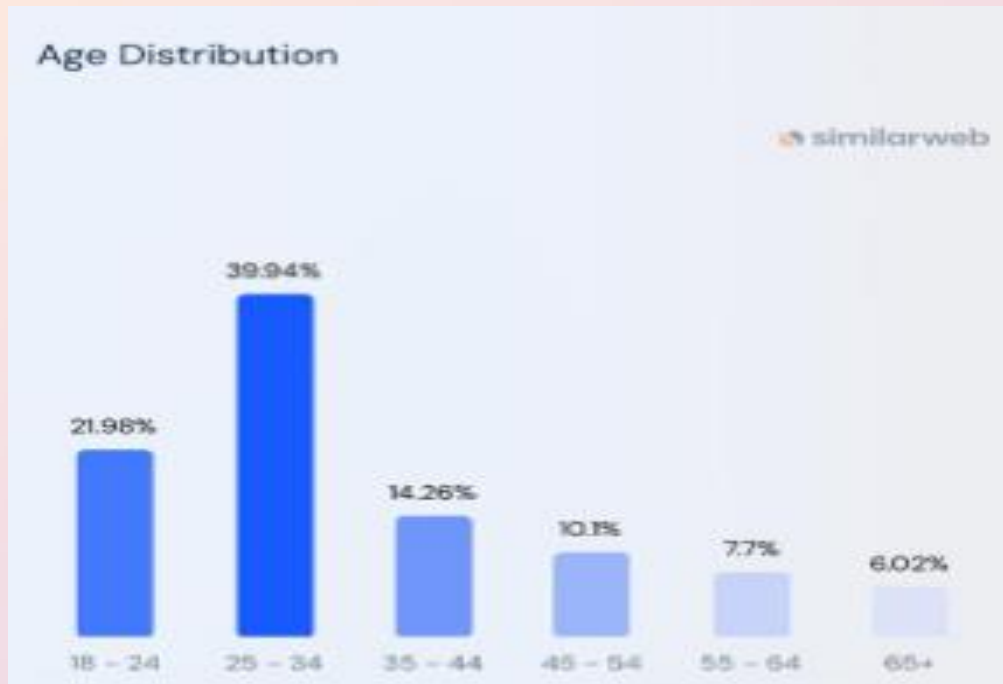
- I am a 38-year-old user from Mumbai and a weekly customer of Urban Company. I mostly use the app for home maintenance and cleaning services, like weekly deep cleaning, and sometimes for salon services. Overall, the app provides a very good experience from check-in to checkout, and the services are reliable.
- However, I do face a few issues:
 - Occasionally, the app gets stuck or automatically closes during payment processing.
 - In my area, the rates for home cleaning or AC maintenance services often change from week to week due to high demand.
 - Sometimes, even after booking a slot, the technician is unavailable, and my booking is automatically canceled or rescheduled for the next day without my approval.

45 - 60

Kerala

- I am a 50-year-old woman from Kerala who uses the app for massage therapies about three times a month and occasionally for home cleaning. Due to my age, I find it a bit difficult to navigate the app, especially when selecting the right service categories. Because of this, I usually ask my grandchildren or relatives to book for me. Sometimes, the quality of the service is not up to the mark.

User Journey Analysis



Metrics Breakdown

North Star Metric

Number of Bookings

•Total Bookings in 6 Months: 500

•Days in 6 Months: 180

•Bookings per Day = $500 / 180 \approx 2.78$

L2 Metric

Number of Active Users per Day

Assumption: Each active user makes 1 booking per day

•Bookings per Day: 2.78

•Active Users per Day ≈ 2.78

•Average Transaction Value: ₹1,500

Slice Metric

Increase in New iOS Users per Day in Tier 1 Cities

- Percentage of iOS Users: 60%
- Total Active Users per Day: 2.78

Calculation:

- iOS Users per Day = $2.78 * 60\% \approx 1.67$

Geographies (Tier 1 Cities) 📍

- Mumbai
- Delhi
- Bangalore
- Chennai
- Pune

Categories 🏠

- Salons 👱♀️
- Technician Maintenance (AC repair, TV repair, Washing Machine repair) 🔧

Health Metric

- Time Spent on Platform per User: 15 to 20 minutes

- Time to Order: 15 minutes

- Payment Success Rate: 80%
 - Total Payments: 50
 - Failed Payments: 10
 - Successful Payments: 40

- App Loading Time: 2 to 3 seconds

Conclusion

Analysis of Core Problem: Auto-Acceptance Feature 🤖

Issue Overview:

- Launch: February 2024
- Categories Affected: Salons, Technician Maintenance, Home Cleaning
- Previous State: Providers could accept or ignore bookings.
- Current State: Auto-acceptance reduces provider flexibility, causing dissatisfaction.
- Customer Impact: Delays, cancellations, and automatic rescheduling without consent.

User Behaviours:

- iOS Users in Tier 1 Cities: 60%
- Problem: Providers can't manage new bookings, leading to issues.

Competitor Activity:

- Competitors: Home Triangle, Housing.com, NoBroker.com
- Advantages: Better pricing, flexibility, and promotional discounts.

Customer Feedback:

- Issues: High prices, poor service, unreliable scheduling, payment failures, slow loading times.

Provider Strike:

- Reason: Loss of flexibility due to auto-acceptance.

Conclusion: Key Issues Affecting Urban Company

1. Re-evaluate auto-acceptance to restore flexibility.
2. Improve app performance, especially for iOS.
3. Enhance customer service to stay competitive.
4. Offer promotions to attract and retain customers.