

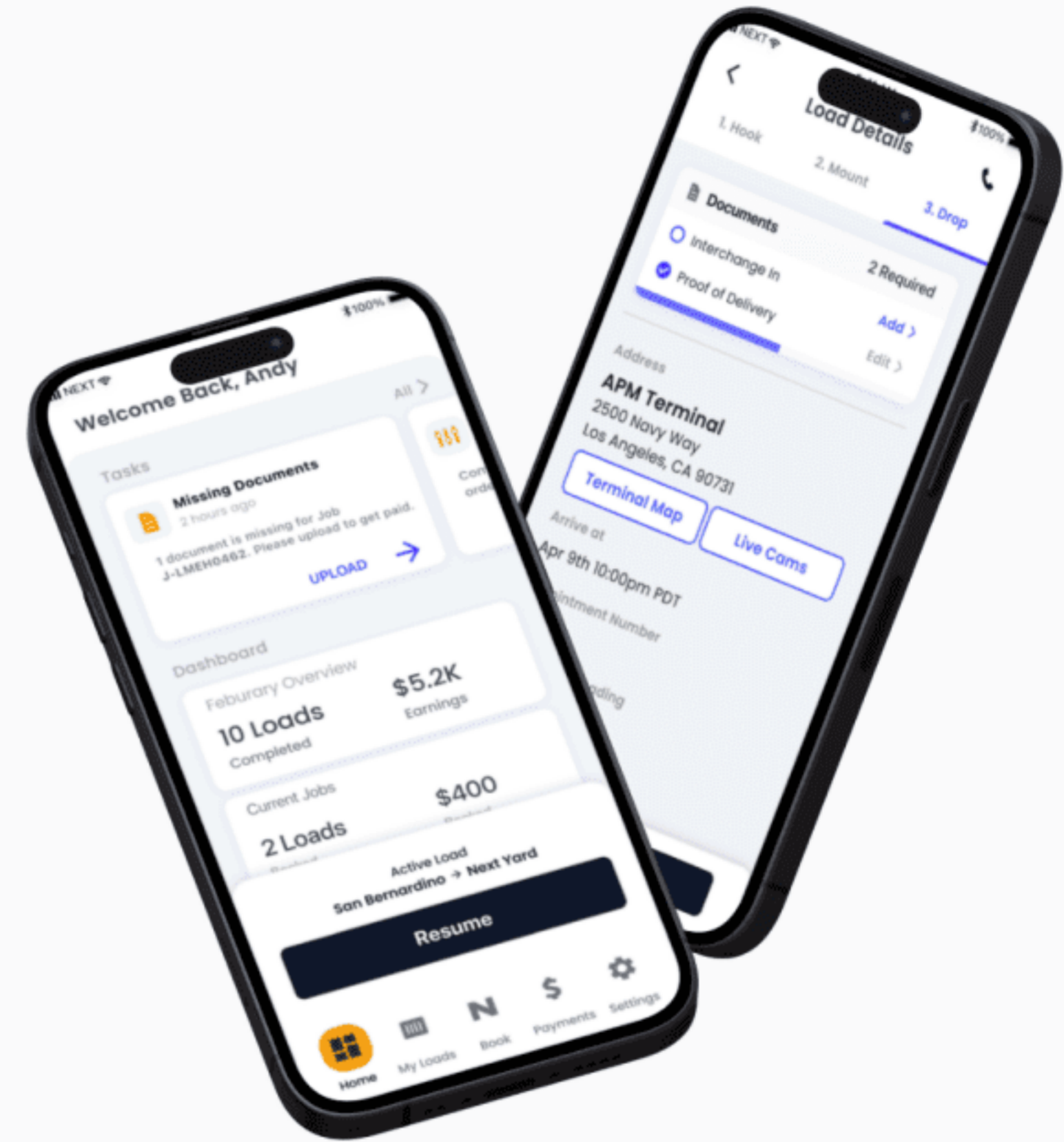
HEYI WANG

NEXT APP Payment Redesign

Mobile

3 Sprints (6 weeks)

Reduced user's payment time from 12 days to 3 days



OVERVIEW

Context

NEXT Empowers drivers to secure jobs through a dedicated **marketplace**.

Despite being a traditional industry, truck drivers currently rely on **paper documents** as proof of work to ensure timely payment.

My Role

Sole Designer + PM

Time Line

6 weeks design + 2 weeks iteration

Product

B2C mobile app

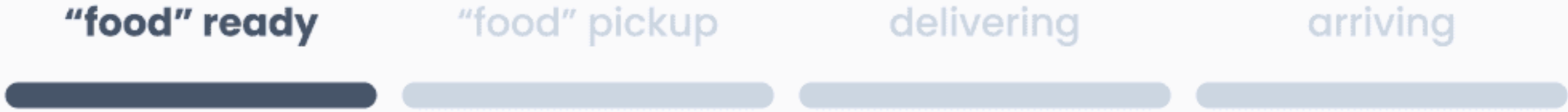
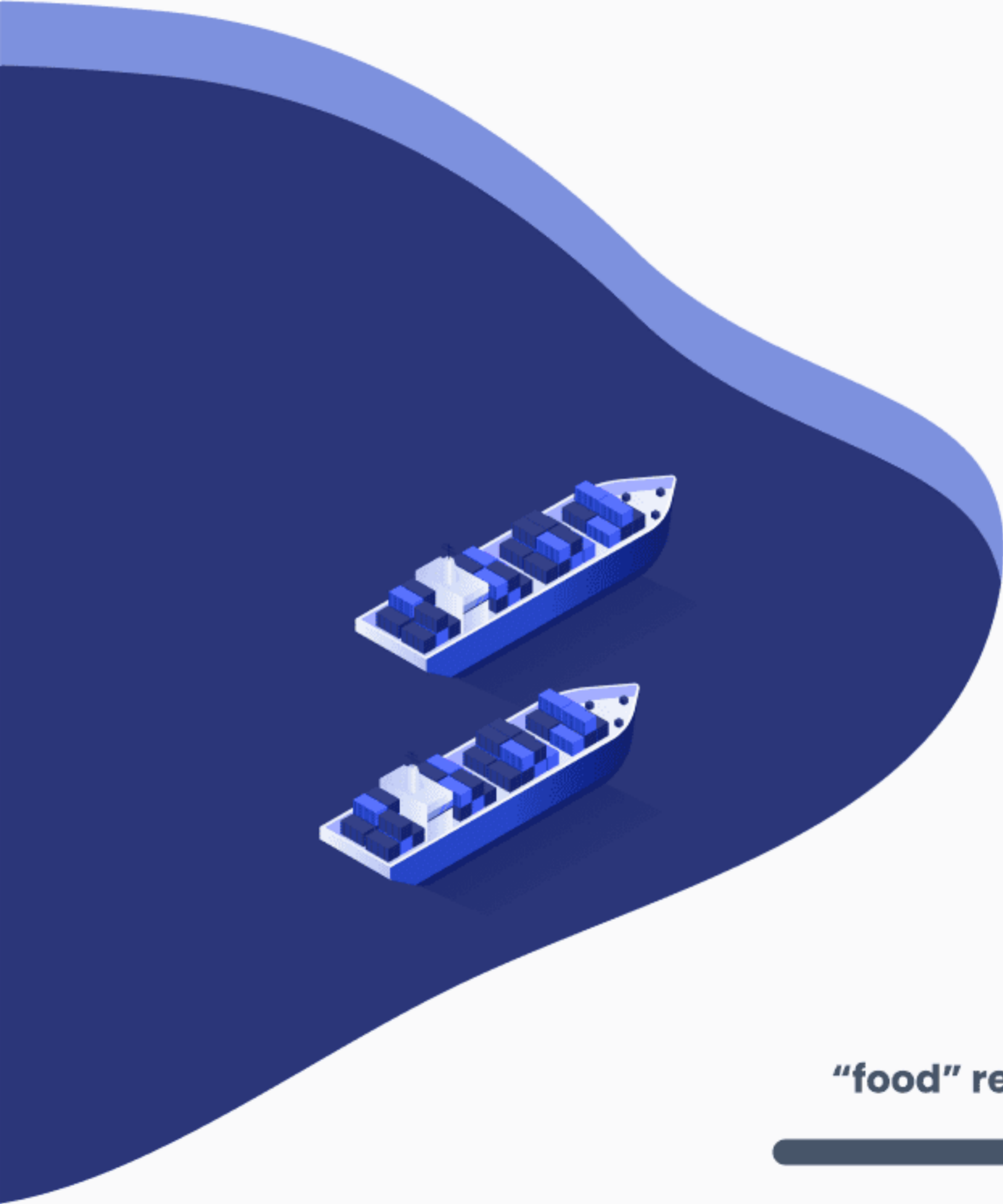
Target Users

Owner Operators



OVERVIEW

“DoorDash” for truckers



OVERVIEW

“DoorDash” for truckers



“food” ready

“food” pickup

delivering

arriving



OVERVIEW

“DoorDash” for truckers



OVERVIEW

“DoorDash” for truckers




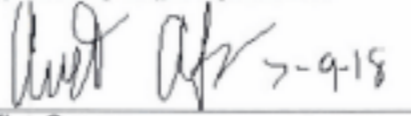
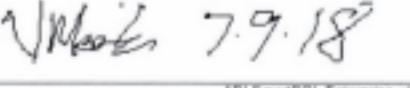
CREDITS

Upload documents



Page 1 of 10

Date: 6/25/2018 **Bill of Lading**

SHIP FROM		Bill of Lading Number: 06223560005295982	
Name: SHARKNINJA SALES COMPANY 9133 Address: 16300 FERN AVE CHINO, CA 91708			
City/State/Zip: SID# 1 <input type="checkbox"/> FOB			
SHIP TO		Carrier Name: MODE TRANSPORTATION	
Name: PACIFIC DISTRIBUTION Address: 3711 142nd AVENUE EAST SUMNER, WA 98390		Trailer Number: 939044	
City/State/Zip: CID# SEA / 2655 <input type="checkbox"/> FOB		Seal Number(s): 33294	
THIRD PARTY FREIGHT CHARGES BILL TO		SCAC: MTLE	
Name: BB&B C/O Address: BERMAN BLAKE ASSOCIATES P.O. BOX 9202 OLD BETHPAGE, NY 11804-9002		PRO NUMBER:	
Freight Charge Terms: <input type="checkbox"/> Prepaid <input checked="" type="checkbox"/> Collect <input type="checkbox"/> Third Party <input type="checkbox"/> Master Bill of Lading: with attached underlying Bills of Lading			
SPECIAL INSTRUCTIONS: Lithium Ion Battery Emergency Contact: ChemTel US 1-888-533-7762, International +1-813-248-0585; Contract #: MIS8020359 MVDP# 5321629 APT 1200 / IN 1430 / OUT 1516			
CUSTOMER ORDER INFORMATION			
CUSTOMER ORDER NUMBER	# PKGS	WEIGHT	PALLET/SLIP (Circle One)
See Attached Supplement Page			Y N
			Y N
GRAND TOTALS		938	13845 lbs
CARRIER INFORMATION			
HANDLING UNIT	PACKAGE	WEIGHT	H M (X)
QTY	TYPE	QTY	TYPE
		See Attached Supplement Page	
GRAND TOTALS (Weight in lbs)			
18		938	
		14485 lbs	
Where the rate is dependent on value, shippers are required to state specifically in writing the agreed or declared value of the property as follows: The agreed or declared value of the property is specifically stated by the shipper to be not exceeding _____ per _____		COD Amount: _____ Fee Terms: <input type="checkbox"/> Collect <input type="checkbox"/> Prepaid <input type="checkbox"/> Customer check acceptable	
NOTE Liability Limitation for loss or damage in this shipment may be applicable. See 49 U.S.C. - 14706(c)(1)(A) and (B). <small>RECEIVED, subject to individually determined rates or contracts that have been agreed upon in writing between the carrier and shipper. If applicable, otherwise to the rates, classifications and rules that have been established by the carrier and are available to the shipper, on request, and to all applicable state and federal regulations.</small>			
SHIPPER SIGNATURE / DATE <small>This is to certify that the above named materials are properly classified, packaged, marked and labeled, and are in proper condition for transportation according to the applicable regulations of the DOT.</small>  7-9-18		Trailer Loaded Freight Counted <input checked="" type="checkbox"/> By Shipper <input checked="" type="checkbox"/> By Driver <input type="checkbox"/> By Driver <input type="checkbox"/> By Driver / pallets <input type="checkbox"/> By Driver / pieces <input type="checkbox"/> By Driver / Pieces	
		CARRIER SIGNATURE / PICKUP DATE <small>Carrier acknowledges receipt of packages and required placards. Carrier certifies emergency response information was made available and/or carrier has the DOT emergency response guidebook or equivalent documentation in the vehicle. Property described above is received in good order, except as noted.</small>  7-9-18	

Office Copy 25
19131

ADT SmartBOL Enterprise v13.3.20

OVERVIEW

My PM left the company right before I joined...



CREDITS

Our Team

ME



SENIOR PRODUCT DESIGNER + PM

ENG LEAD

PMM

PAYMENT TEAM

CPO

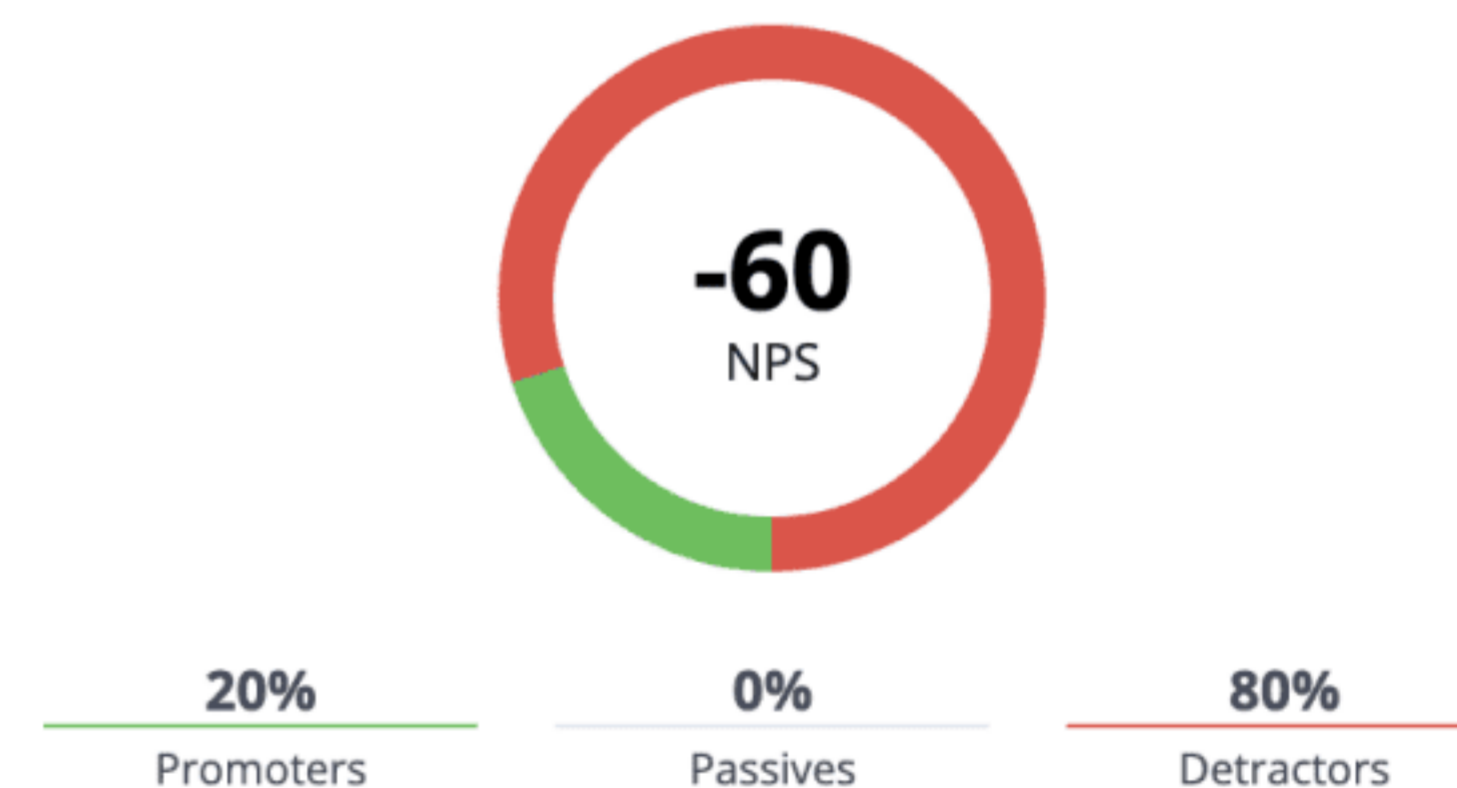
THE PROBLEM

I noticed that...

Our Net Promoter Score is only 4.3

The metric is based on customer responses to the question: "On a scale of 0 to 10, how likely are you to recommend the product to a friend?"

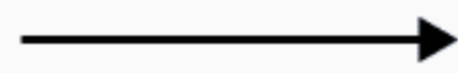
NEXT Trucking Overall NPS



THE PROBLEM

Drivers didn't get paid as soon as expected

Our Promise

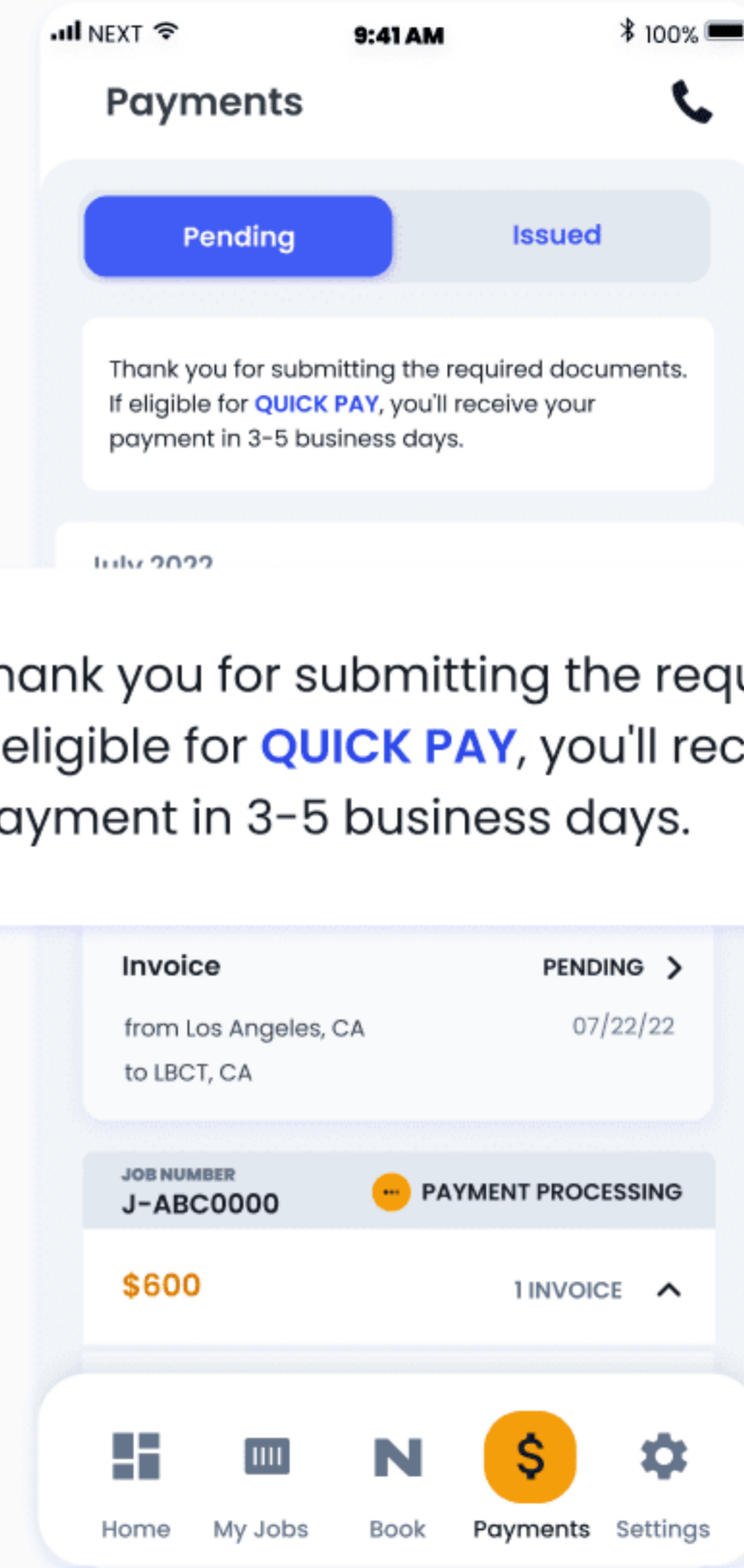


Actual

3 - 5 days**7 - 12 days**

"Why am I not getting paid for 28 days!?"

"NEXT never pays me!"



Thank you for submitting the required documents.
If eligible for **QUICK PAY**, you'll receive your
payment in 3-5 business days.

THE PROBLEM

Losing customer's trust

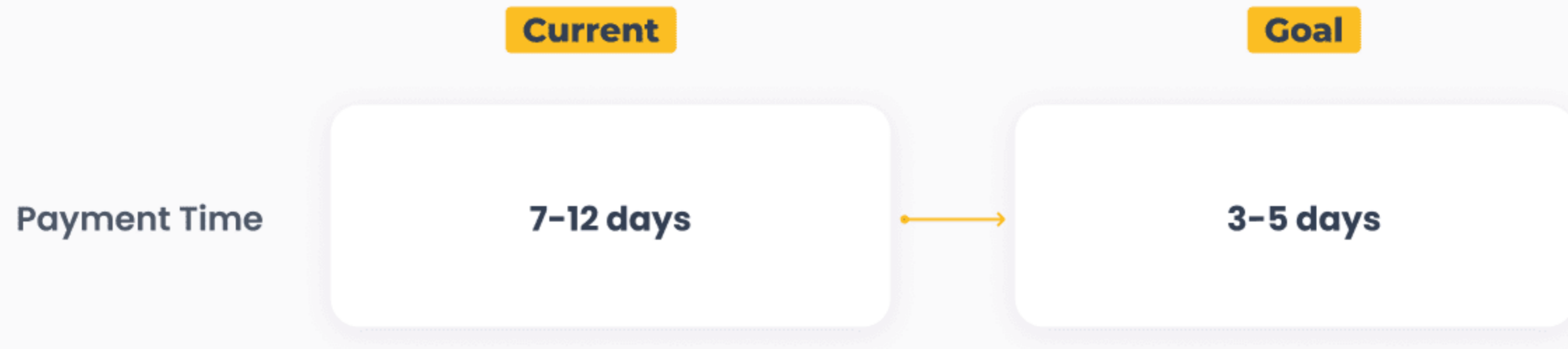
Due to the **declined credibility**, some clients have expressed reservations about collaborating with our organization. Regrettably, we have experienced a shortfall in securing several contracts valued in the millions of dollars.

“I heard NEXT is going bankrupt”

OVERVIEW

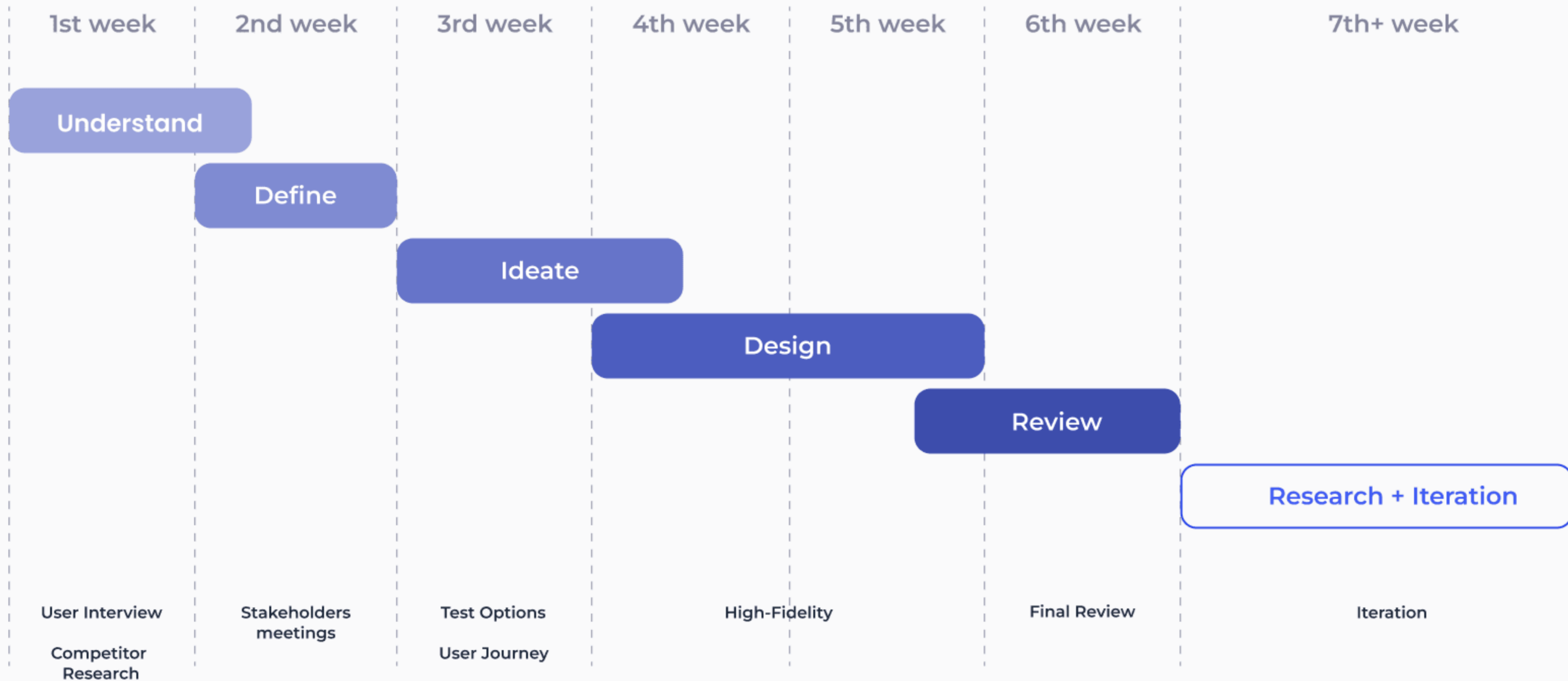
Goals

Iterate the mobile app to help drivers getting paid on time.



PROCESS

here's how it's done



DISCOVER

Stakeholders Research

✓ 2 stakeholders

🕒 2 days

Payment PM

Users upload document late

40% of our drivers didn't upload all the required documents within 24 hours.

Accounting Team

We didn't get all the docs

200+ documents are missing in 2021.

Some docs are not approved

24 docs are rejected in this month.

DISCOVER

Persona (imagined)

✓ 3 users

🕒 2 hours



Sal

55 years old

Not tech savvy

Assumption 1

Users can't upload documents on time while driving and then **forgot** to do so.

Assumption 2

Users wouldn't know when their document was rejected until a few days later.

Assumption 3

Users don't know where to upload the supplementary documents, so they were waiting for operators to ask.

RESEARCH

Directions

✓ 4 Opportunities

🕒 1 day

🔍 **Transparency**

✓ **Intuitive Flow**

RESEARCH

Proposals

☑ 4 Opportunities

🕒 1 day

1

Remind users to upload the **document** & submit **invoices** as soon as possible

2

Make the **accessorial documents** uploading more intuitive

3

Remind users when there is a **rejected** document

4

Allow users to **update and replace** the rejected documents

RESEARCH

Proposals

☑ 4 Opportunities

🕒 1 day

1

Remind users to upload the **document** & submit **invoices** as soon as possible

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Make the **accessorial documents** uploading more intuitive

3

Remind users when there is a **rejected** document

4

Allow users to **update and replace** the rejected documents

DISCOVER

Simplified the user journey

Current



Proposed



DEFINE

Proposed Prioritization

✓ 1 Stakeholder

🕒 1 days

Payment team PM

Payout team needs 2 sprints to support the "rejected doc" tickets



low hanging fruit + first step

Remind users to upload the document & submit invoices as soon as possible



most impactful

Remind users when there is a rejected document



across teams

Allow users to update and replace the rejected documents



tech heavy

Make the accessorial documents uploading entrance more visible

DEFINE

Revised Prioritization

✓ 1 Stakeholder

🕒 1 days

1 sprint

Remind users to upload the document & submit invoices as soon as possible

**2 sprints**

Make the accessorial documents uploading entrance more visible

**1 sprint**

Remind users when there is a rejected document

**1 -2 sprints**

Allow users to update and replace the rejected documents

payment team support

DEFINE

Technical Constraints

✓ 1 Stakeholder

🕒 1 days

Eng Lead



Yes, but...

can identify the rejection reasons

Remind users when there is a rejected document

only adding, no editing

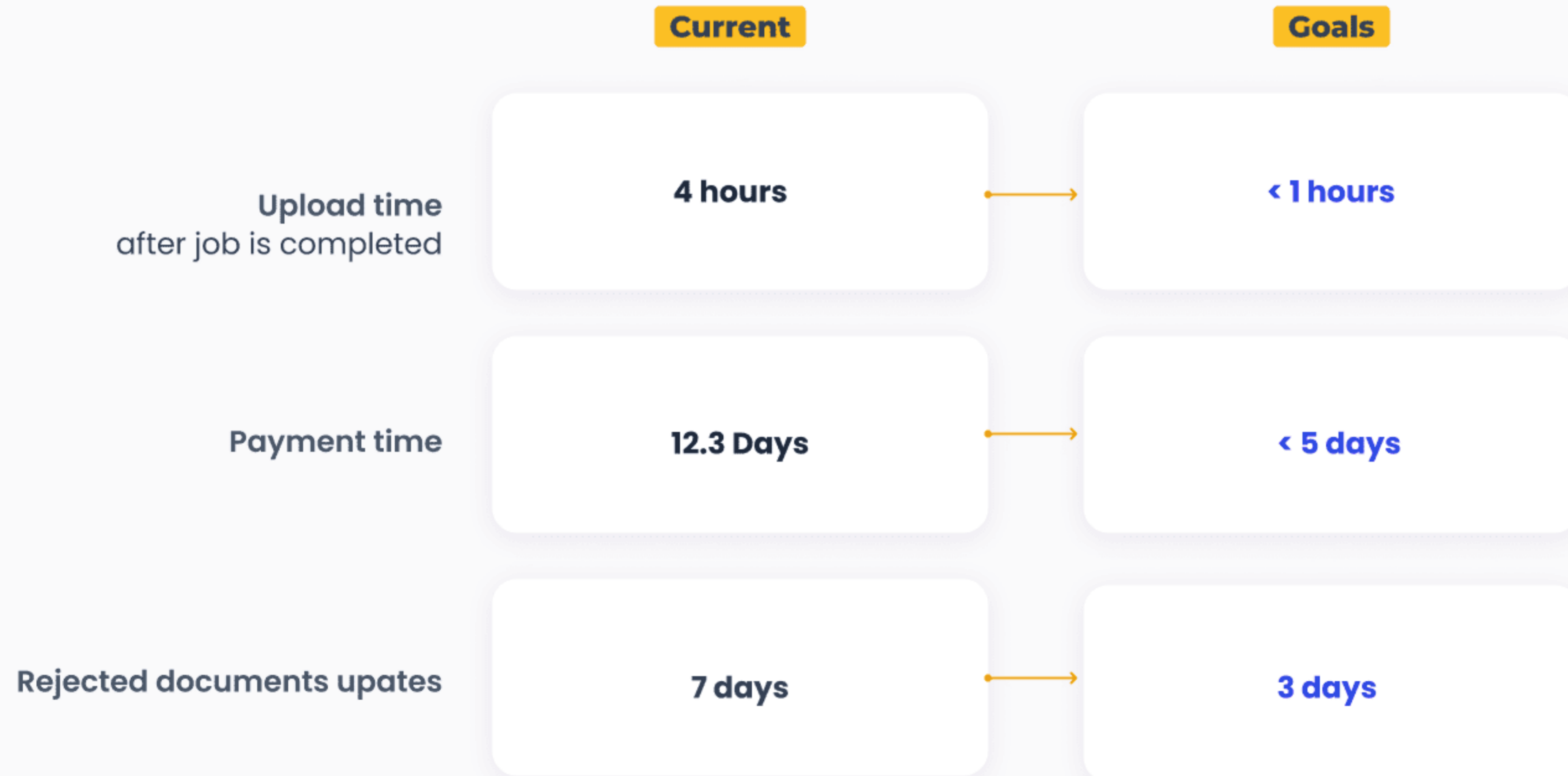
Allow users to update and replace the rejected documents

can't choose the document type

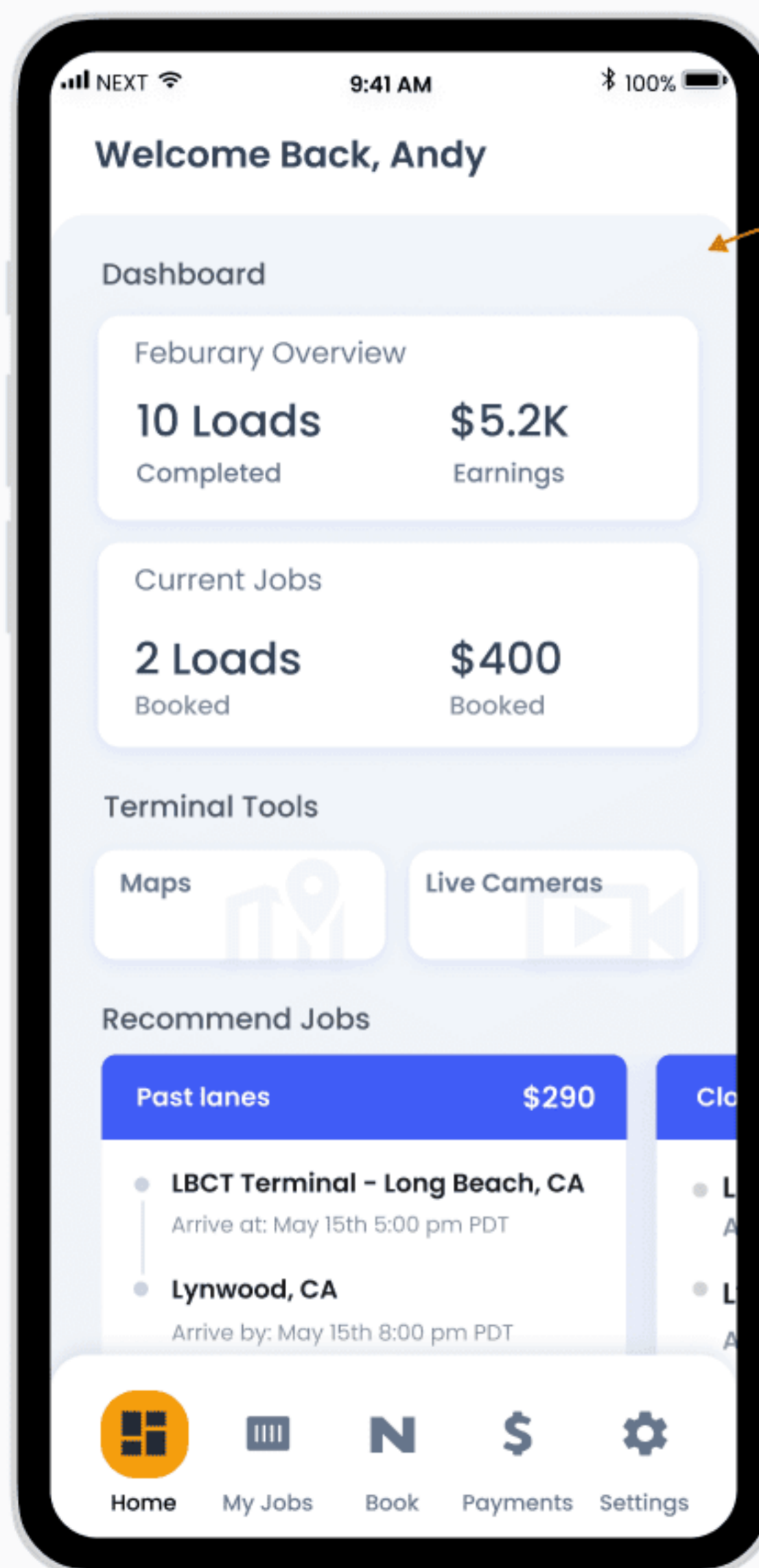
Make the accessorial documents uploading entrance more visible

DEFINE

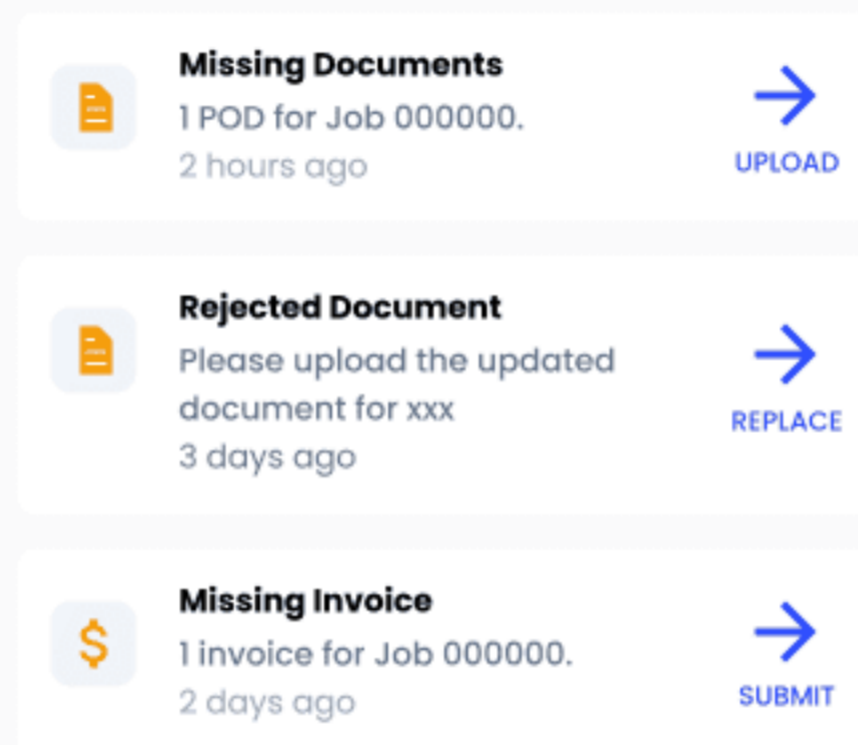
The success we would like to see



IDEATE - DASHBOARD REMINDER



Tasks




questions for Eng:


1. Can we display what type of documents are missing?
2. Can we display the job number?
3. Are we able to replace the rejected document directly from app

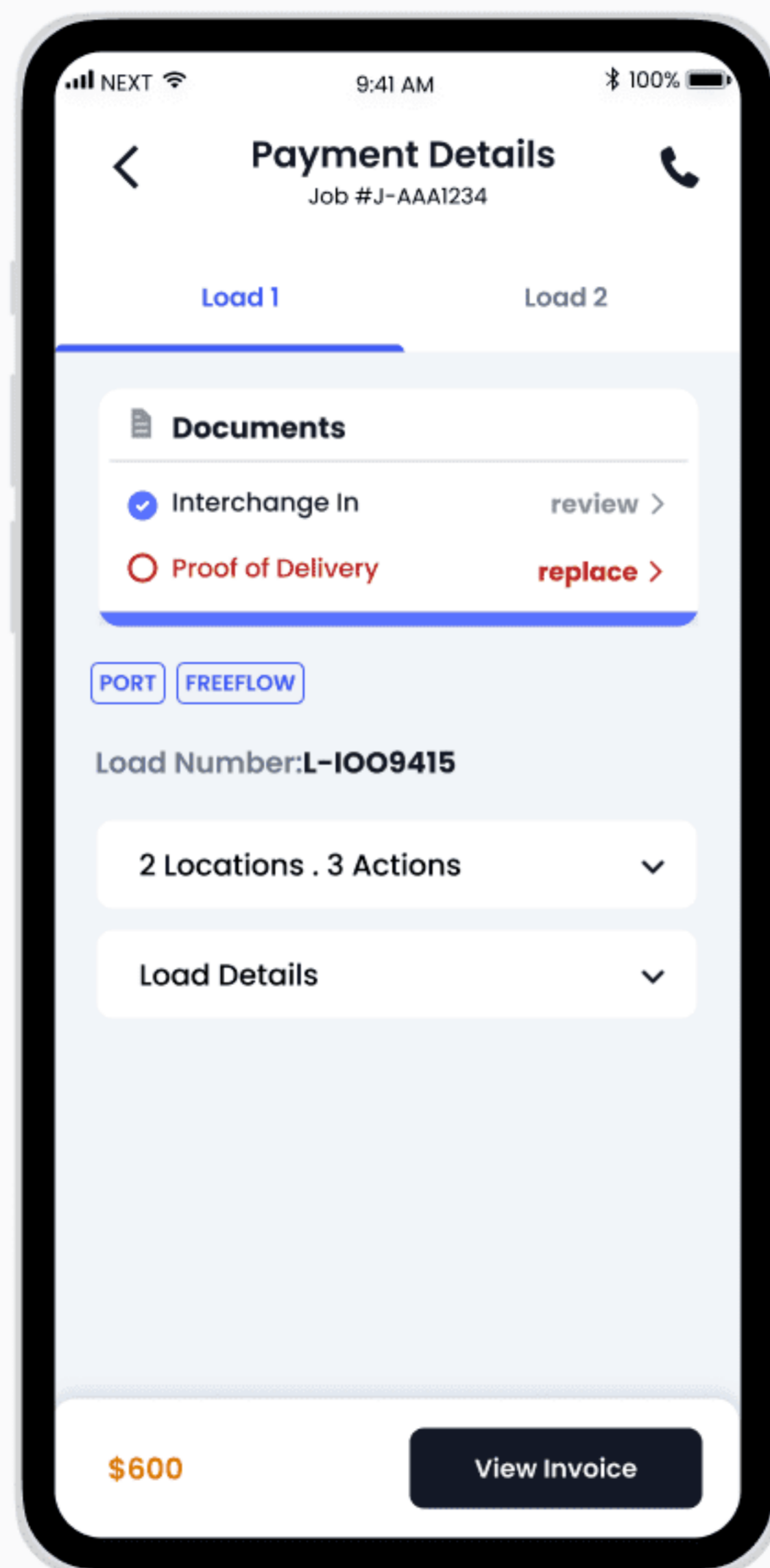
questions for PM:

1. Direct users to which page?
2. Sort by time or urgency levels?

IDEATE - REJECTED DOCUMENTS

 **Rejected Document**
Please upload the updated document for xxx
3 days ago

 [REPLACE](#)



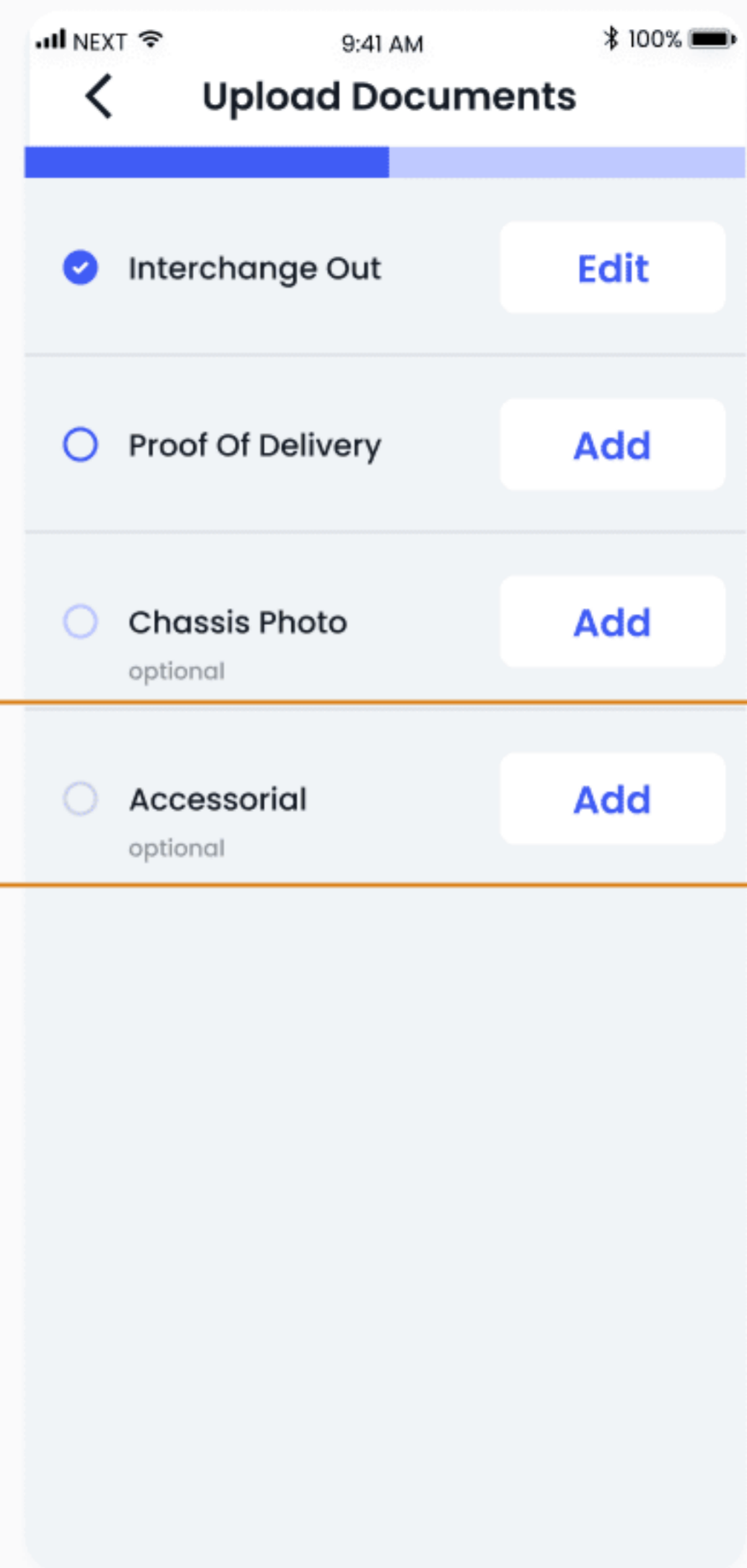
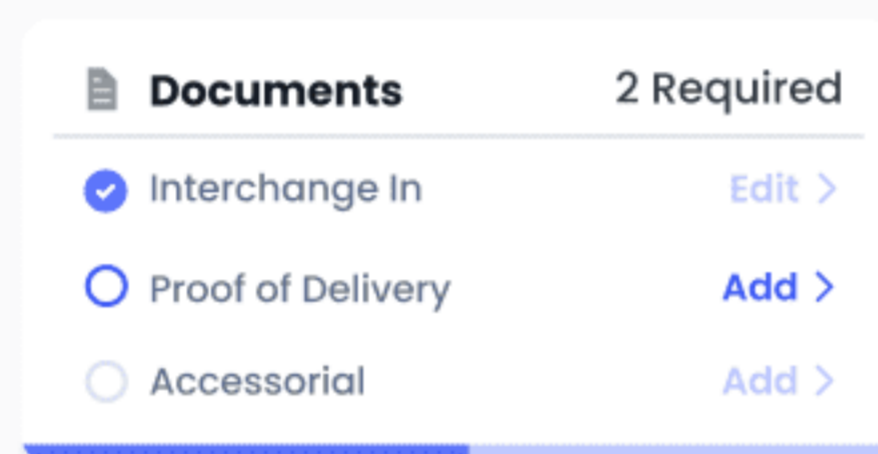
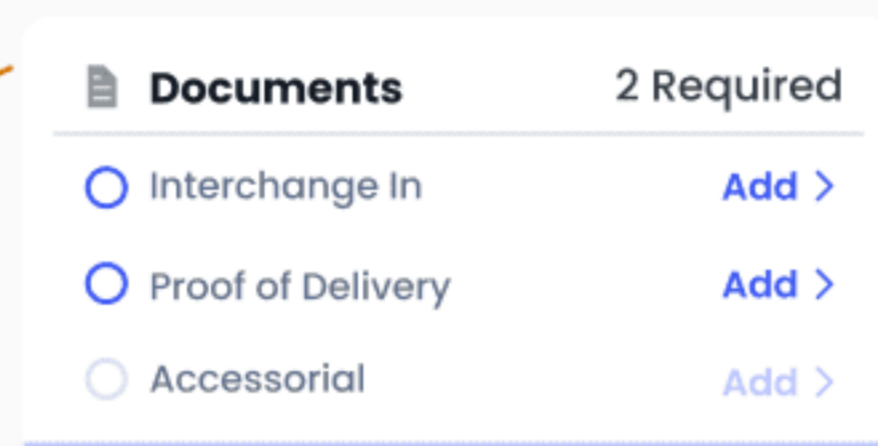
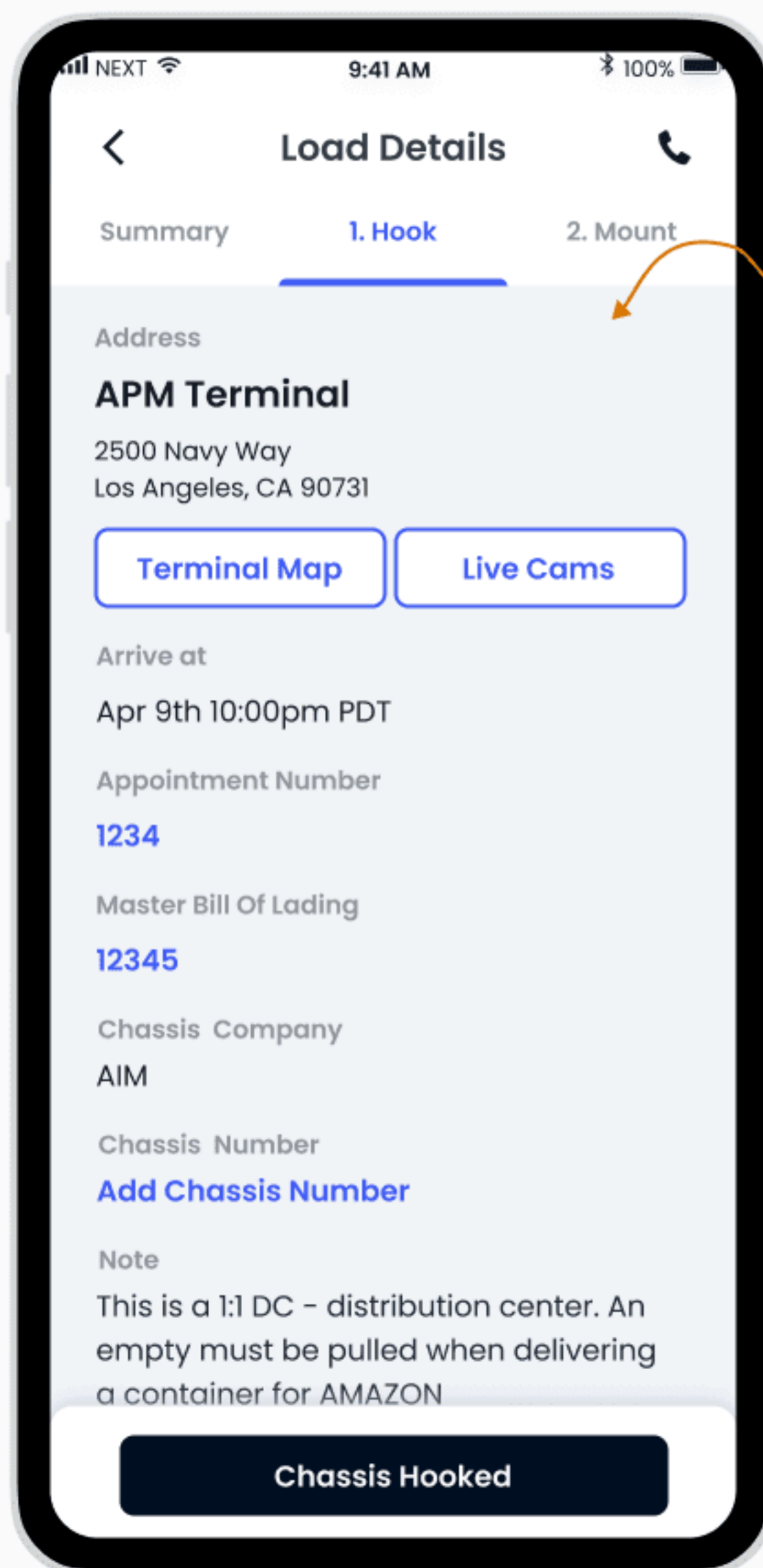
questions for Eng:

1. Any edge cases

questions for PM:

1. What's the maximum characters for reasons
2. Which page to land

IDEATE - UPLOAD ACCESSORIAL

**questions for Eng:**

Can we define the types at this step?

IDEATE

First Review

✓ 1 Stakeholder

🕒 1 days

Rejected Document
Please upload the updated document for xxx
3 days ago

[REPLACE](#)

rejection reason in the job details page

Payment PM



Tasks

Missing Documents
1 POD for Job 000000.
2 hours ago

[UPLOAD](#)

Rejected Document
Please upload the updated document for xxx
3 days ago

[REPLACE](#)

Missing Invoice
1 invoice for Job 000000.
2 days ago

[SUBMIT](#)

Eng Lead



Edge case: multiple accessorial documents

Documents 2 Required

- Interchange In [Edit >](#)
- Proof of Delivery [Add >](#)
- Accessorial (optional) [Add >](#)

Interchange Out [Edit](#)

Accessorial optional [Add](#)

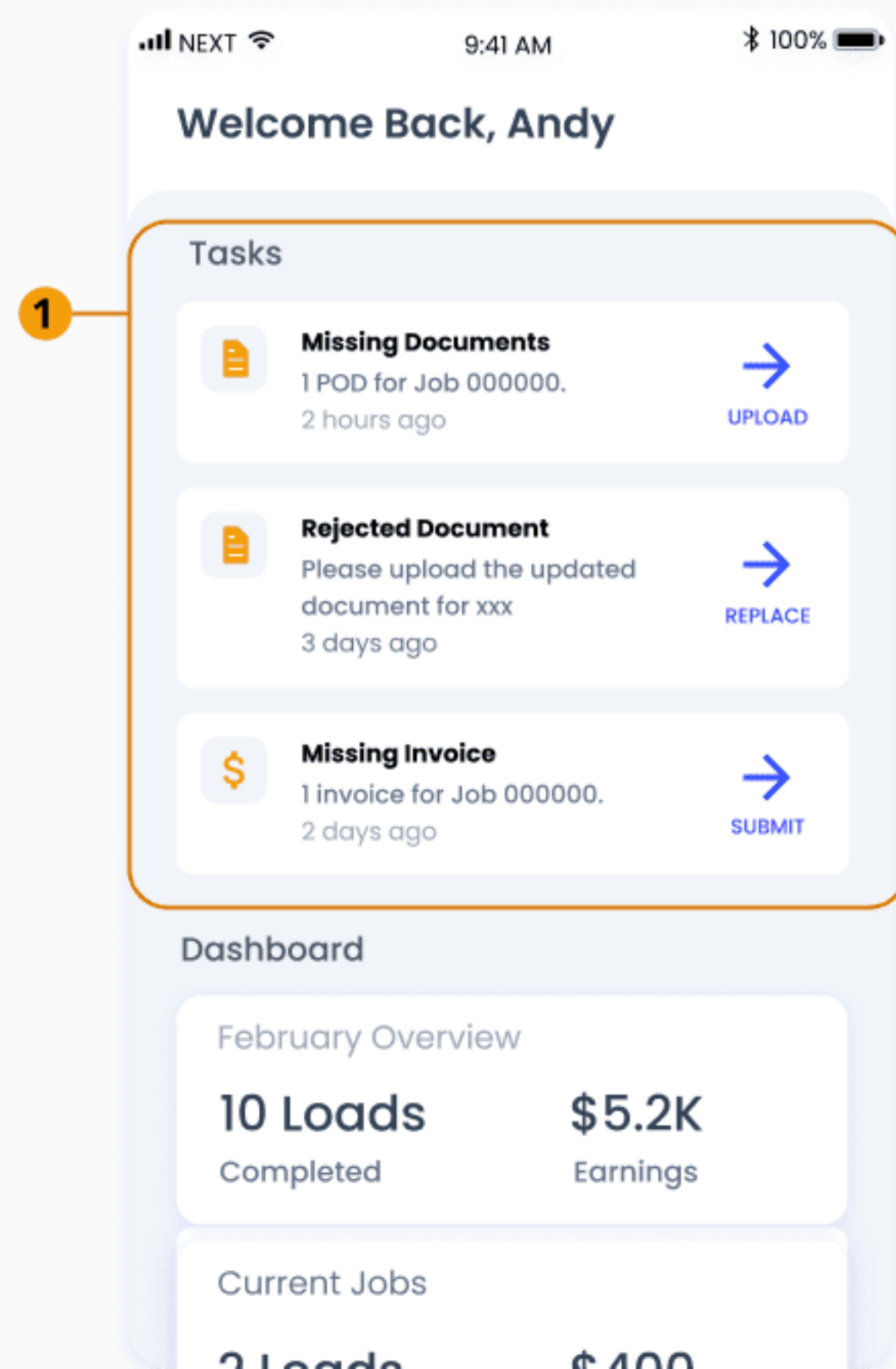
Internal Drivers



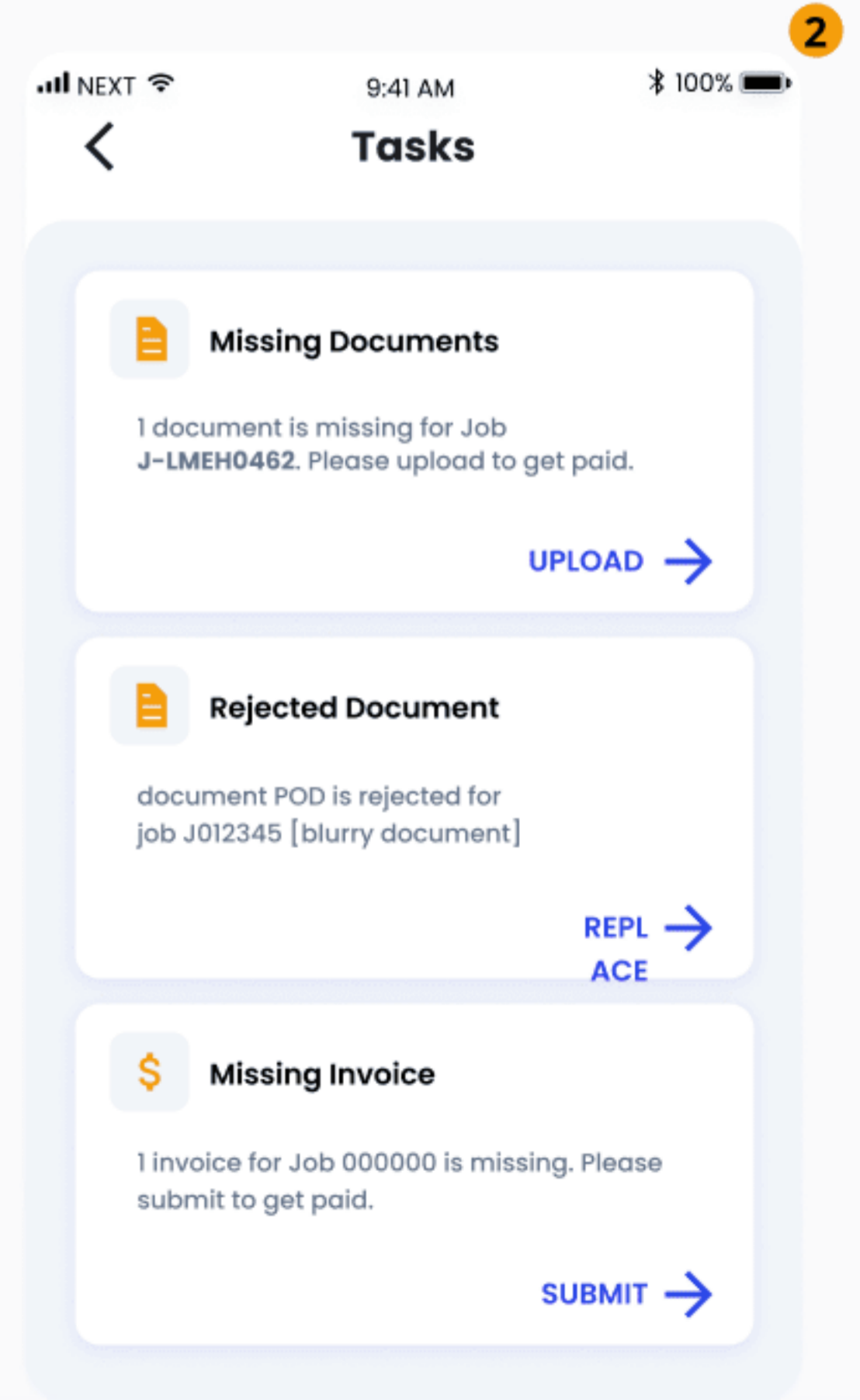
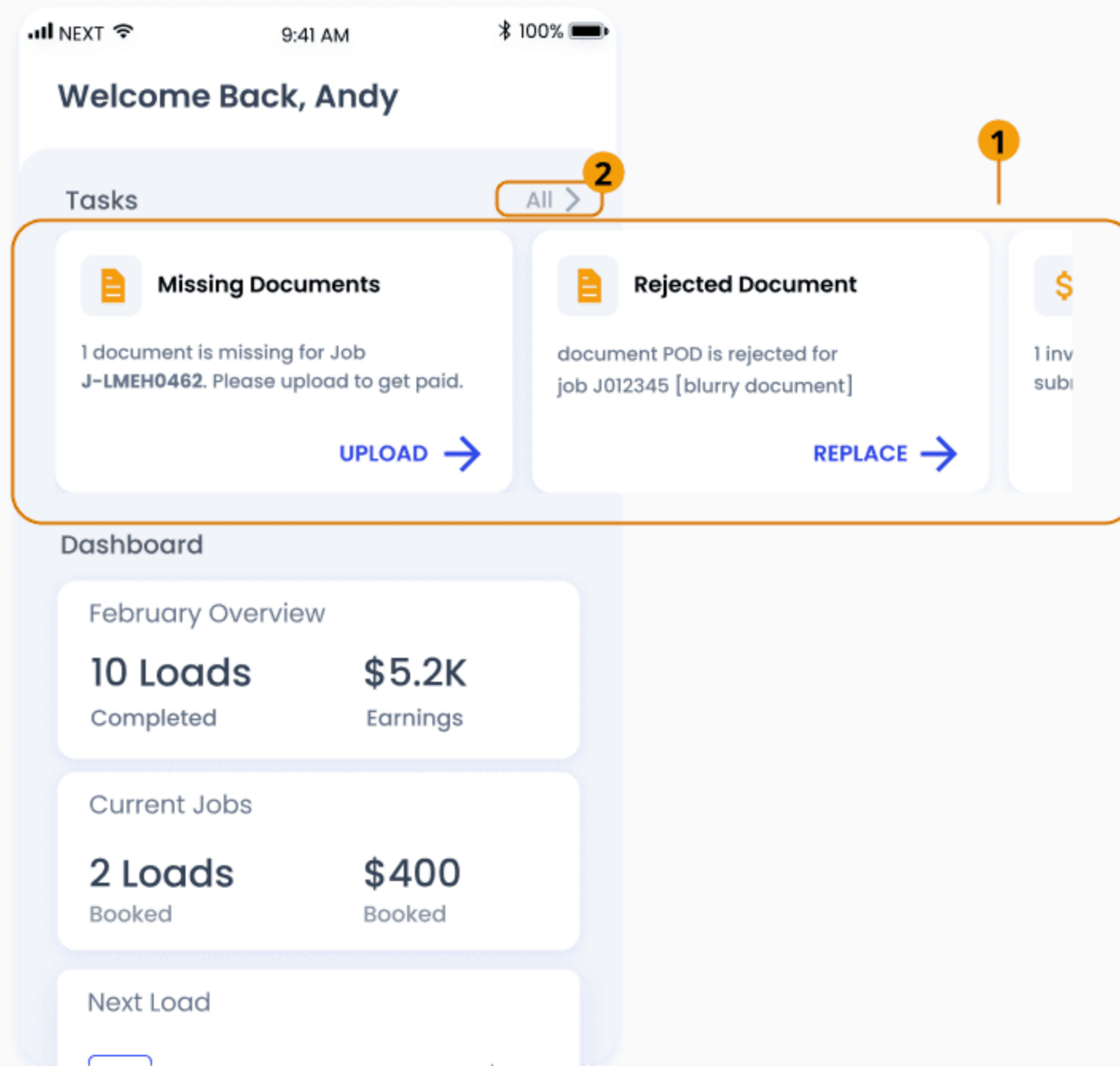
DESIGN

More economic real estate

Before



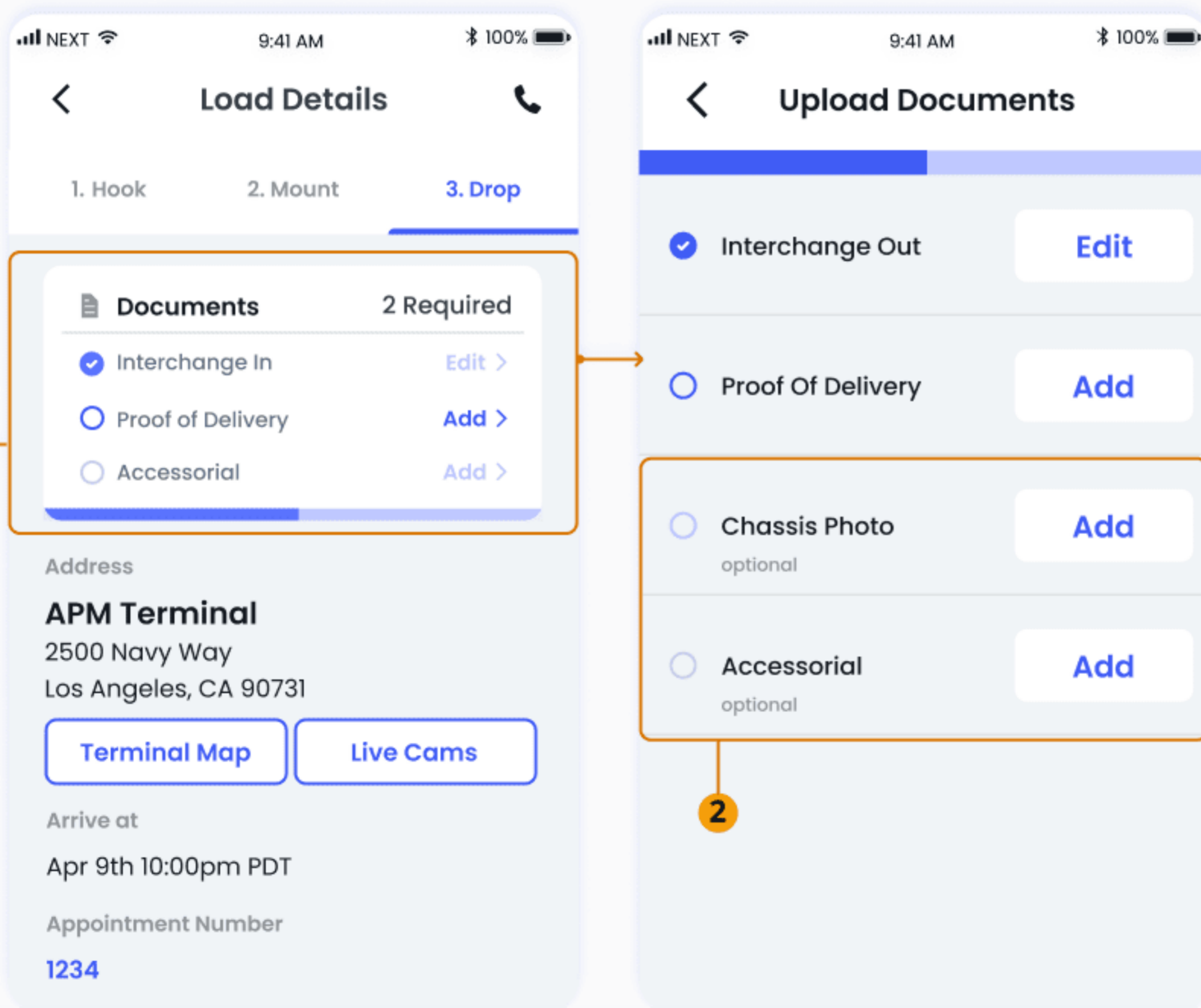
After



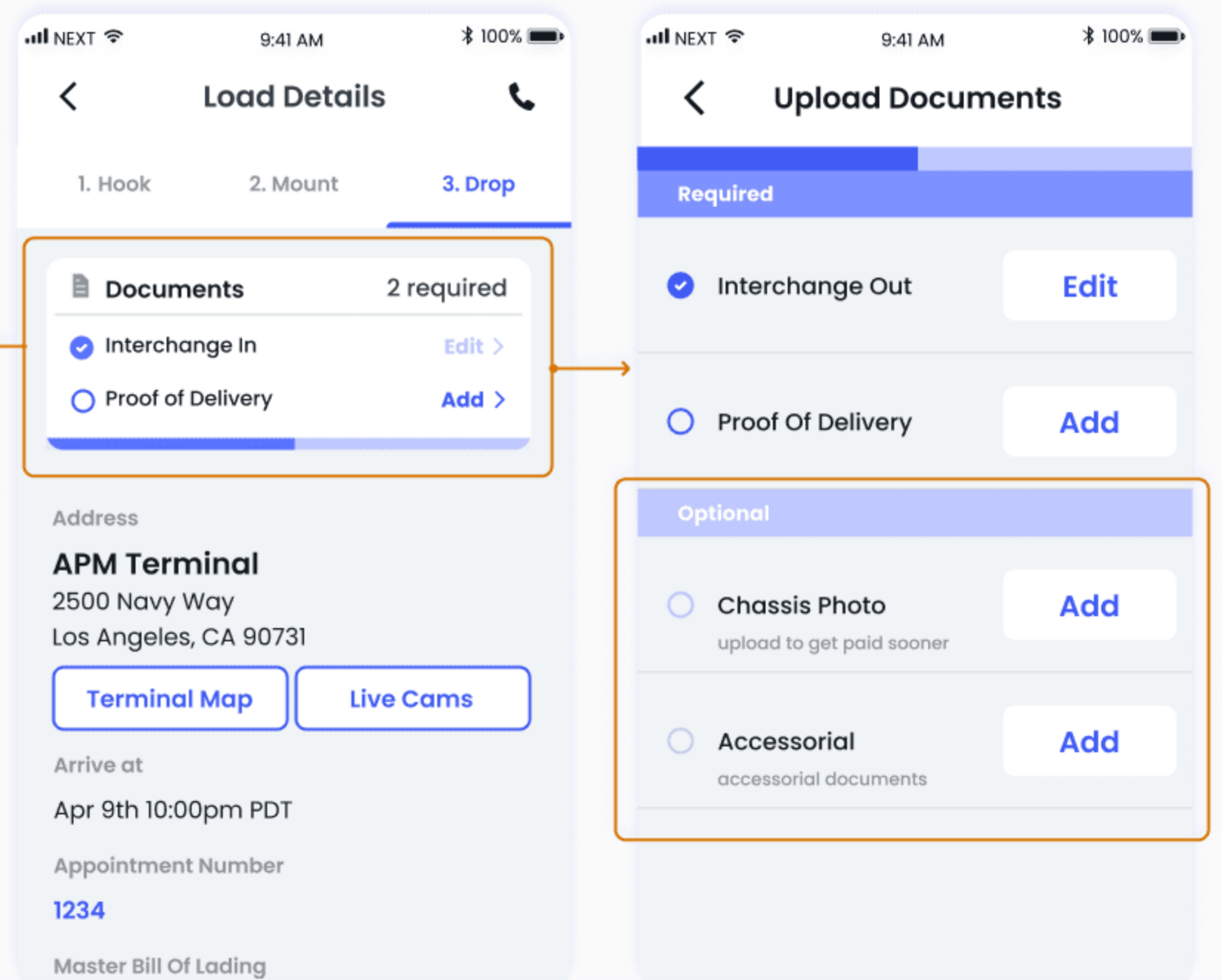
DESIGN

Better Information hierarchy

Before



After



DESIGN

Edge case added

9:41 AM 100%

Upload Documents

Required

Interchange Out [Edit](#)

Proof Of Delivery [Add](#)

Optional

Chassis Photo
upload to get paid sooner [Add](#)

Accessorial
accessorial documents [Add](#)

Have a photo? Select it.

Redo Submit Add page

25
19131

Carrier Name: BDOE TRANSPORTATION
Order Number: 22044
Order Number: 22044
SCAC: MYLE
PRO NUMBER:
Freight Charge Terms:
 Prepaid Collect Third Party
 Master Bill of Lading with attached underlying bills of Lading

SPECIAL INSTRUCTIONS:
Liftgate for Rabby Emergency Contact: Check for US 1-800-823-7762, International +1-813-249-0989, Contact # M3800338
WOLFE 527529
APT 5209 / W 1433 / OUT 1518

CUSTOMER ORDER INFORMATION

CUSTOMER ORDER NUMBER	A PAGES	WEIGHT	PALLET/SUP	ADDITIONAL SHIPPER INFO
See Attached Supplement Page				
GRAND TOTALS	000	0000.00		

SHIPPER SIGNATURE / DATE
2-9-18
Office Copy

SHIPPER CONTACT INFORMATION
SHIPPER PHONE: 7918

SHIPPER SIGNATURE / PICKUP DATE
7-9-18

9:41 AM 100%

Upload Documents

Required

Interchange Out [Edit](#)

Proof Of Delivery [Add](#)

Optional

Chassis Photo
upload to get paid sooner [Add](#)

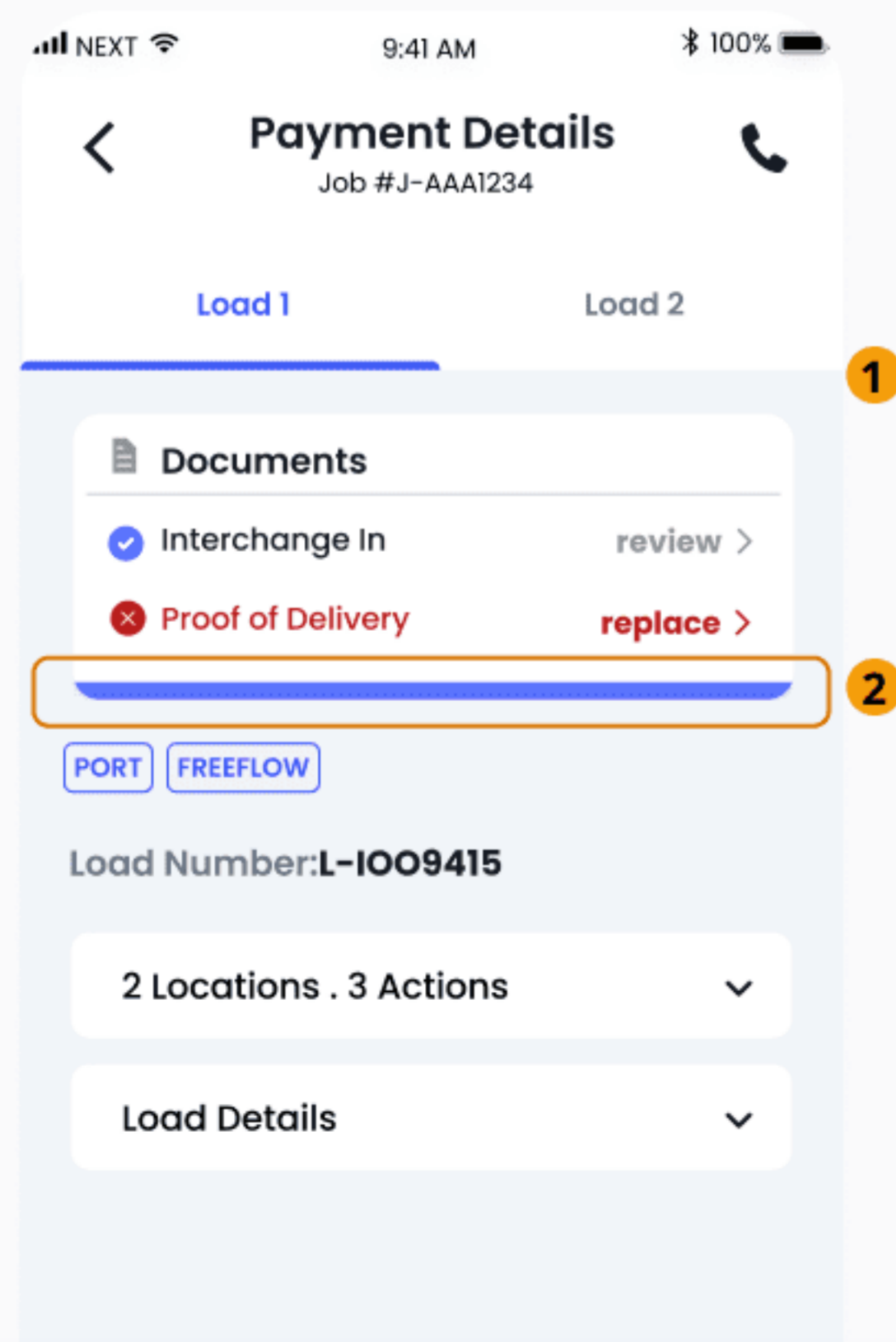
Accessorial 1
accessorial documents [Edit](#)

Accessorial 2
accessorial documents [Add](#)

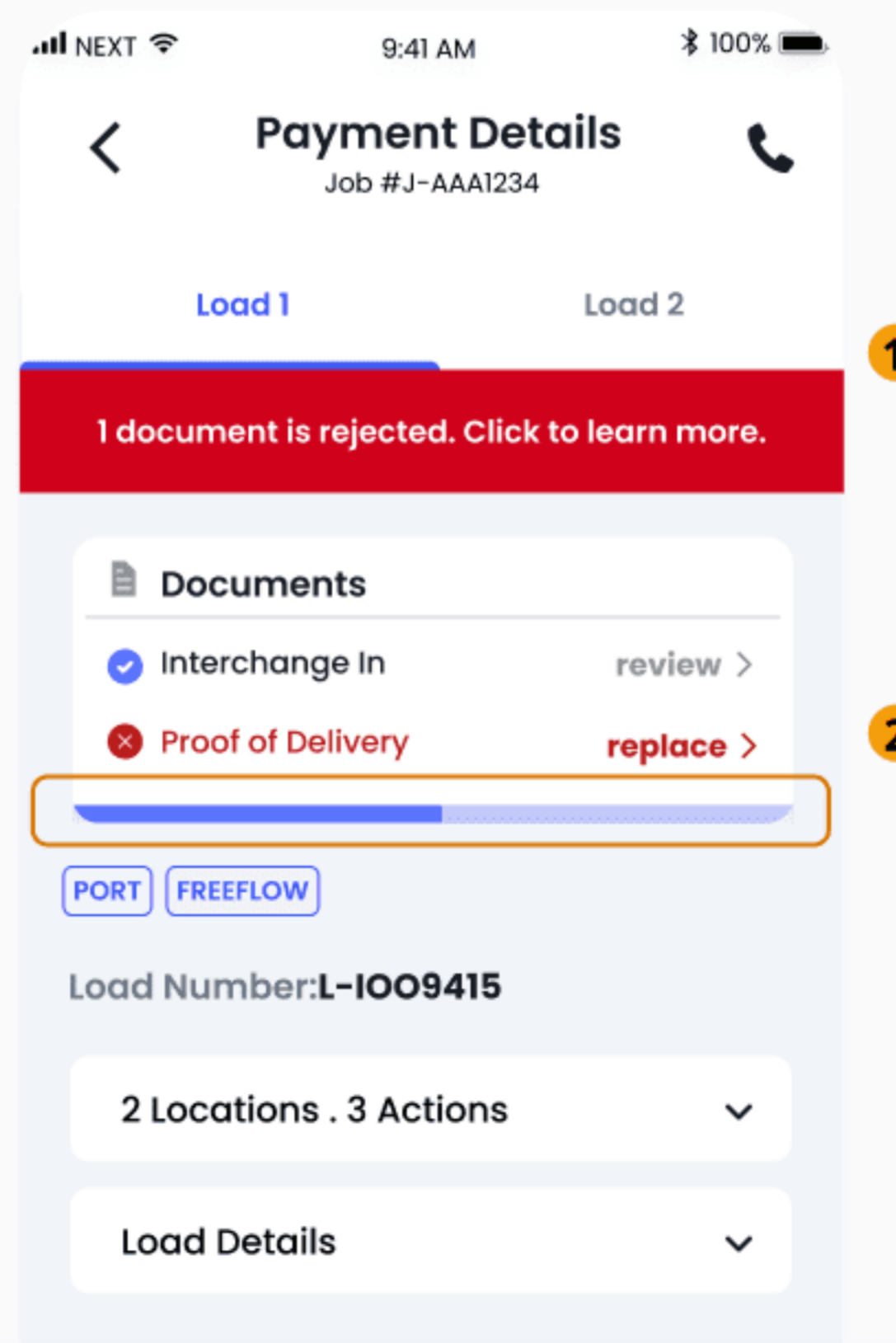
DESIGN

More intuitive components

Before



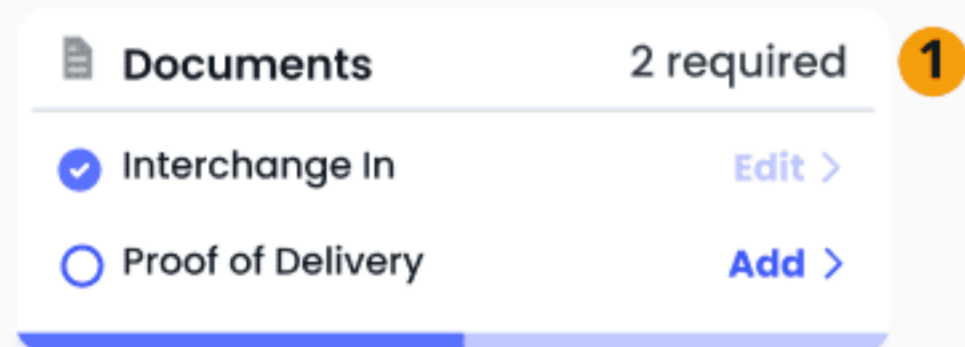
After



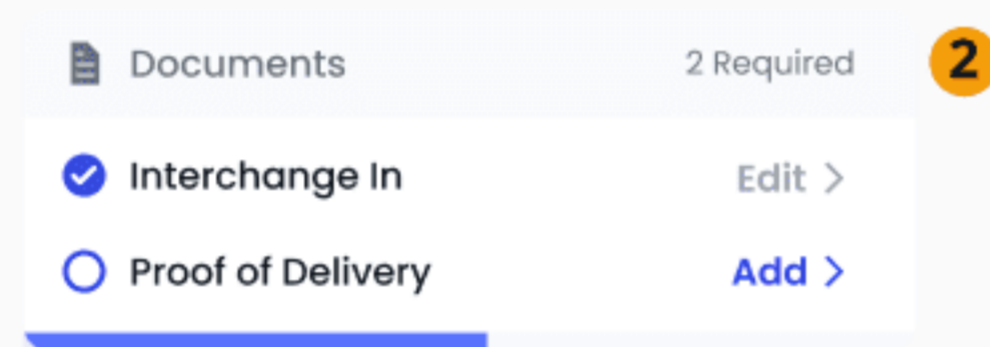
DESIGN

Refined visual hierarchy

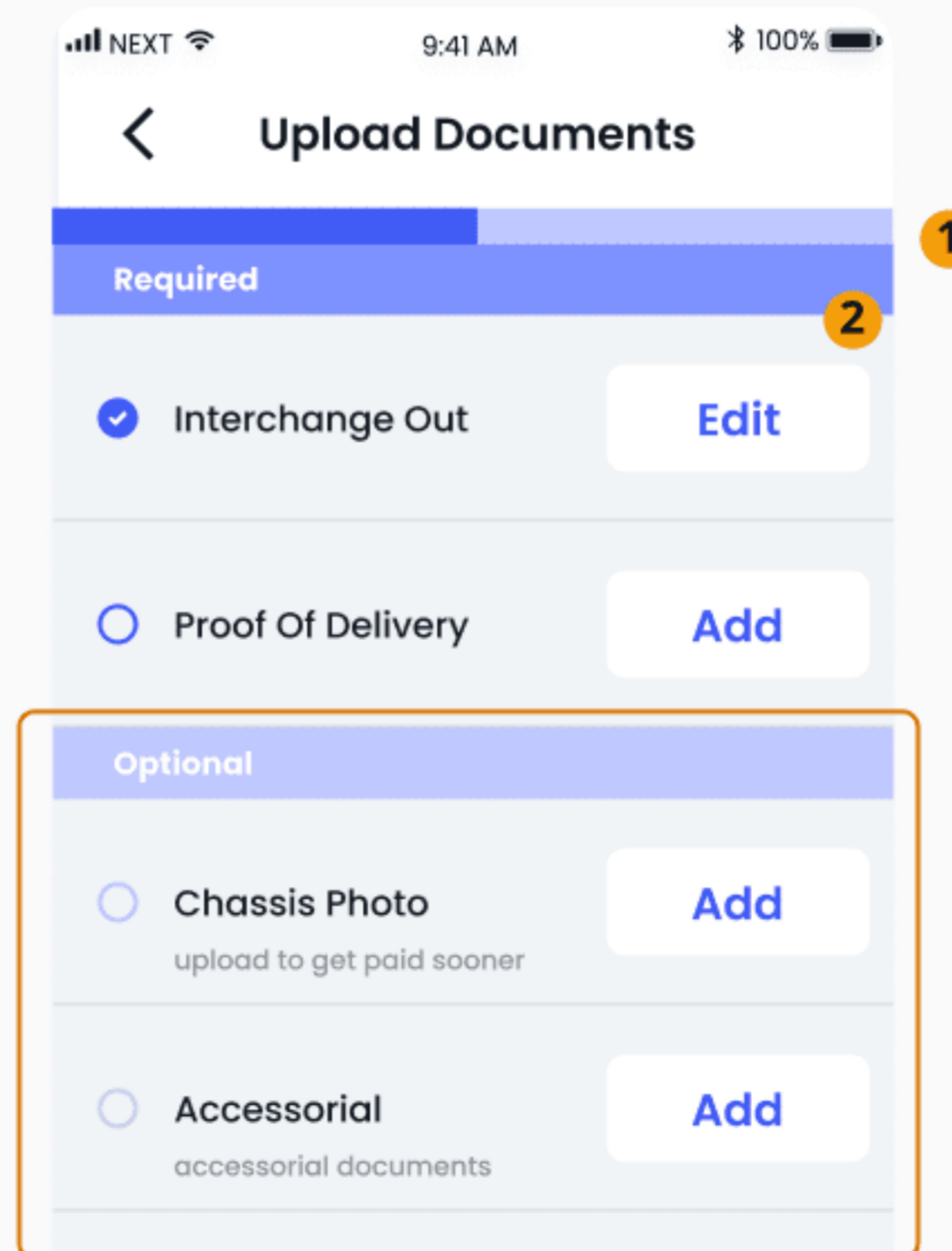
Before



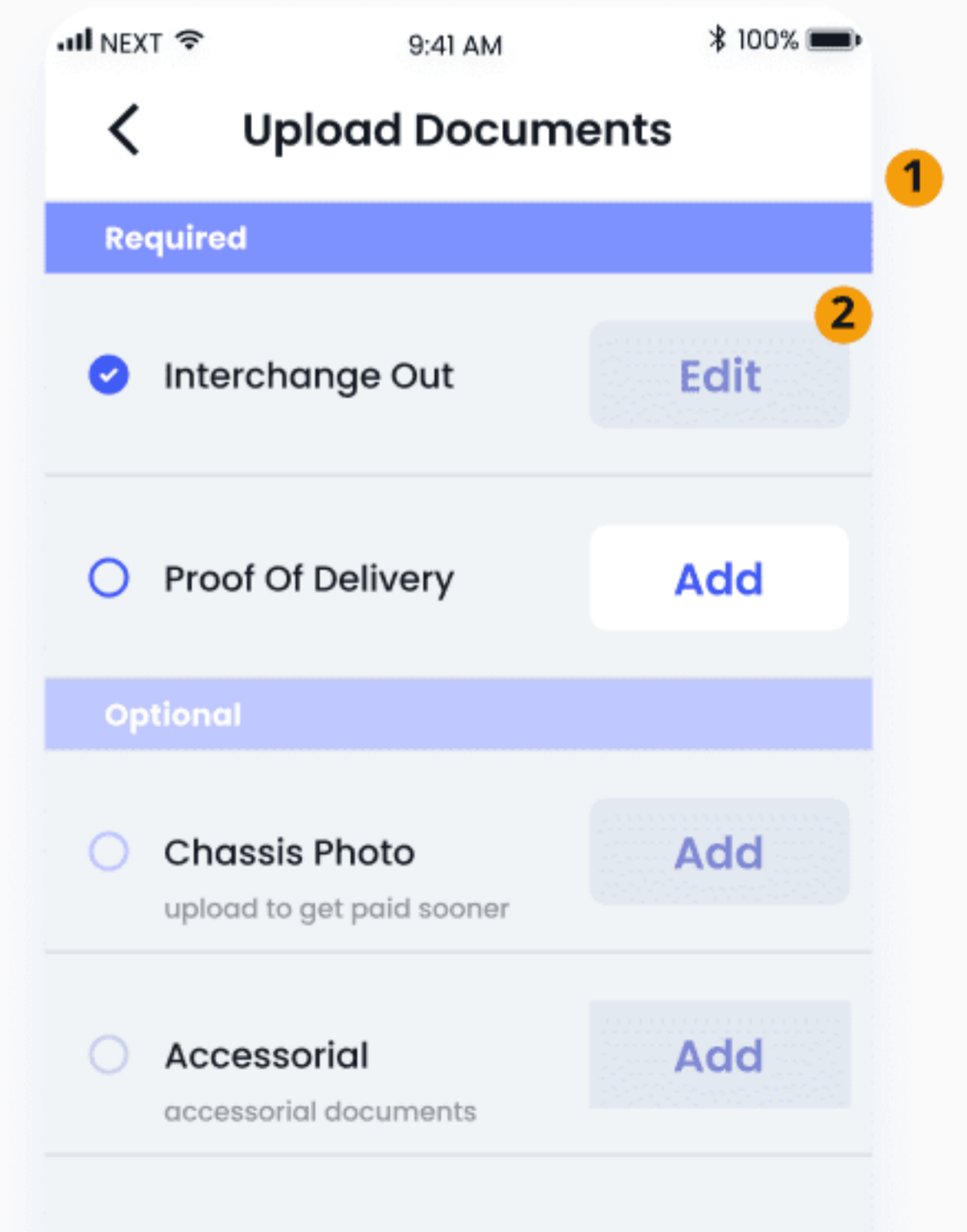
After



Before



After



REVIEW

Final Review

Eng Lead



Payment team PM



CPO



PMM



Copywriting & marketing strategy

Accounting



Re-prioritize the tasks to shorten the payment time

Missing Invoices
↓
Rejected Documents
↓
Missing Documents

REVIEW

Final Revision

Before

Missing Documents

1 document is missing for Job J-LMEH0462. Please upload to get paid.

UPLOAD →

Rejected Document

document POD is rejected for job J012345 [blurry document]

REPLACE →

Missing Invoice

1 invoice for Job 000000 is missing. Please submit to get paid.

SUBMIT →

After

Missing Invoice

1 invoice for Job 000000 is missing. Please submit to get paid.

SUBMIT →

Rejected Document

document POD is rejected for job J012345 [blurry document]

UPDATE →

Missing Documents

1 document is missing for Job J-LMEH0462. Please upload to get paid.

UPLOAD →

Before

Documents

Interchange In

Proof of Delivery

Rejected Document

document POD is rejected for job J012345 [blurry document]

REPLACE →

After

Documents

Interchange In

Proof of Delivery

Rejected Document

document POD is rejected for job J012345 [blurry document]

UPDATE →

REVIEW

Handoff

Pages

Cover

-- Ready for develop --

★ UAT

✓ **Jobs - Major Flow**

✓ Case - Accessorials

✓ Case - Rejected docs

----- Exploration -----

✎ Case - Add notes

✎ Case - Dispatcher Notes

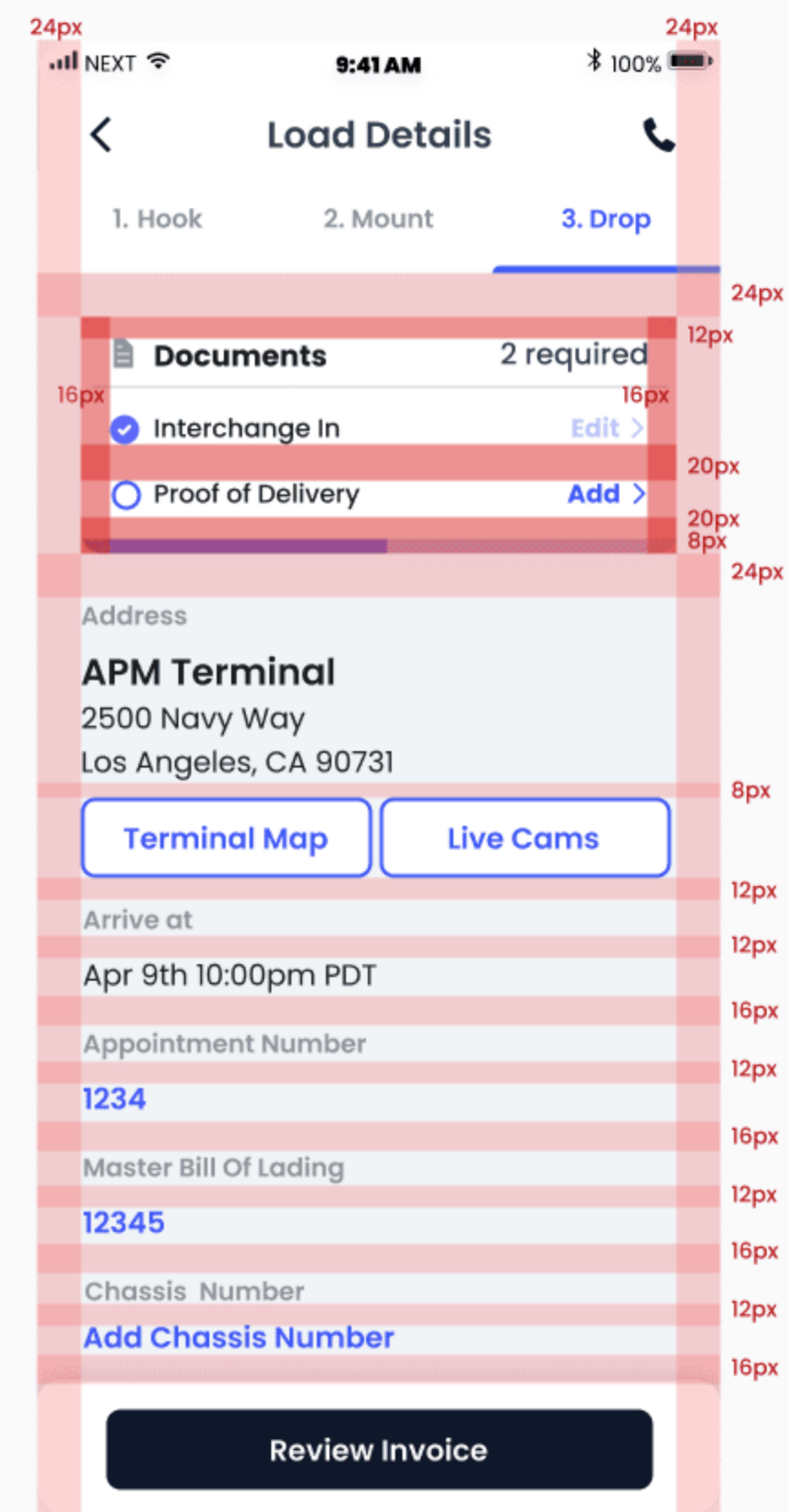
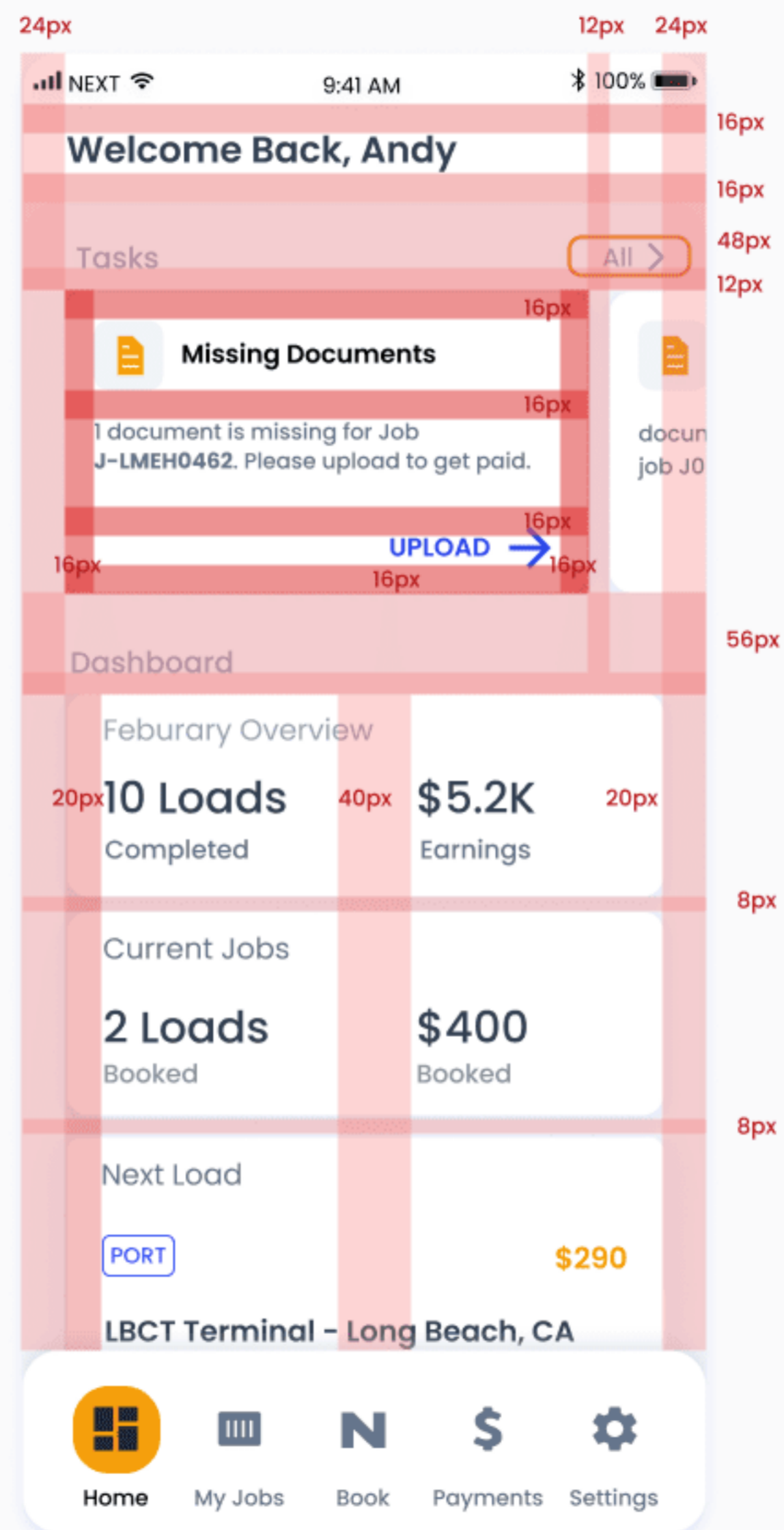
----- Others -----

Pre Pull

Invoice

reference

----- Release -----



REVIEW

Event Tracking

ME

Dashboard cards
conversion rate



Rejected Document

document POD is rejected for
job J012345 [blurry document]

REPLACE →



Documents

2 Required

Interchange In

[Add >](#)


Proof of Delivery

[Edit >](#)

Document cards
usage in each step

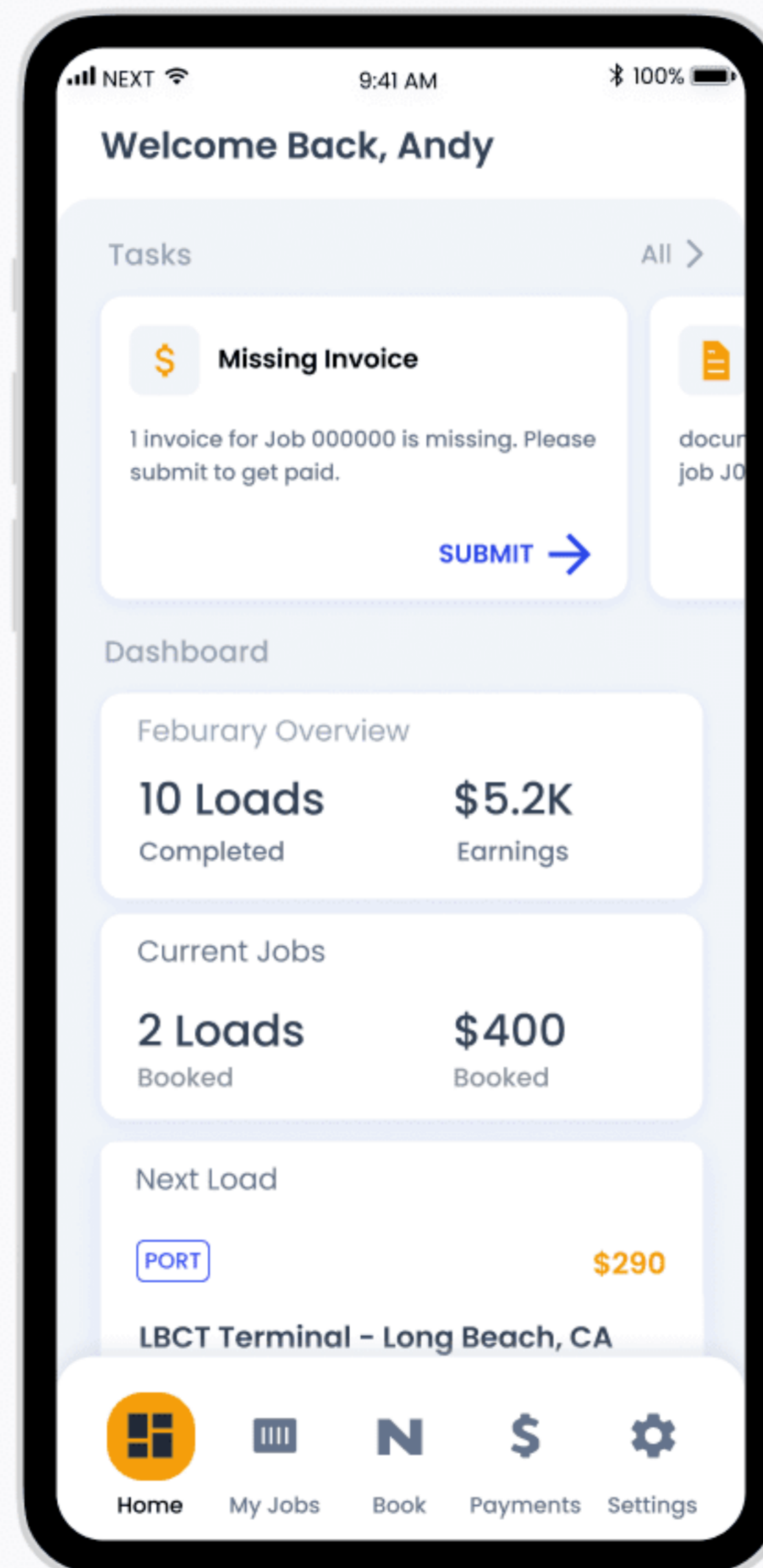
REVIEW

Prototypes

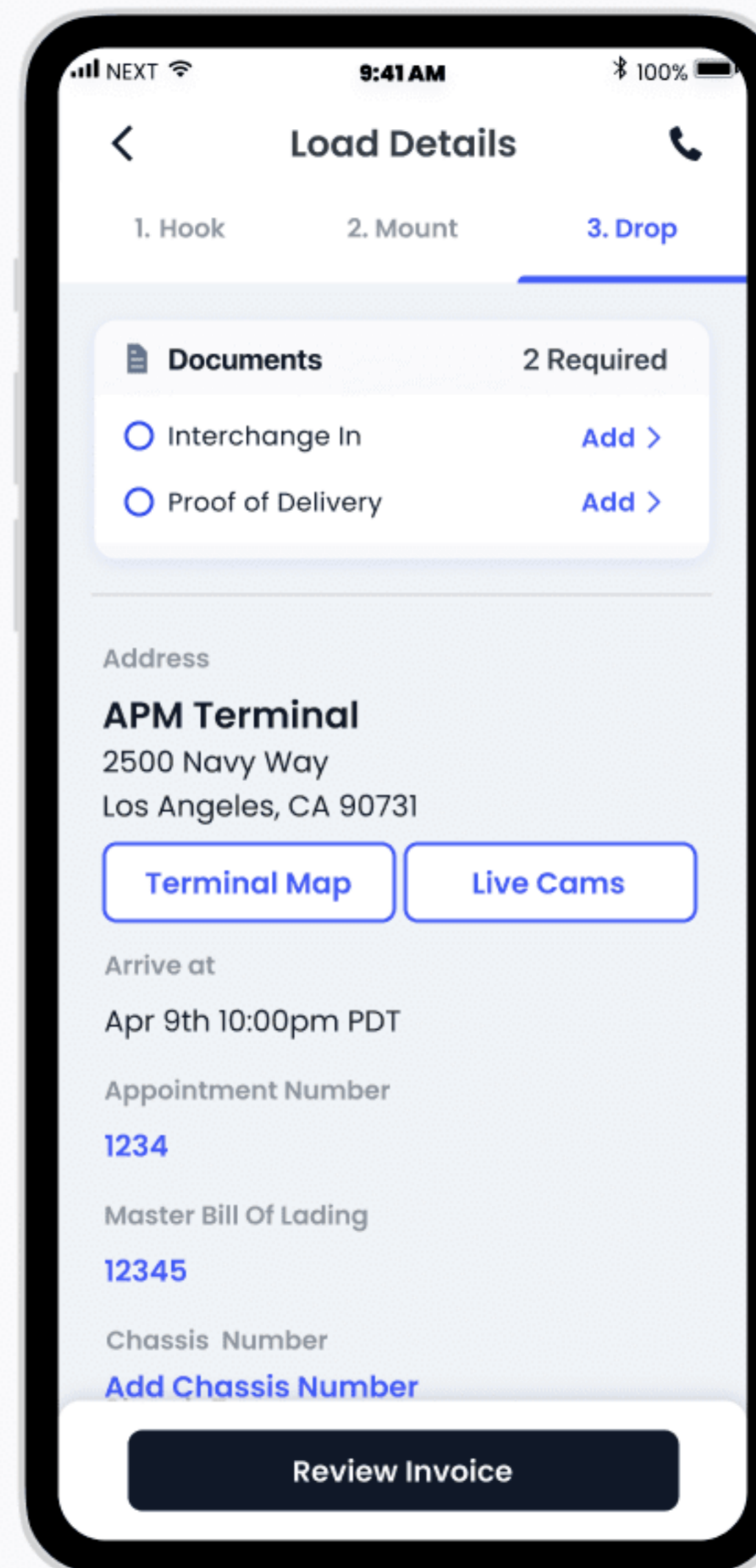
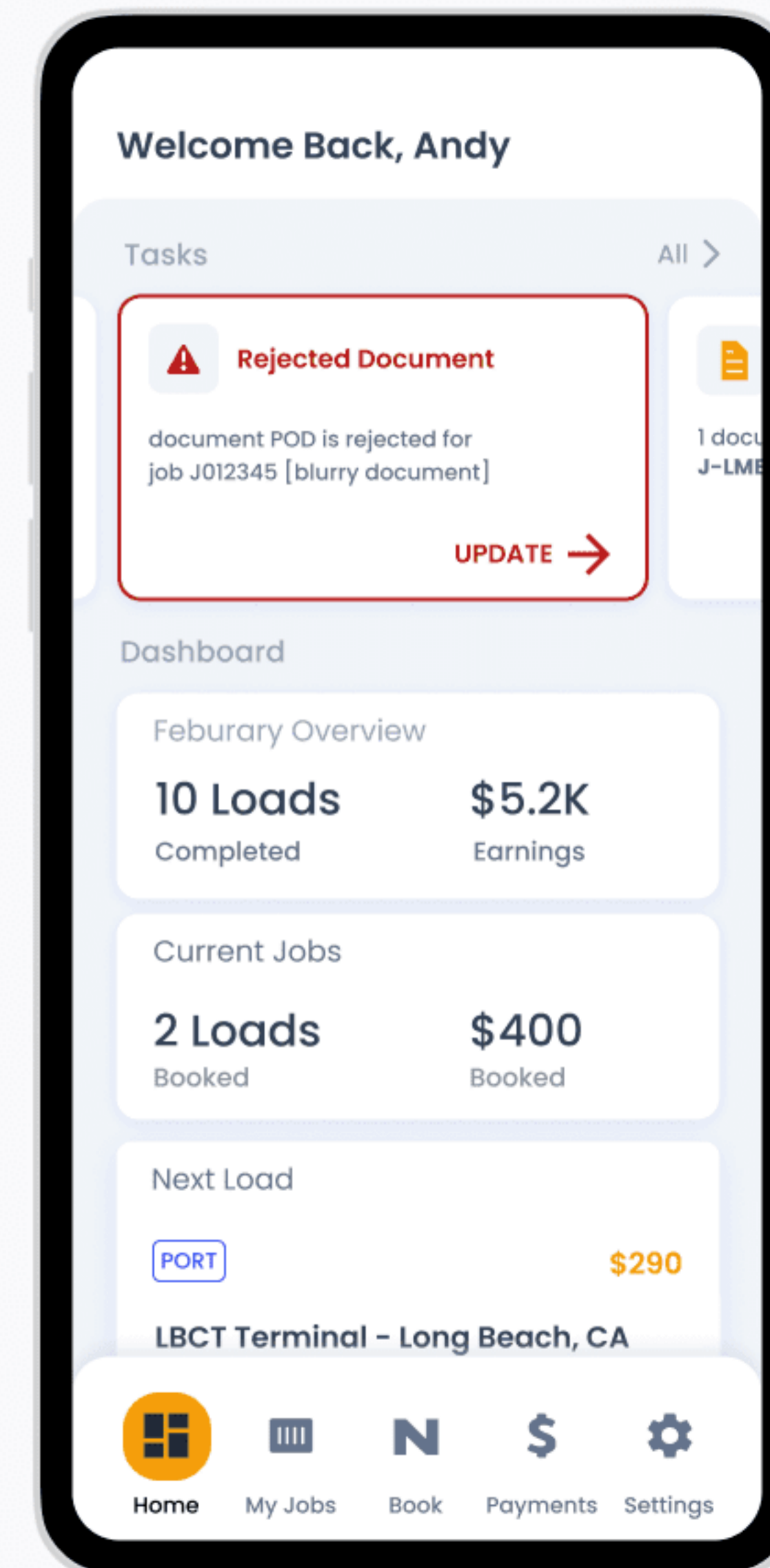
 10 Screens

 4 days

First Launch

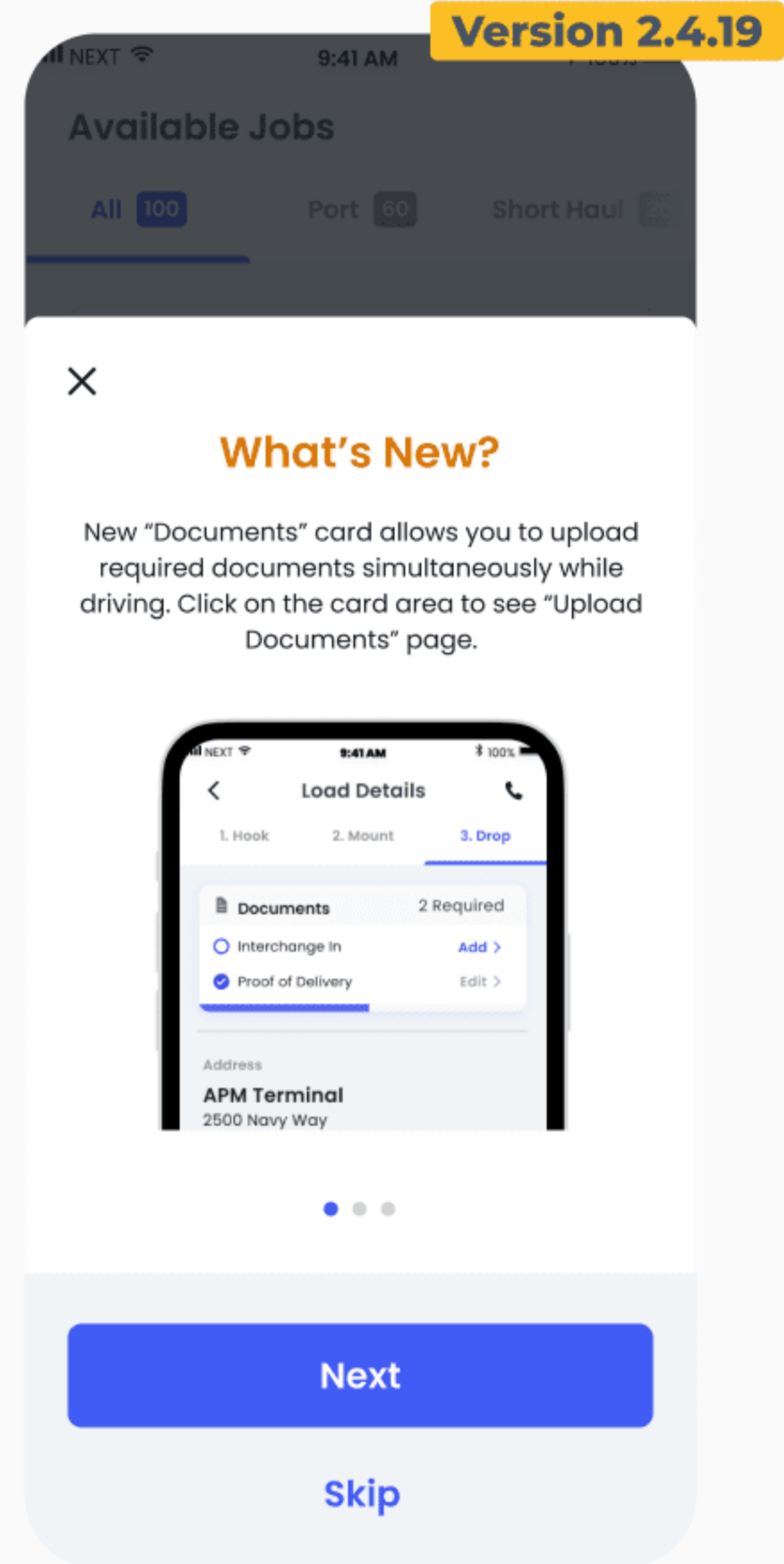
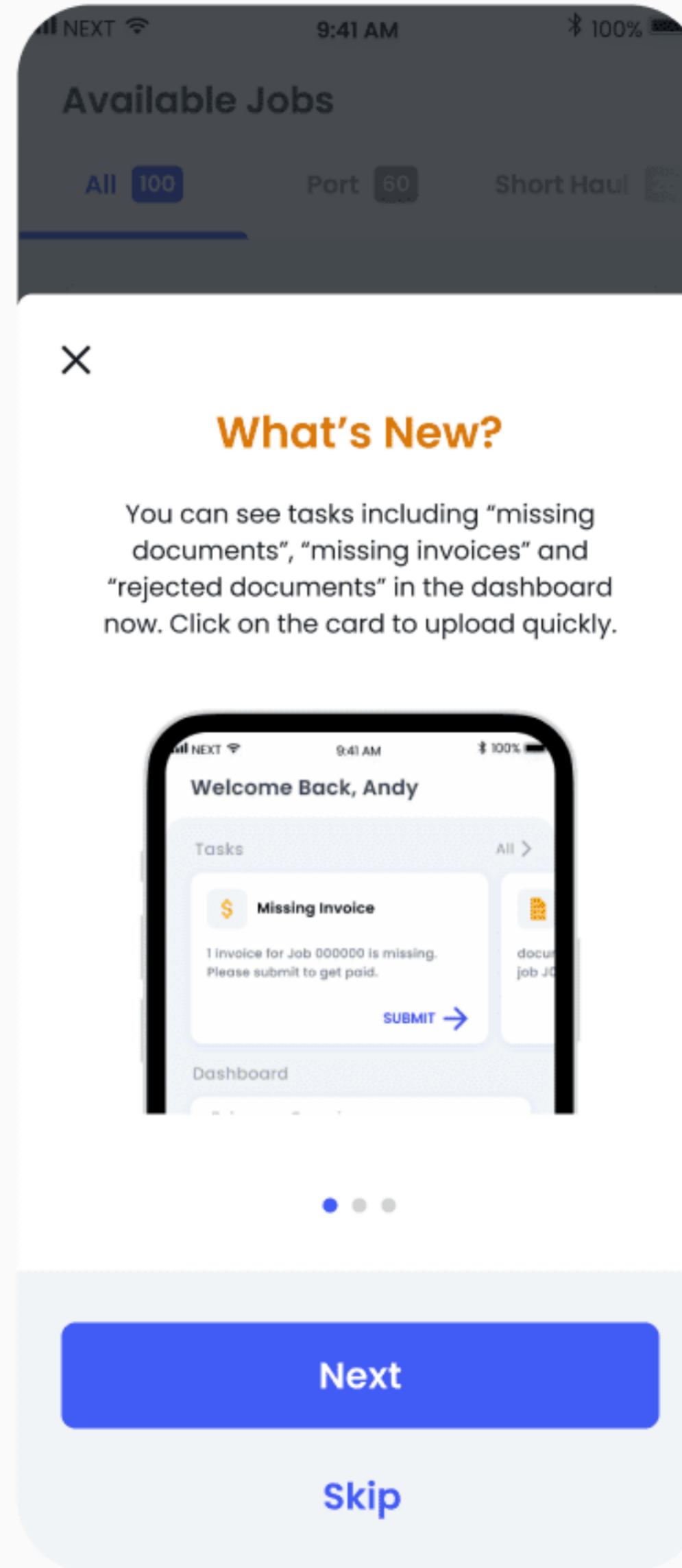


Second Launch



DESIGN

UAT & Launch - 1



ITERATION

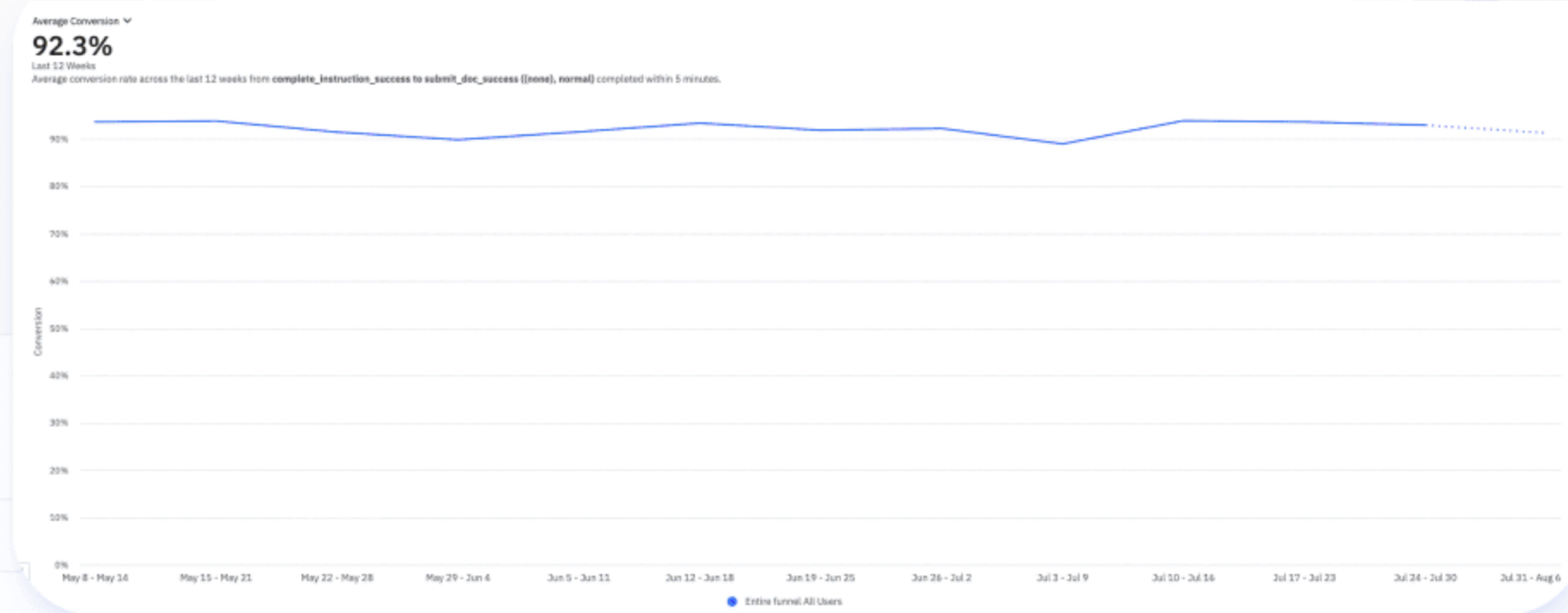
The data we tracked

the data I proposed to track

38.9 % dashboard reminder conversion rate



92.3% users submit within 5 minutes

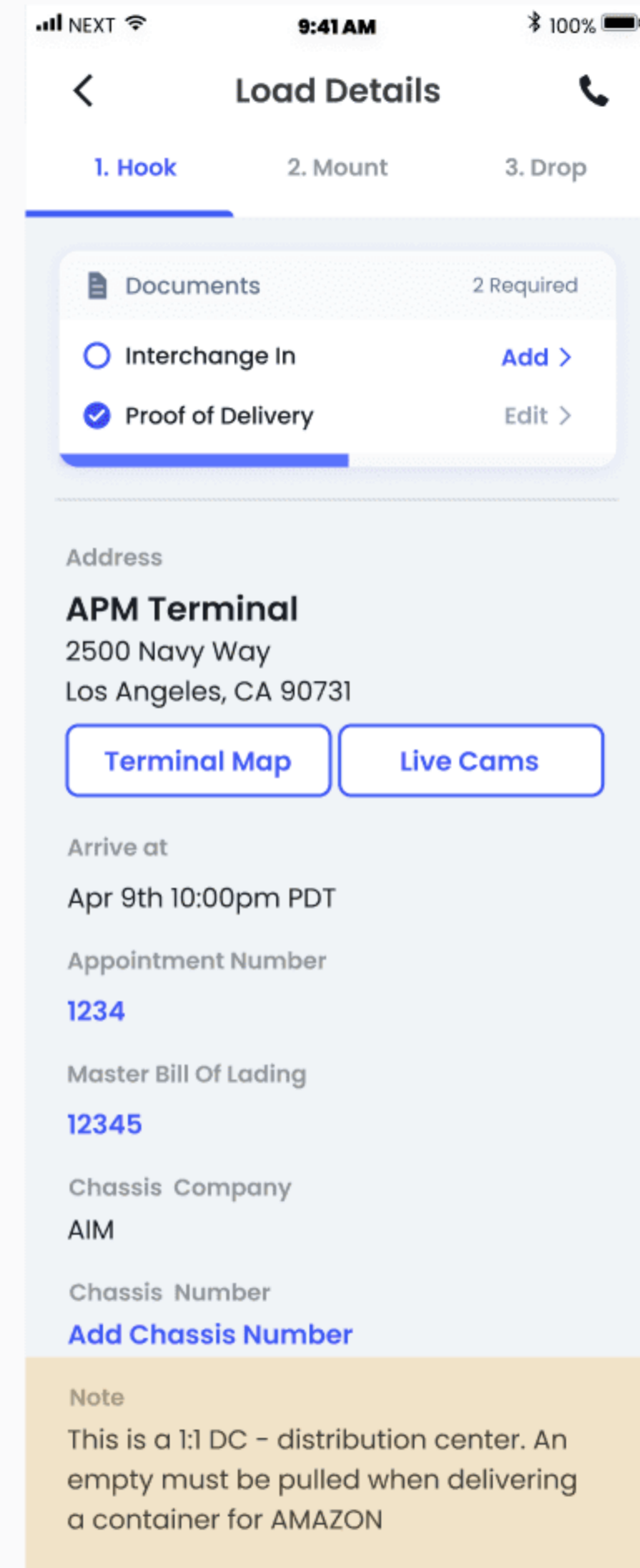


ITERATION

Important message got hidden

“note” got pushed down to the bottom that requires scrolling. We got feedback from the shippers said drivers miss their notes.

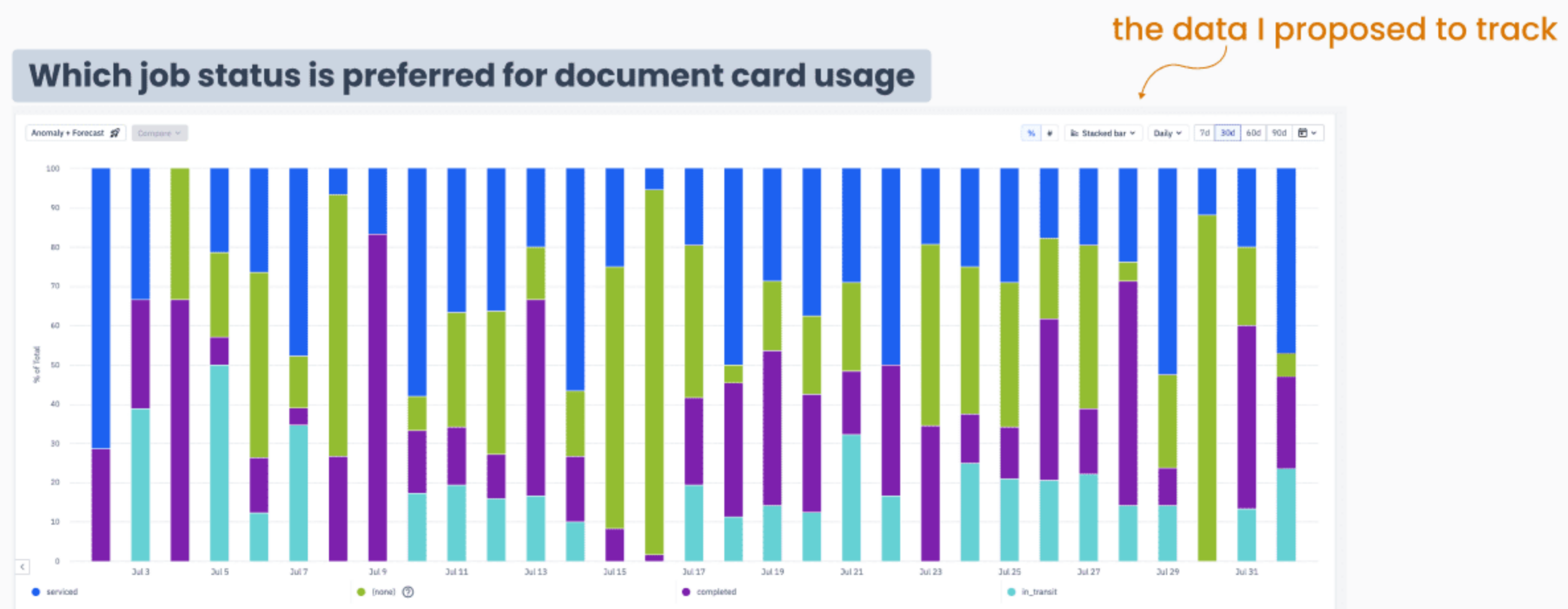
requires scrolling



ITERATION

The space is wasted


Data shows that only less than **30% users** used the document card before job was completed.



ITERATION

But users like it

However, the **click rate** was high at **90%**.

 Documents	2 Required
<input type="radio"/> Interchange In	Add >
<input checked="" type="radio"/> Proof of Delivery	Edit >

users indeed required a **reminder** about the specific documents needed for each job

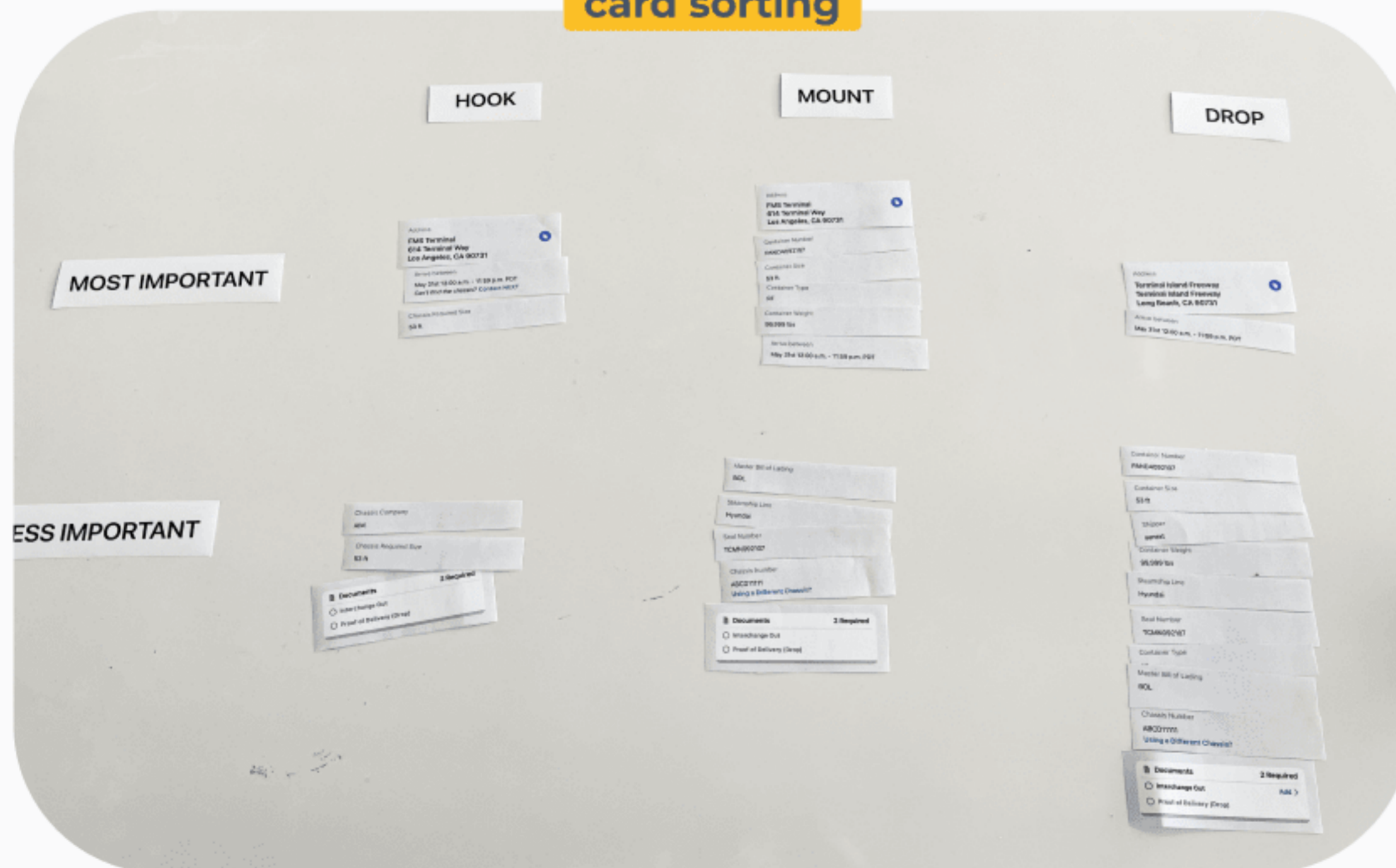
However, users hadn't yet formed a **habit** of uploading documents before completing a job.

ITERATION

User Interviews

Re-prioritize

Which information is more important in each step?

card sorting

Address

Appointment Time

↑ **Notes from shippers**

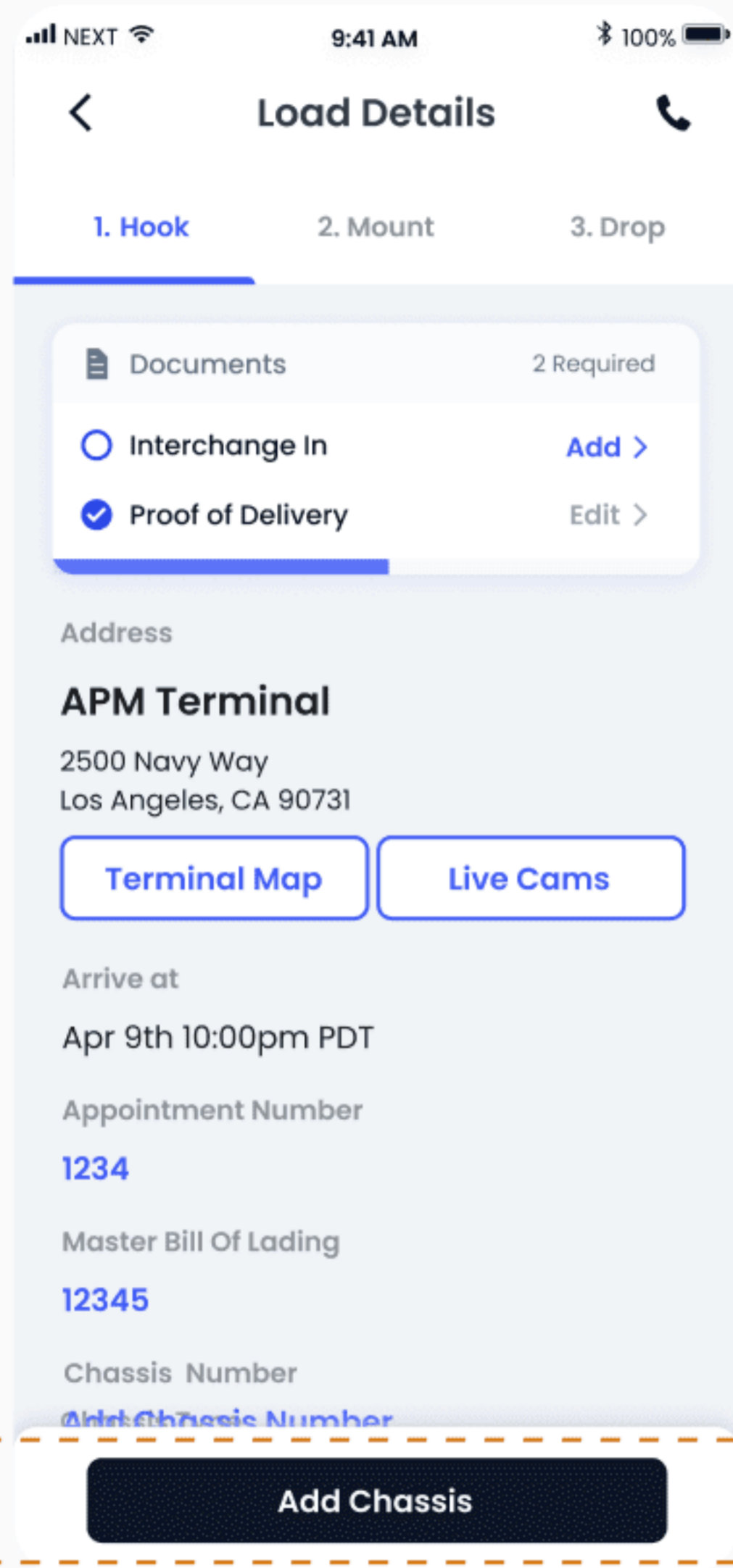
Chassis Info

NEW **Terminal Info**

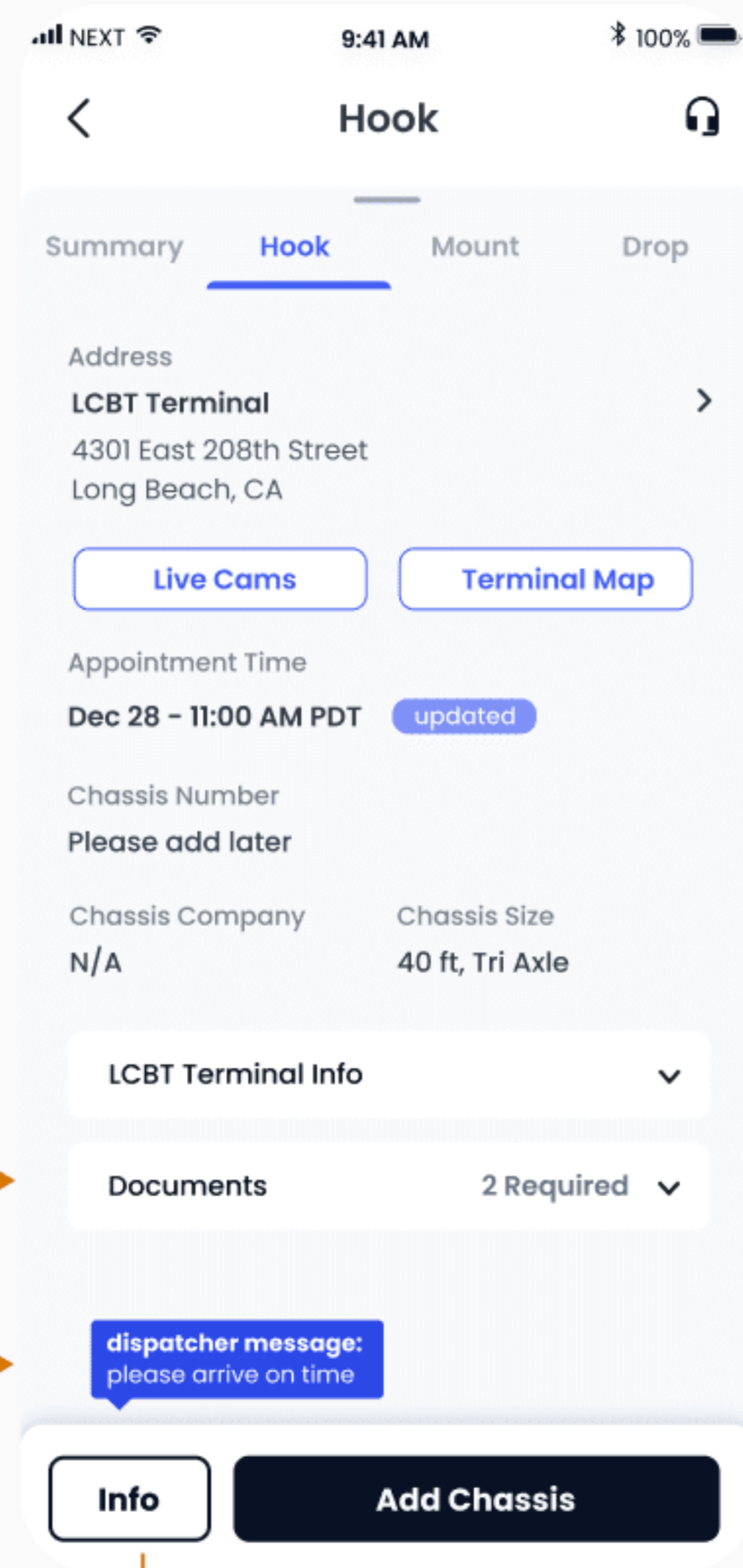
↓ **Document**

ITERATION

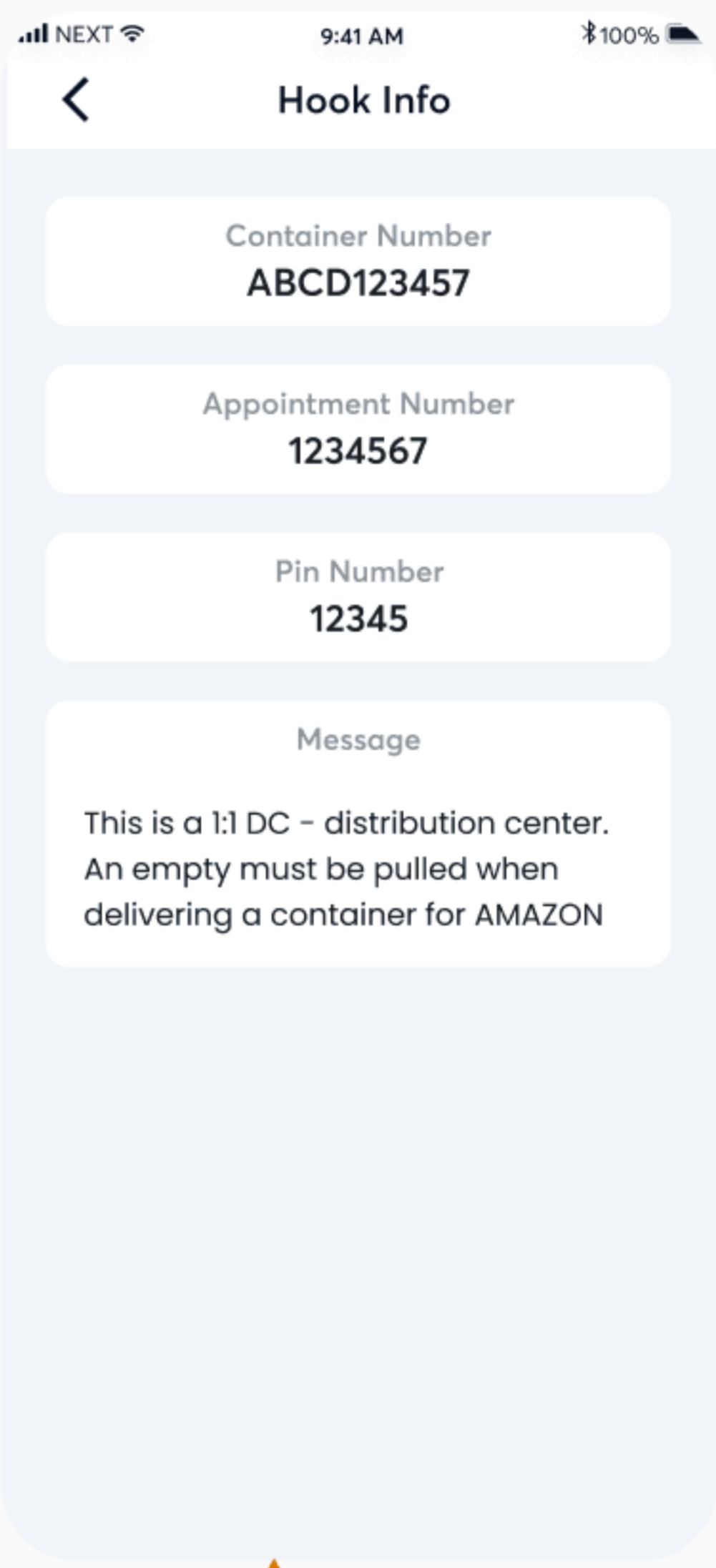
Before



After



larger font while viewing from distance



move down and close documents in a drawer

changed the flow for assistance

add status

combine chassis info

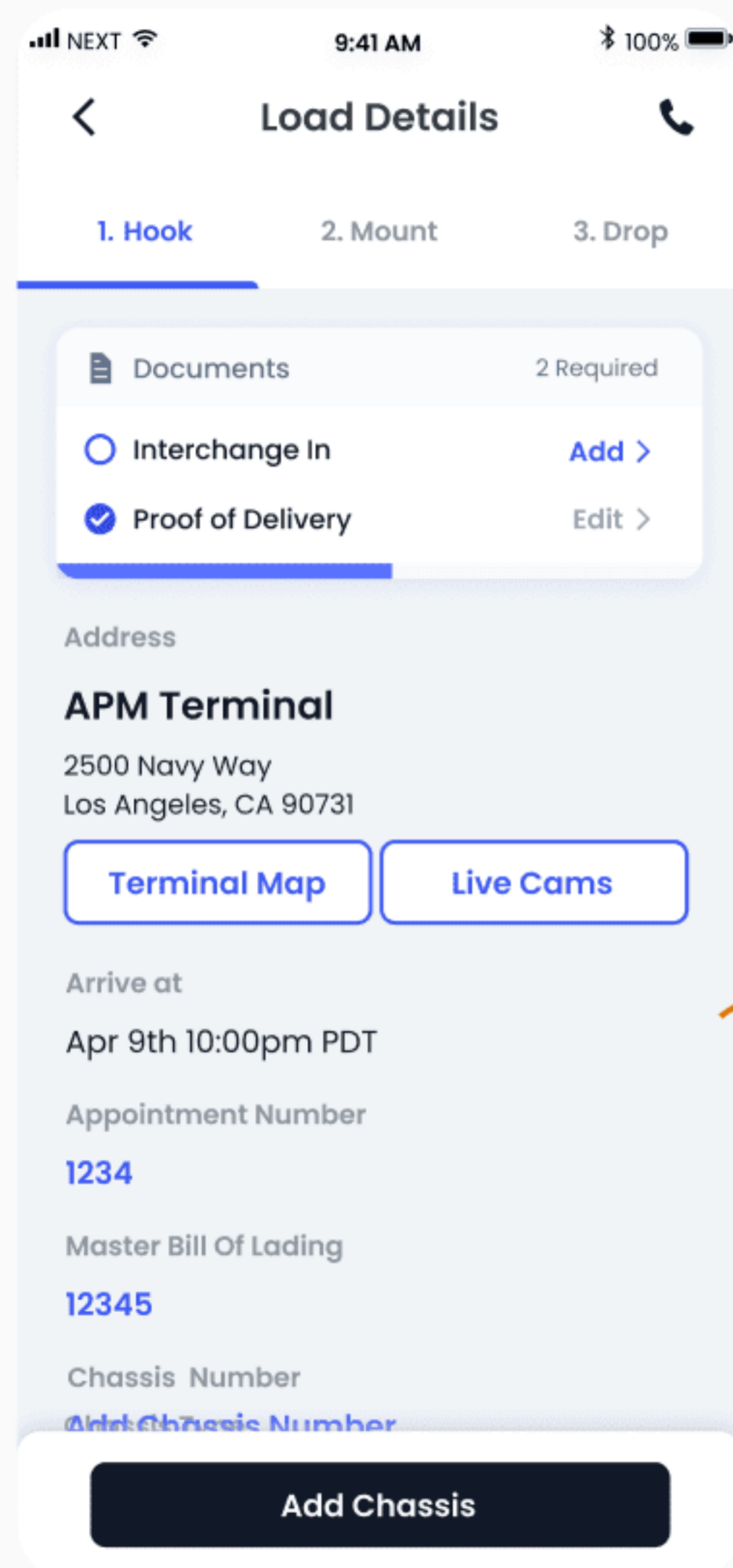
add terminal info

highlight "note" & other important info



ITERATION

Current

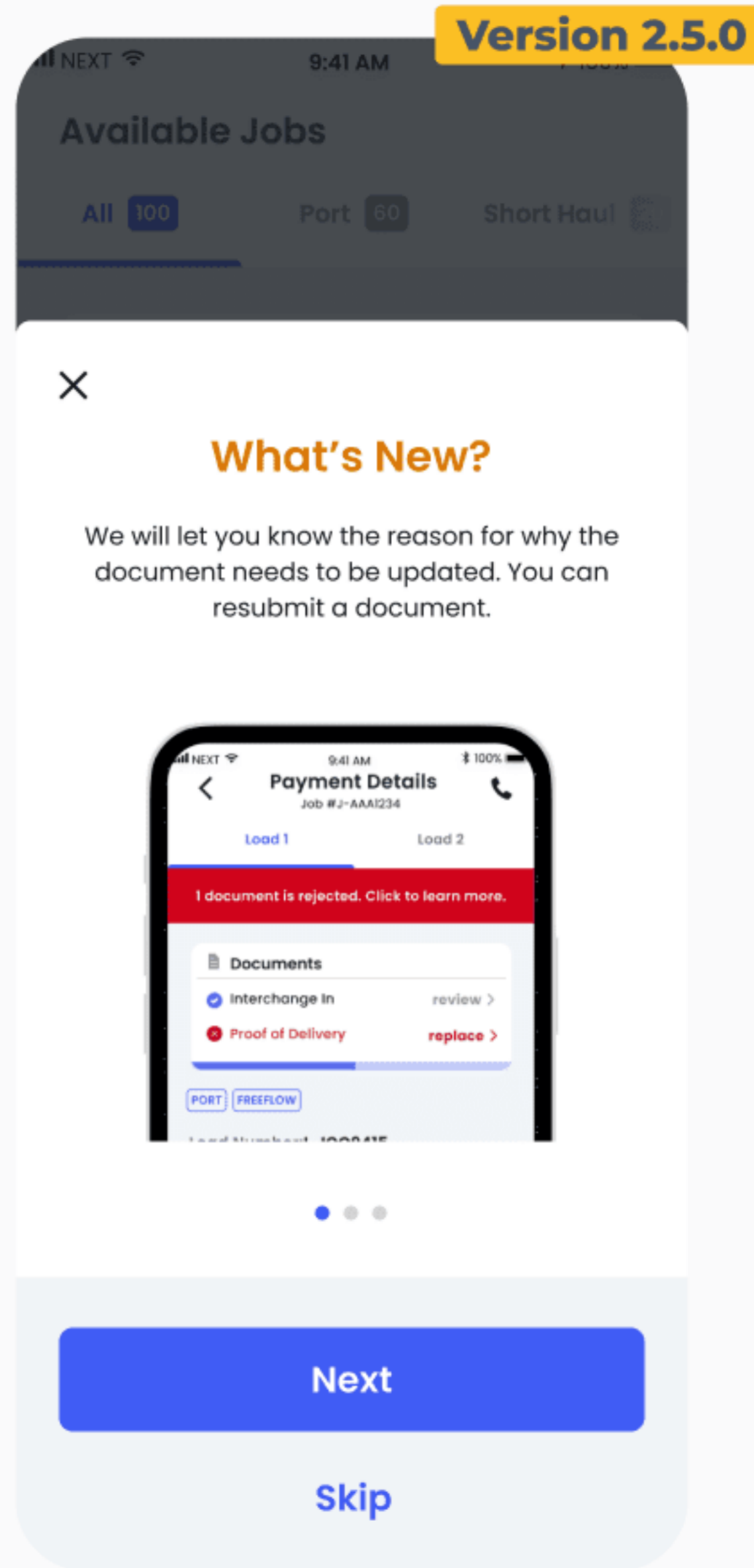
**Restructure the information hierarchy**

make document information easily accessible without consuming excessive mobile app real estate.

Are these equally important?

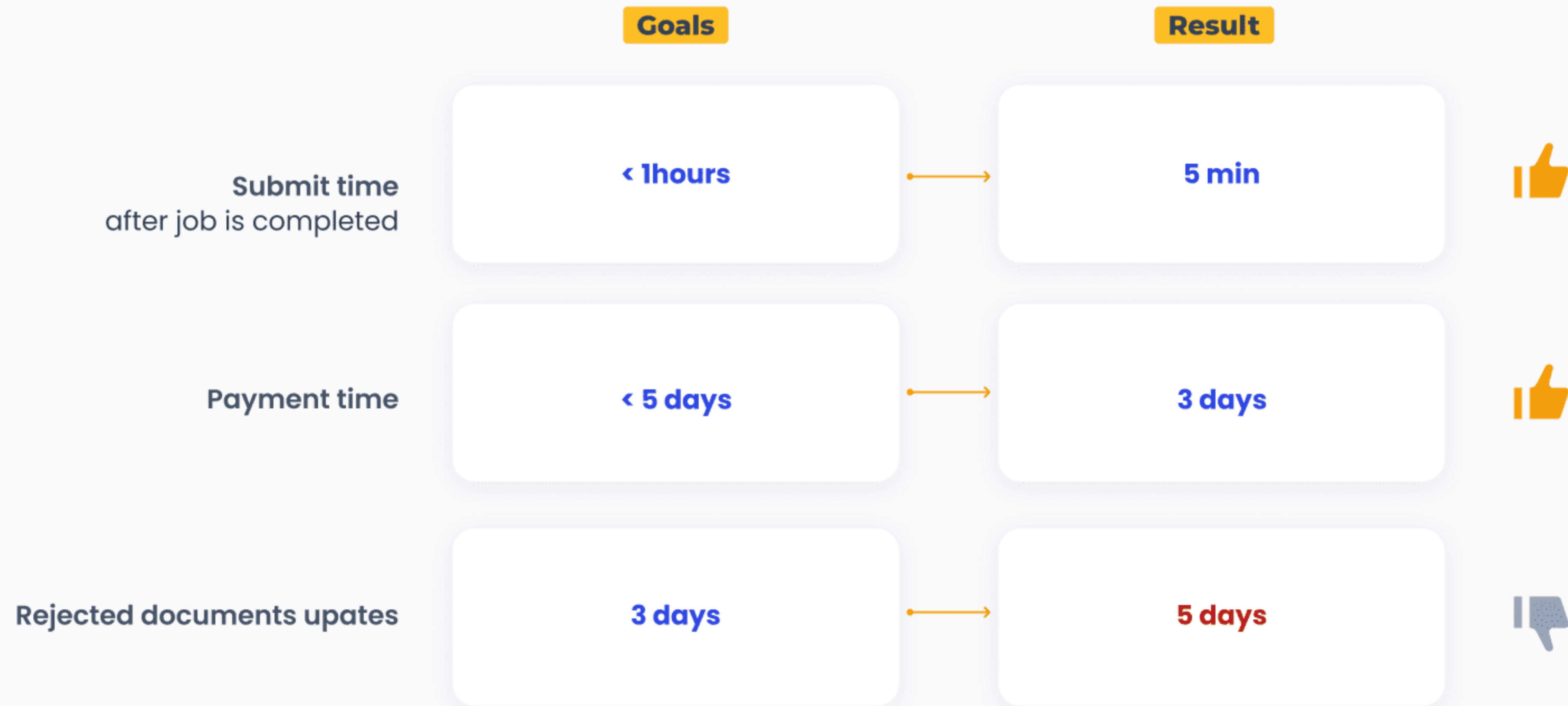
DESIGN

UAT & Launch - 2



RESULT

What happened



ITERATION

User Interviews

✓ 5 Tours

🕒 5 days

immersive reseach



How weak is the reception at the terminals?

What other pain points during driving

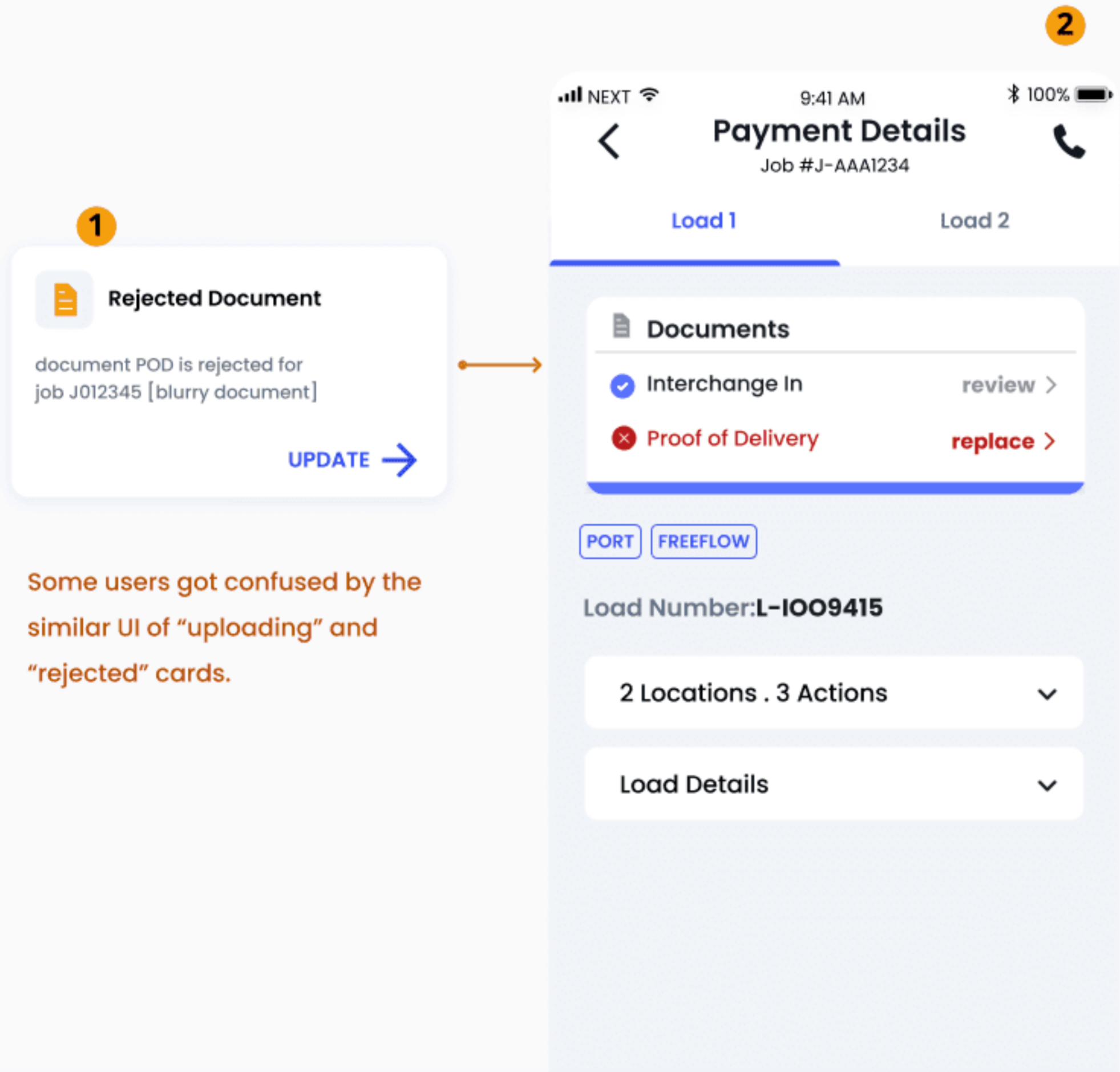
user interview

Why the users won't update the rejected documents

ITERATION

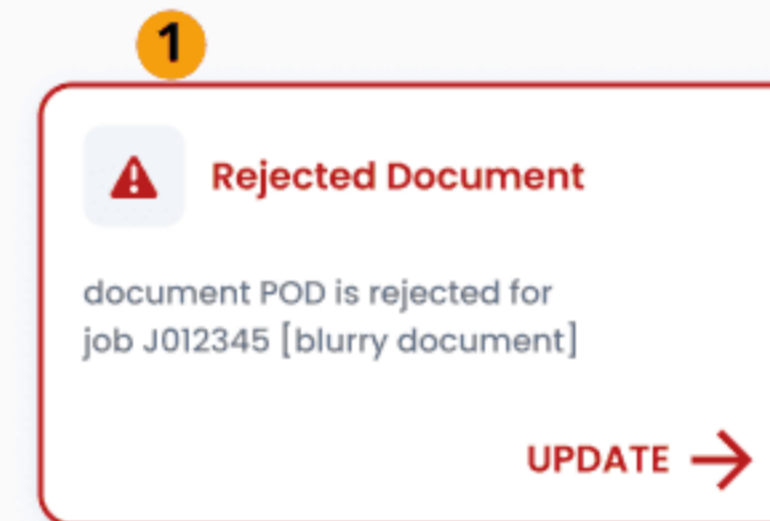
More intuitive CTA & flow

Before

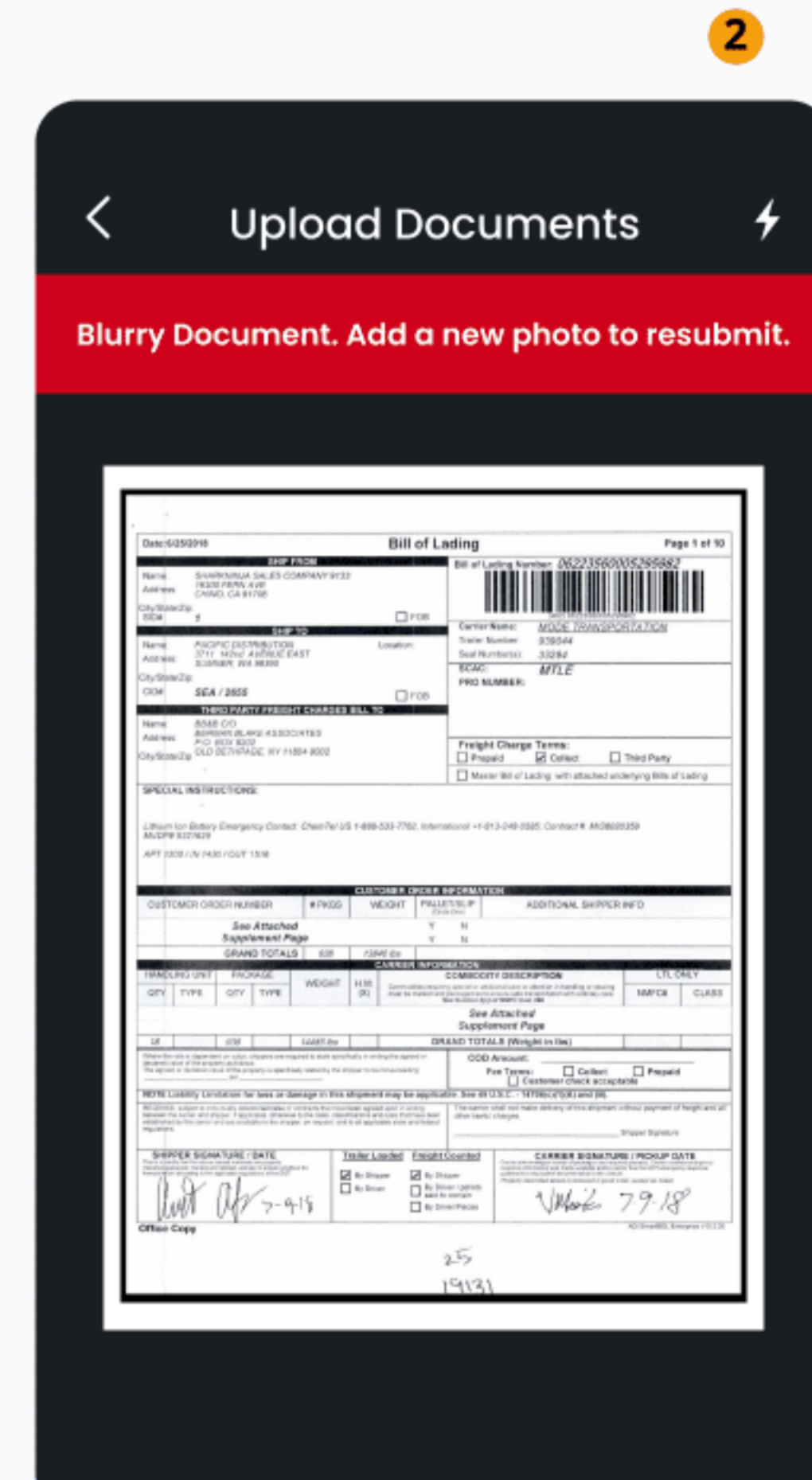


Some users got confused by the similar UI of "uploading" and "rejected" cards.

the basic load info is in the document already

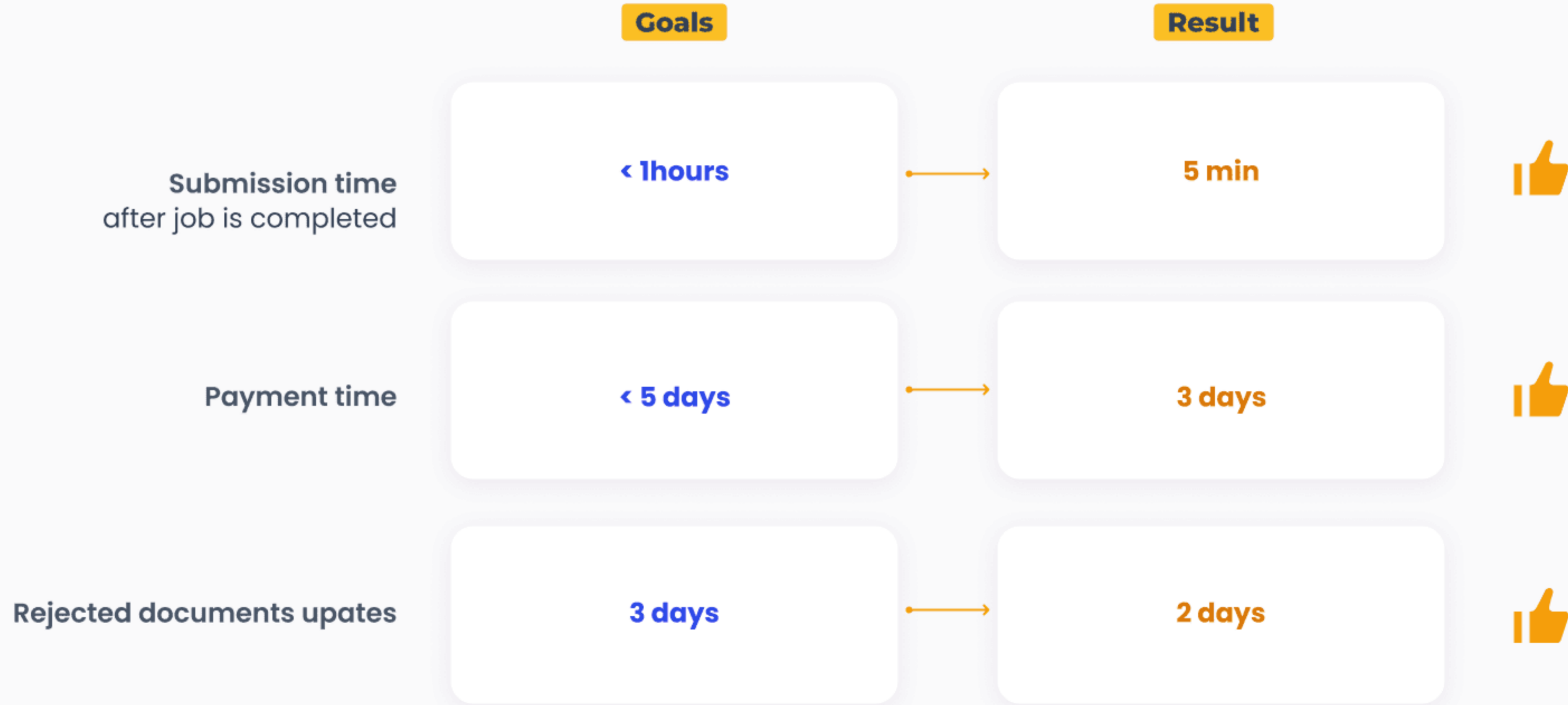


After



IMPACT

User Impact



IMPACT

Business Impact

A few months subsequent to the introduction of the new features, owing to the restoration of our reputation, we secured one of our most significant clients, consequently facilitating the influx of **30,000** loads into our marketplace.



TAKEAWAYS

What I learned

don't expect users to read

Refrain from depending on written text to convey crucial messages.



Rejected Document

document POD is rejected for
job J012345 [blurry document]

[UPDATE →](#)

TAKEAWAYS

What I learned

Data is the best teacher

Don't take stakeholders' input literally.
Always validate design with data.

Payment PM

Users upload document late

40% of our drivers didn't upload all the required documents within 24 hours.

Accounting Team

We didn't get all the docs

200+ documents are missing in 2021.

Some docs are not approved

24 docs are rejected in this month.

Any Questions?

