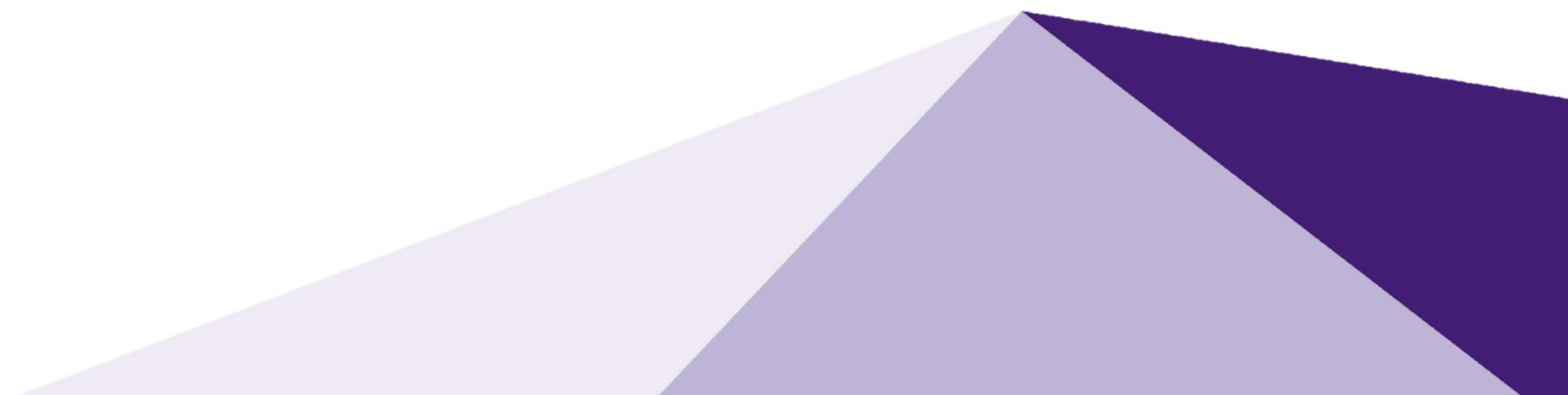


Uber Clean: On-Demand Laundry Service from Uber

Product Case Study

By
Vidya Ramakrishnan



Uber Clean product brief

In today's fast-paced world, consumers value convenient and efficient solutions. Doing laundry demands significant time and effort. Using external laundry services involves traveling to the location, waiting for machines to become available, waiting for the washing and drying cycles, and transporting the laundry back home. **Uber Clean** aims to make laundry seamless and reliable by offering on-demand pickup, professional cleaning through P&G, and doorstep delivery by leveraging Uber's ride sharing network.

Market Size

The U.S. laundry and dry cleaning market was valued at USD 11.17 billion in 2023 and is projected to grow to USD 15.20 billion by 2032. The global laundry and dry cleaning market is estimated to reach \$96 billion by 2025, with a compound annual growth rate of 5-7%. The value lies in meeting consumer demand for reliable and on-demand services particularly for busy professionals and students. A significant portion of this value can come from densely populated urban areas where apartments often lack infrastructure to accommodate laundry facilities that force residents to use external laundry services.

Target Customer

Harry, a 34-year-old program manager, leads a busy life balancing a demanding job, a commitment to fitness, and quality time with loved ones. On weekdays, he focuses on staying healthy through exercise and cooking, and spending time with family and friends. His packed schedule and the lack of laundry facilities in the apartment poses a challenge. While his downtown residence reduces commute time, but the trade-off comes with crowded local laundromats where he endures wait times exceeding 1.5 hours, plus the additional inconvenience of hauling clothes back and forth. To summarise, his pain points are:

- *Time constraints:* With a busy schedule, he struggles to find time to do laundry.
- *Inconvenience:* He finds commuting and carrying the clothes to the laundry facilities cumbersome.
- *Time consuming:* Living in densely populated city center, Harry has to wait to get access to free machines during the evenings and weekends. In addition to this, he had to wait for another 2 hours for washing and drying cycle to complete.

Uber Clean product brief

Product Concept

Uber Clean is an on-demand laundry service that leverages Uber's existing app, technology, and driver network to offer convenient laundry pickup and delivery. Partnering with P&G's Tide Cleaners, the service ensures high-quality fabric care. Customers can schedule pickups through the Uber app, place their clothes in laundry bags, and have them collected and delivered at their convenience. Designed for busy professionals, students, and families, Uber Clean aims to offer efficient scheduling, route optimization, and competitive pricing. From the revenues generated by Uber Clean, P&G will keep 60% and pay Uber Clean 40%. Of this 40%, 33% will be shared with the drivers.

Business Model

Uber Clean will operate as a service in the Uber app like Uber eats. Uber's dynamic pricing model will be used to charge the customer for pick and drop service. The business will generate revenue through a per service fee, that will be calculated based on the distance to the closest Tide cleaners, quantity of laundry, availability of drivers. Offering subscription plans to regular customers will provide a consistent, recurring revenue.

Risks

- *Competition*: Competing with already existing laundry services like Rinse and DRYV
- *Customer Acquisition*: Customers may prefer using closeby local dry cleaning store over Tide Cleaners.
- *Operational Logistics*: Managing the availability of drivers during peak hours and holiday seasons, and ensuring that drivers handle laundry carefully without damaging the clothes.
- *Regulatory Compliance*: Compiling with city specific road regulations.

Target Persona

DESCRIPTION

Harry works as a program manager. He works long hours and often handles multiple projects and deadlines. Harry deeply cares about his health and fitness. He enjoys cooking and savouring nutritious meals. With his busy schedule, he prefers solutions that simplify his life.

PERSONAL CHARACTERISTICS

- Ambitious
- Dedicated
- Inspiring
- Problem solver
- Tech-savy

GOALS

- Career growth
- To run a marathon
- Learn to dance

HOBBIES AND INTERESTS

- Cooking
- Cycling
- Trekking
- Reading

NEEDS

- Spend quality time with parents
- Find time to train for marathon
- Flexible solutions to simplify everyday tasks

CHALLENGES

- Struggling to find time for cleaning and laundry
- Busy on weekends visiting family or going cycling/trekking with friends.
- Living alone and working long hours, he can't hire help, so he prefers flexible solutions

SOURCES OF INFO

- Active on social media
- Friends, colleagues
- Reads blogs, articles
- Reads reviews on the internet while making a decision



HARRY

 34 years old

 Single

 Master's in Computer Science

 Program Manager at Target

 Minneapolis, USA

Jobs to be done

Jobs to be done

1. When I'm busy at work, I want to outsource my laundry, so I can relax.
2. When I have important meetings lined up but don't have time, I want to have my clothes cleaned and ironed at my convenience, so I can look professional.
3. When I'm caring for young children and overwhelmed with household tasks, I want to outsource laundry chore, so I can spend time with my family instead of worrying about chores.
4. When I am busy studying and don't have time to wait in line for the hostel laundry machine, I want a service to pick up, clean, and deliver my laundry, so I can focus on my studies.
5. When I don't own a vehicle, I want laundry services that come to me, so I can get my laundry cleaned without the hassle of carrying heavy loads of clothes on public transport.
6. When I don't have time to go to the cleaners but need to attend a wedding, I want my party wear cleaned and ironed, so I can look good at the event.
7. When I don't have a big laundry machine and winter is approaching, I want all my delicate winter clothes washed and dried, so I can stay warm and comfortable.
8. When I live in a small apartment that cannot accommodate a washing machine, I want to clean my clothes economically and conveniently, so I can save money and have a tidy home.
9. When I travel often for work, I want to offload cleaning of my clothes, so I can catch up on sleep.

High-Value Opportunities

1. *Convenience for busy professionals* and busy parents: Offer on-demand pickup, cleaning, and delivery of laundry at their doorstep, that fits their tight schedules
2. *Affordable monthly subscription*: Provide affordable monthly subscription plans for students and residents living in small apartments. Campus partnerships with universities for student housing integration
3. *Special care laundry options*: Offer specialised laundry services for delicate clothes, such as party wear and winter wear.

Epics, themes, user stories, and MVP

MVP for Uber Clean

Deciding on the right MVP depends on the specific product being developed. For Uber Clean, I believe a Concierge MVP would be the most suitable approach to test product-market fit.

In this scenario, Uber could manually assign drivers to handle laundry pickup and delivery, allowing the company to assess demand without investing in the full automation of the service. This method would help uncover customer pain points and aid in optimizing logistics, speed, and pricing.

Epic-level features

1. Account creation and management
2. Schedule pick-up/drop of laundry
3. Real time tracking and alerts
4. Pricing, discounts & subscriptions

Themes

- User experience
- Convenience
- Pricing

Epic	User stories	Themes
Account creation and management	As a new user, I want to create an account easily so that I can start using the service.	 User experience ▾
	As a user, I want to save my home address so that I don't need to enter it every time I schedule a pickup	 User experience ▾
	As a user, I want to securely save my preferred payment mode so that I don't need to enter it every time I use the service	 User experience ▾
Schedule pick-up/drop of laundry	As a user, I want to schedule my laundry pickup easily, so that I get laundry done without hassle	 Convenience ▾
	As a student, I want to schedule laundry pickups on weekends, so that I have cleaned clothes for my classes	 Convenience ▾
	As I have a function to attend, I want the party wear to be cleaned immediately, so that I can look good at the event	 Convenience ▾
Real time tracking and alerts	As a user, I want to receive notifications about the progress of laundry service like pickup, cleaning/drying, ready for drop, so that I can plan accordingly	 Convenience ▾
	As a user, I want to see real-time updates about the location of the driver, so I can keep the soiled clothes in the laundry bag ready to be picked up	 Convenience ▾
	As a user, I want to know the estimated time taken to pick-up or deliver, so that I can choose off-peak time for better rates	 Pricing ▾
Pricing, discounts and subscription	As a user, I want to see approximate pricing so that I know how much I will have to pay for my laundry service before I book	 Pricing ▾
	As a user, I want to get discounts or subscription deals for my orders so I can save money	 Pricing ▾
	As a student, I want the option to book a recurring pickup & drop service so that I don't have to schedule it every time	 Pricing ▾

Product opportunity and business model

1. **Total Addressable Market (TAM)** - \$11.5 billion

According to the report, US market for laundry and dry cleaner services is \$11.5 billion

2. **Serviceable Available Market (SAM)** - \$3.45 billion

SAM narrows the TAM to the segment of the market that will likely use Uber Clean like Urban, tech-savvy consumers. According to the report, around 66% of consumers are not tech-savvy. So urban, tech-savvy constitute around 30% of TAM , i.e \$3.45 billion

3. **Serviceable Obtainable Market (SOM)** - \$34 million - \$172 million

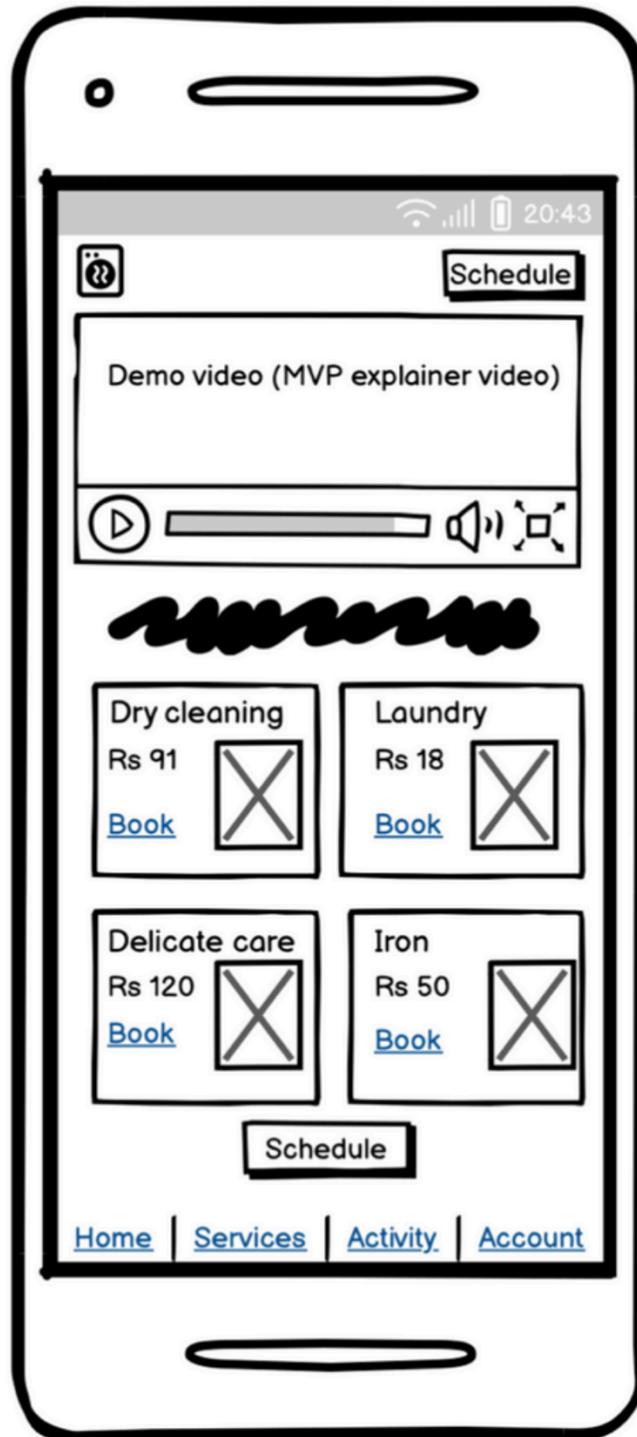
With current competitors like Rinse, DRYV, assuming a 1-5% of the market can captured, i.e \$34 million - \$172 million

Business model for Uber Clean

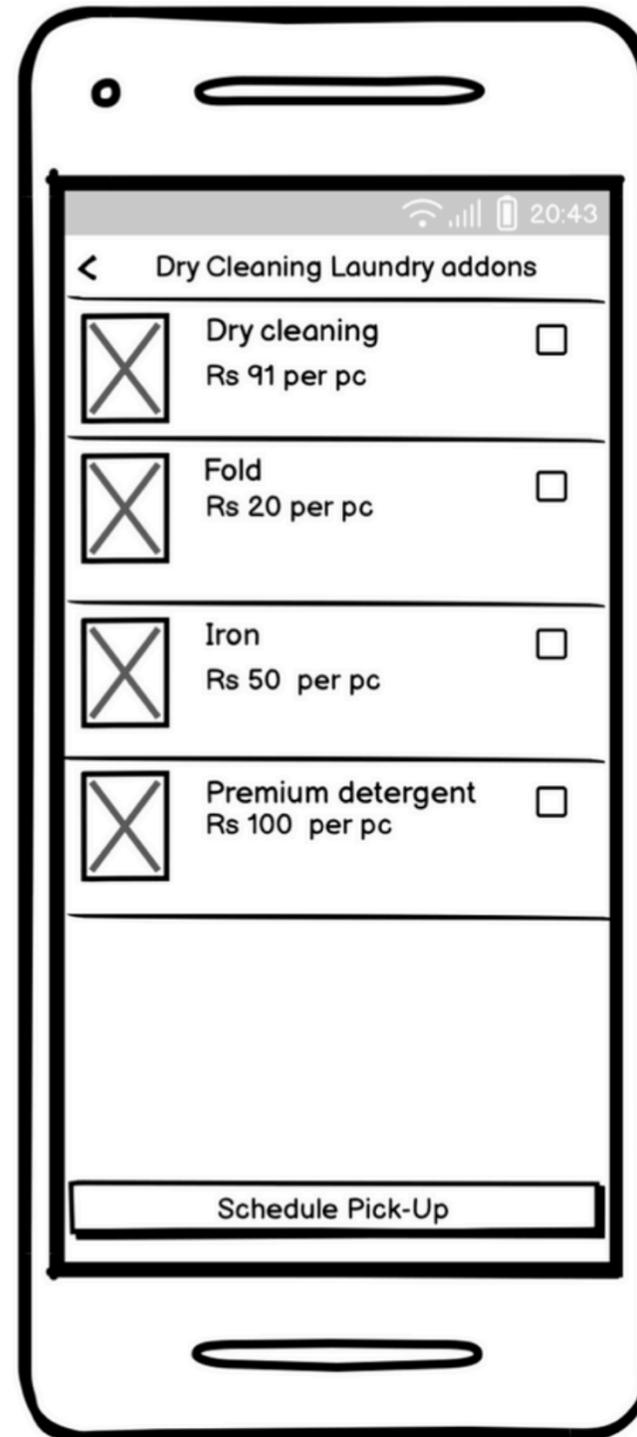
For Uber Clean, the most suitable business model would be a **transaction-based model**. This business involves coordinating the pick-up of customer's laundry from their location, delivering it to the nearest Tide Cleaners for cleaning, and returning the cleaned laundry to the customer's desired location. Revenue would be generated through a per-service fee, calculated based on factors such as the distance to the closest Tide Cleaners store, the quantity of laundry, and driver availability. Uber Clean would retain 40 percentage of this fee, while the remaining would go to Tide Cleaners.

As the business grows, a subscription model could be offered for recurring customers. This could offer regular users benefits such as discounted rates, weekly/monthly plans, creating a consistent and steady revenue.

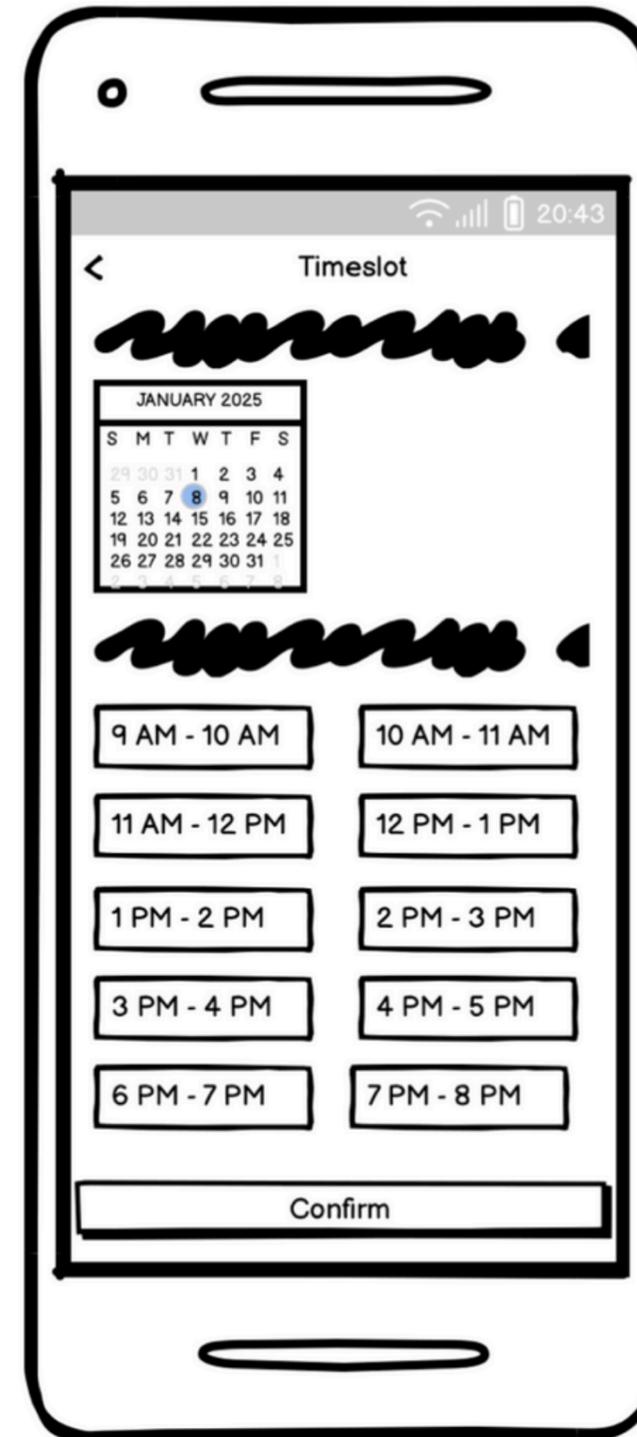
Wireframe



Screen 1
Homepage



Screen 2
Laundry service page



Screen 3
Timeslot page

Screen 1: Homepage

The user scrolls through the laundry service options displayed as cards and selects one.

Screen 2: Laundry service page

The selected laundry service option page opens, displaying detailed information about the service.

The user selects the desired services, and a "Schedule Pick-Up" button becomes visible.

Screen 3: Timeslot page

Upon clicking the "Schedule Pick-Up" button, a time scheduling page opens, displaying date and time options.

Product roadmap

Theme	Tag	Colour
Core Features		Blue
User Experience (UX)		Yellow
Logistics and operations		Green
Data Analysis & Customer Insights		Orange

Themes	Q1	Q2	Q3	Q4
 Core Features Essential feature for operation	 App MVP - Launch with essential features	 Real time order tracking	 Automatic cancellation and refund  Schedule for Later feature	 Subscription  Notification system - App push, sms, email notification
 User Experience (UX) Enhancing usability	 Themes and User stories	 UX and UI	 UX and UI feedback	 UX improvement
 Logistics and operations Optimizing scheduling and logistics processes.	 Decide on launch areas  Tide Cleaners and riders onboarding	 Setup customer support workflow & faq documentation	 Expand to more areas in the city  Automate vendor onboarding	
 Data Analysis & Customer Insights Improve tracking, analytics, and reporting	 Setup usage tracking and analytics	 Build basic analytics dashboard	 Generate reports from customer insights	 Advanced Analytics & Customer Insights

Value proposition and positioning statement

Uber Clean Positioning:

For busy professionals, students, and families in urban areas who don't have time to do laundry, Uber Clean is an on-demand laundry service that offers seamless pickup and delivery of reliable, high-quality cleaned laundry.

Unlike other on-demand laundromats and dry cleaners, we offer a quick, economical, and reliable service through our fully integrated app and extensive network of drivers, while ensuring top-quality cleaning with Tide Cleaner's expertise.

Uber Clean messaging statements:

- Clean laundry, just a tap away! Schedule your laundry pickup through the Uber app, and have your freshly cleaned clothes delivered to your doorstep at your preferred time.
- No more long queues or waiting for machines! Uber Clean picks up your dirty laundry and delivers it back fresh and clean, all at affordable rates.
- Too many chores and no time for laundry? Save time and effort with Uber Clean's seamless pickup and delivery of high-quality cleaned laundry.

Product pitch

The X (formerly Twitter) sales pitch

No time for laundry? We've got you! Uber Clean picks up, washes, and delivers your fresh, clean clothes right to your doorstep, making laundry effortless and stress-free. 🚚🪥👕UberClean

I chose X sales pitch for the following reasons:

1. Relatable pain point-“*No time for laundry?*” instantly connects with the user’s pain point
2. Concise - In this fast paced world, people prefer to consume short and engaging content
3. Clear value proposition- “*Uber Clean picks up, washes, and delivers*”, clearly states the value proposition. “*making laundry effortless and stress-free*” - address the benefits.
4. Conversational and social media style messaging- Casual tone, emojis and hashtag resonates well on social media and makes Uber Clean brand human and relatable.

Customer and market development strategies

For Uber Clean, the best pathway for growth would be increasing the share of market.

Increasing the share of the market focuses on gaining more customers within the overall laundry services space. The U.S. laundry services market is huge, its valuation anticipated to reach \$12.74 billion in 2025 which is currently fragmented. By focusing on capturing share from traditional laundromats and other on-demand laundry competitors like Rinse, DRYV, Uber Clean can scale faster without having to educate the entire market from scratch. It has a competitive edge because of its existing larger user base, proven logistics network of drivers, brand trust and app familiarity.

Market segments to target

1. Young professionals

Tech-savvy, busy young professionals who struggle to find time for chores like laundry.

Offers to Attract This Segment:

- Leverage their familiarity with the Uber app by promoting Uber Clean directly through in-app notifications or emails. Emphasize that their laundry will be cleaned by trusted Tide Cleaners.
- Provide in-app bundles that combine Uber Clean with Uber Eats or Uber Rides
- Highlight express laundry services and evening delivery slots, aligning with their work schedules.
- Partner with co-working spaces and employers to add Uber clean as lifestyle benefit.
- Collaborate with payment gateways and wallets to offer cashback or loyalty points to users who use Uber Clean.

Customer and market development strategies

2. Dual income families

Busy households where both parents are working with packed schedules. They value services and conveniences that reduce daily stress and give them time to spend with family.

Offers to attract this segment:

- Promote weekly subscription plans with scheduled pickups and deliveries.
- In the in-app promotions, emphasize that their laundry will be cleaned by trusted Tide Cleaners.
- Offer discounts on larger loads and heavy loads.
- Provide priority delivery slots on weekends or evenings.
- Partner with residential complexes to offer Uber Clean as a premium service in buildings.

3. College students

Students living in college dorms or off-campus housing with limited or shared laundry access. They are looking for convenient, affordable services at the click of a button.

Offers to attract this segment:

- Provide weekly or monthly subscription with exclusive student discounts.
- Offer referral-based discounts to incentivize students to invite their roommates to use the service.
- Provide in-app bundles that combine Uber Clean with Uber Eats or Uber Rides.
- Partner with college dorms to offer Uber clean as laundry solutions during move in.
- Collaborate with local cafes, study centers for promotions

Growth hacking strategies

Growth Marketing Tactics for Uber Clean

SEO (Search Engine Optimization)

Optimize the Uber Clean website and app for strong SEO to drive organic traffic. Use up-to-date keywords and tags so that when users search for laundry-related queries like “laundromat,” “dry cleaners,” or “laundry pickup,” Uber Clean appears in the top search results.

Social Media

Leverage social media platforms to capture attention through engaging posts, short videos, and reels.

Display Ads

Run targeted display ads on social media platforms and lifestyle-related websites. This will help ensure Uber Clean stays visible to users who are most likely to need laundry services.

Email Marketing & App Notifications

Tap into Uber’s existing customer base by sending well-crafted promotional emails and in-app notifications. Highlight the convenience of Uber Clean and offer limited-time discounts to encourage first-time use.

Search Engine Marketing (SEM)

Run paid search campaigns targeting keywords related to laundry services. SEM ensures that Uber Clean appears at the top of search results, driving traffic to the site or app.

Influencer Marketing

Collaborate with popular influencers in the lifestyle, home care, and productivity niches. Influencer partnerships are a powerful way to showcase the product’s benefits and reach new audiences through recommendations.

Success metrics

Metric type	Metric
North star metrics	Completed laundry orders per active user per month
L1	<ul style="list-style-type: none">• Monthly Active Users (MAU)• Average Orders per User per Month
Activation	% of users who place their first order within 7 days of signup
Adoption	<ul style="list-style-type: none">• number of new sign up• % of users who complete ≥ 1 order/month

Metric type	Metric
Retention	Repeat orders within 30 days
Engagement	<ul style="list-style-type: none">• Orders per user per month• App Open Frequency
Customer satisfaction	Net Promoter Score (NPS)

Data strategy and testing plan

Utilising data in business and strategy for storage and retrieval

Collecting data is crucial for better performance, user satisfaction and driving growth. Key data that needs to be collected:

- Customer data - To predict demand, offer quick turnaround time and offer subscription plans & discounts depending on user's ordering frequency
- Operational data - To predict peak times, plan driver availability & Tide Cleaner capacity
- Customer feedback data - Offer discounts and offer maintenance reports to Tide cleaners

Use cloud-based solutions to store data with appropriate security measures for customer data protection. Build APIs to connect different systems (Uber's ride sharing platform, Tide's cleaners systems, driver's admin apps, customer-facing apps) to ensure seamless data flow

Key technical considerations by engineering teams for data collection

Data infrastructure needs to be considered from day one.

Key considerations for the engineering team include:

- Plan data architecture for collecting real time data and future scaling for customization for machine learning models
- Seamless data collection between different platforms (Uber's ride sharing platform, Tide's cleaners systems, driver's app, customer-facing apps)
- All data is collected and stored in adherence to data privacy laws and compliance standards

Data strategy and testing plan

Data Collection: Types and Categories:

- *Customer data*
 - Ordering frequency
 - Day & time of ordering
 - Location
- *Operational data*
 - Pick up/Delivery efficiency
 - Tide cleaners turnaround time
 - Peak demand day & time
 - Route optimisation
- *Customer feedback data*
 - Service ratings and customer reviews
 - Cleaning satisfaction metrics
 - Driver performance metrics

Building a sustainable competitive advantage and defensible moat

The way Uber Clean can create a powerful data flywheel effect is *More Users* → *More Orders*.

- Offer discounts to existing Uber and Tide cleaner customers to encourage them to start using the service.
- More customers, more data for predictive models to improve service that in turn leads to customer satisfaction leading to more customers. Improve service in terms of route optimisation, faster turnaround, excellent cleaning service.

The competitive moat comes from the combination of Uber's logistics expertise and Tide's cleaning brand and reputation.

Automation and ML opportunity

Opportunities for Machine Learning in Our Product:

1. *Improving the user experience* -

- Smart scheduling - Use machine learning to predict optimal pickup/delivery time based on location, traffic, and historical patterns.
- Personalised pricing - Use machine learning to analyze user behavior and offer dynamic pricing and personalized discounts. To ensure equity, pricing algorithms will be regularly audited for bias and avoid collecting sensitive attributes (e.g., race, income) and apply fairness constraints to prevent higher prices for certain user groups.

2. *Operationalising the product*

- Route optimization - Use ML models to plan the most efficient pickup/delivery routes that minimize time and fuel costs
- Demand prediction - Predict busy periods and areas to optimize driver scheduling. This will also avoid overloading of local tide cleaners and improve turnaround time.

3. *Improving the back-end experience*

- Demand forecasting: Use busy day and location prediction to staff up drivers and notify Tide cleaners in advance.
- Churn Prediction: Use ML to detect users who are likely to stop using the service. Use this data, to enable proactive retention campaigning. Churn models will be designed to incorporate explainability techniques and fairness checks to ensure ethical re-engagement strategies.

ML Model Selection: What, Why, and How It Adds Value:

Uber's ride-sharing business has been operating for quite some time, and the models for route optimization and smart scheduling already have mature ML systems in place. For Uber Clean, it would be beneficial to invest in demand forecasting and load optimization for Tide Cleaners. Regression, decision tree, and neural network models are approaches for demand prediction. The choice of model would depend on balancing trade-offs and the complexity of the data.

Additionally, a recommendation system can be used to identify optimal pickup times for individual customers.

Reference: <https://cloud.google.com/learn/what-is-predictive-analytics>

Automation and ML opportunity

The other important aspect to be considered is privacy and ethics; this can be achieved by collecting only necessary data with user consent, ensuring transparency, and applying fairness checks to avoid bias.

Benefits of using these ML models:

- Optimizes capacity utilisation across all hours of operation
- Business can shift demand away from peak times, reducing delivery delays and cleaning backlogs.
- Users get personalised, convenient slot suggestions leading to better conversion rates.
- Enables push notifications and offer discounts to drive demand during slow periods

ROI:

1. Revenue growth: Faster turnaround times boost customer satisfaction and drive more bookings.
2. Capacity utilization improvement: Operational savings from avoiding overcrowded slots and failed pickups.

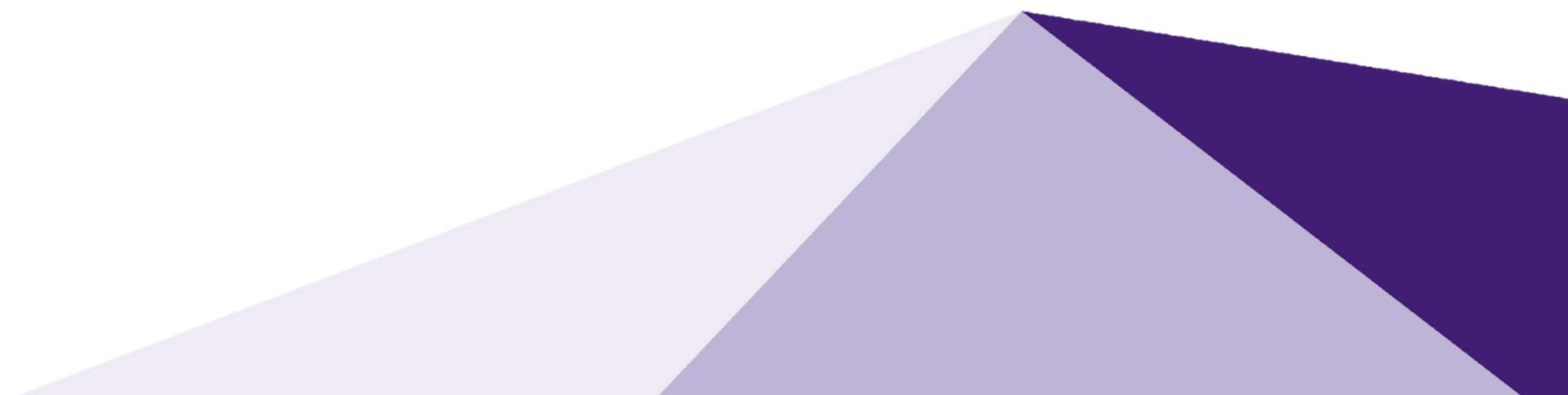
Required efforts:

- Historical data requirements: Collect detailed usage data
- Development resources: Data scientist, Developers, Infra
- Integration: ML models, app, dashboard development
- Testing
- Full deployment
- Feedback and improvements

This approach offers great returns without requiring heavy investment. The main effort will go into gathering quality historical data and crafting customer notifications that feel helpful, not intrusive. It sets up a win-win cycle; customers enjoy faster service, and the business makes better use of its resources.

Thank you!

By
Vidya Ramakrishnan

The bottom of the slide features a decorative graphic consisting of several overlapping triangles in various shades of purple and lavender, creating a modern, abstract design.