DoorDash d2d program

Developing the product

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Getting Started

Create Project Blueprint

A product launch is not just about deploying a beautifully designed,built and thoroughly tested feature. Your company needs to be equally prepared if not more to support every possible customer interaction associated with the product (e.g landing on your company website to learn more about the new feature)

Create a coordination activities map

Share your project-specific coordination activities map here (Map link). You can also share a screenshot below.

Purpose *Conveys the scope of various tasks that need to be coordinated to build and launch the product/feature*	What is the task? *Based on the purpose, select the appropriate from the drop-down*	Who is the task owner? *Does the following to finish task:* *1. Schedule and run meetings* *2. Gather feedback and share updates* *3. Follow-up with stakeholders*	Whose involvement is needed to accomplish the task ? *Please select one from the drop-down list of your identified stakeholders*	What is their role? *Select the stakeholder's role from the drop-down. Note: 'Scrum Team' role is applicable to stakeholder 'Scrum Team' only*	By when, does the task need to be completed? *Select milestone keeping in mind nature of the task,downstream effects of delaying task*
Evangelize internally	Setup PRD review meeting to receive feedback	Product Manager	Head of Product	Approver (Has the final say on a specific aspect of the project)	Set a target week
			Impacted Product Managers	Contributors (Consulted for their opinions or expertise to help with project decisions)	
	Setup meeting to share MVP scope and walk-through design to gather feedback		Cross-functional Stakeholders	Contributors (Consulted for their opinions or expertise to help with project decisions)	
	Setup meeting to kickoff project with the scrum team		Scrum Team	Scrum Team (Involved directly in product development efforts)	
Involve legal and compliance	Setup meeting to review MVP scope and identify possible legal updates.e.g Terms of Use and Privacy Policy	Product Manager	Legal and Compliance	Contributors (Consulted for their opinions or expertise to help with project decisions)	Set a target week
	Get feedback on previously identified legal areas to update. e.g Terms of Use and Privacy Policy		Legal and Compliance	Contributors (Consulted for their opinions or expertise to help with project decisions)	Before project's sprint 1 starts
Incorporate stakeholders feedback	Discuss the prioritized feedback received from stakeholders to update scope and design	Product Manager	Product Designer	Scrum Team (Involved directly in product development efforts)	Before project's sprint 0 starts
Initiate and maintain feedback loop	Create a project-specific communication channel (in Slack etc) to share insights from customer meetings/usability tests/data analysis	Product Manager	All except Legal and Compliance	Informed (No authority over the decisions and need to stay updated on the progress since it impacts their own work)	Before project's sprint 0 starts
Plan development	Setup solution feasibility discussions to understand the work involved/identify inter-dependencies and potential risks	Product Manager	Scrum Team	Scrum Team (Involved directly in product	Before project's sprint 0 starts

Plan for Sprint Meeting

As a PM, it is important to stay ahead of your scrum team and be prepared for every upcoming sprint by having a target goal defined with prioritized backlog for team to start costing and breaking down the tasks

Sprint Planning Meeting Preparation

Sprint Goal	
Enable the DoorDash's user to access the new feature to view information about her order and be able to modify route planning	

Sprint Backlog (list the prioritized **user-stories** from the product backlog)

1	As a DoorDash user, I want to know where is the food delivery robot so that I can estimate when I can eat
2	As a DoorDash user, I want to control (modify) delivery robot's route planning so that I can get food earlier and safer
3	As a DoorDash user, I want to know what kind of restaurants menu are available so that I can manage my orders
4	As a DoorDash user, I want to know what delivery options are available so that I can manage my orders as I wish
5	As a DoorDash user, I want to know how how can I change orders at food delivery robot to manage if my friend jump in

Sprint Prioritization Logic

P0 Robot Status: The user can see the robot's position on a map
P1 Robot feedback: The user can provide real-time feedback and improve the route planning algorithm with his feedback
Build a functional application as a deliverable by the end of the first sprint that covers all of the P0 & P1 features.

User Story 1

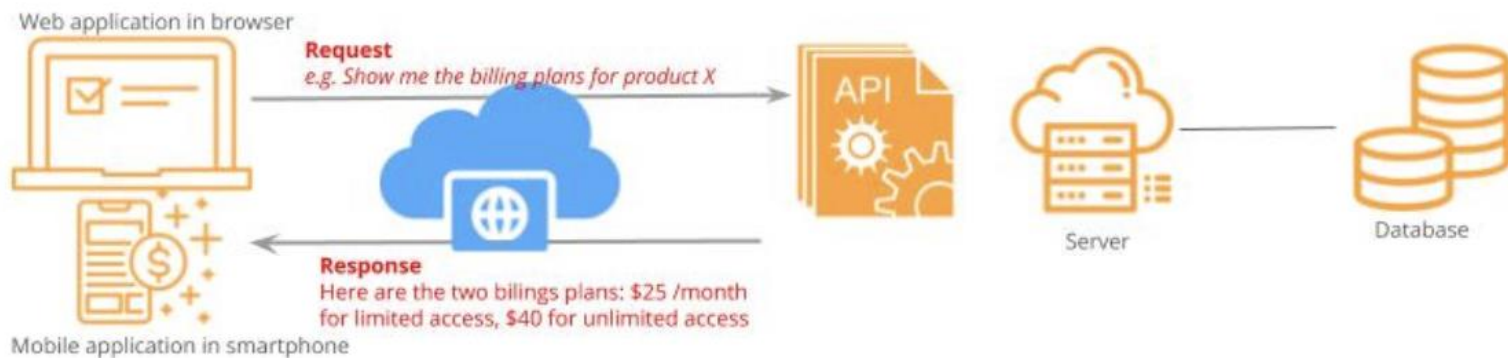| User Story	As a DoorDash user, I want to know where is the food delivery robot so that I can estimate when I can eat
Design	[Prototype](#) [Storyboard](#)
Acceptance Criteria	• A logged-in user can find the robot status feature from ,where is my order screen' • The page will continue to be mobile responsive and ADA compliant • The page is refreshed of Robot position and route planning in every half second
Assumptions	• Since DoorDash is (ADA compliant) and mobile responsive, engineering team builds all features to be compatible with these requirement • The app should be available at all times even if bandwidth is limited that is PWA compliant

User Story 2

User Story	As a DoorDash user, I want to control (modify) delivery robot's route planning so that I can get food earlier and safer
Design	[Prototype](#) [Storyboard](#)
Acceptance Criteria	(The route planning advice given by the customer restarts the route planning algorithm) (The route planning recalculation improves route planning algorithm engine) • User navigates to route planning screen and review robot position and ETA • Then the user will navigate to the route editing page and gives her advices • User will receive some suggested routes while they can edit their own
Assumptions	• Reinforcement learing is used by the engineering team (?) • Product is available in U.S only and the MVP will be launched in English only

Decoding API Documentation

As a PM, you will collaborate with the engineering team and provide guidance that heavily influences their development approach. When a product requires an API integration, sometimes PM need to be "technical enough" to understand the following to refine the solution with designer and development team

- **what information is available via the API**
- **how is it available**
- **possible pricing impact**

What does an API do?

Web application in browser

Request
e.g. Show me the billing plans for product X

Response
Here are the two bilings plans: $25 /month
for limited access, $40 for unlimited access

Mobile application in smartphone

API

Server

Database

A breakdown of what happens here:

- User is ready to purchase the product. The next step requires billing plan to be selected, which needs to be displayed first.
- The client (i.e the web browser) asks the server for Product X's billing plans
- The server fetches the information from the database. Responds to the client with Product X's billing plans
- The communication is conducted using HTTP, which stands for hypertext transfer protocol. HTTPS is a more secure version in which information is encrypted
- Every time you access a new page or request additional information about an item on an existing page, specific requests are made to the server using the HTTP method, which is used by an API as well.

DoorDash Project

Operations team : Primary purpose will be to monitor the robots remotely or in close proximity to the robot with ability to override and provide new instructions / information to robot using a product (desktop application, mobile app et. Their goal is to ensure robot is functioning as expected (based on the algorithm or Operations team) and if needed can be stopped manually (e.g if operations team is unable to do so programmatically)

Based on the API documentation how would you update your solution and design?	- Alert the Operation team member for a specific delivery when the 'robot' delivery is NOT completed AND taking longer than a 'potential bicycling' delivery by x* - Allow the Operations team member to view the alternative walking routes with the following information: - Highlight restrictions in the route such as road blocked etc - Warn when the route has an unclear pedestrian path (i.e may not be suitable for robot) - Allow the Operations team to select a new route from the many alternative walking route and share it with both robot p to follow the updated 'reroute' directions
Based on your high-level understanding of the API documentation, are there any details that you want to discuss with engineering to refine solution and/or determine feasibility	- Is it possible to determine for all the active deliveries with a robot the 'lagging performance' to alert the Operations team to potentially take over? - To calculate the threshold for 'lagging performance', can we scan various walking and bicycling routes to determine an expected delay (due to speed, route availability) - For the routes taken by robot which required rerouting to complete the pickup and /or delivery, can we determine the possible reasons such as reroute due to route restrictions,original route did not include clear pedestrian path,or the robot had to cross a heavy traffic signal.This will determine if there is a need to update the algorithm to reflect these hurdles to predict a better route (reduce interventions) - Is it possible to know whether the route includes steps or bumps using satellite view (or) API data since it may increase the need for manual intervention

DoorDash d2d Project

Based on the API documentation how would you update your solution and design?	• Calling traffic_model (defaults to best_guess) — Specifies the assumptions to use when calculating time in traffic • For the calculation of distances, specify the transportation mode to use. By default, distances are calculated for walking / bicycling
Based on your high-level understanding of the API documentation, are there any details that you want to discuss with engineering to refine solution and/or determine feasibility	**System Architecture: Latency, Throughput, Bandwidth:** Using private cloud or cloud architecture? API updates: How we follow 3rd party API updates or EOL?

Re-prioritize Sprint Backlog

As a PM, unexpected issues and new feature requests will require you to triage them efficiently and re-prioritize the sprint backlog without impacting the roadmap deliverables significantly

Framework to Prioritize Backlog for Sprint Planning

Minimize changes mid-sprint and reduce confusion for the scrum team

	Category	Details	Examples
5 - 10%	High Priority / Critical Issues	Issues and requestsl that require immediate attention	E.g. page load taking significant time, app crashing upon accessing critical feature
75 -70%	Metric Movers	User Stories of roadmap features that provide a complete value	E.g. Create a custom workout with any exercises of any workout type and start the workout
15 - 10%	Customer and Stakeholder Requests	Improvements and tasks that address customer feedback or internal stakeholder requests	E..g Add new exercises for Pilates, address technical debt to allow sharing of custom workouts between exercisers
5 - 10%	Customer Delights	Improvements that users may not even ask for or know they want but when provided will delight them	E.g update copy displayed upon completing work motivating to share with community

% allocated to each bucket may vary based on the company's growth phase, project initiative's phase, product quality, etc

Issue 1: Landing Page loading too slow

Determine impact and criticality to prioritize issue	• Check all support tickets regarding the landing page and ask customers further questions if necessary. Required inputs: in which regions the incidents occur, on which devices, type of operating systems running on the device • Check with Q&A team the landing page test results per device, per OS, per region Compare the Q&A test report with information received from customers and also view it in the Google Lighthouse app, where you can also get software repair tips. Industry benchmark: [link](#) Impact: high importance Priority: Critical issues category
Next Steps You would carry out typically using JIRA (ticketing tool)	➤ *Open priority ticket for the case, allocating time budget for the case* ➤ *Update ticket with customer ticket summary (region, device, OS) and with Q&A test report* ➤ *Update ticket with Lighthouse analysis (technical detailes)* ➤ *Update of the Sprint backlog to have this issue fixed in the current sprint as a hotfix* ➤ *Send a summary to all Sprint stakeholders through Slack*
Would you take additional steps	➤ Prepare a feasibility study on the use of PWA that addresses bandwidth and load issues. ➤ Behind the main KPIs, agree with the Q&A team of making and analyzis for building a continuous test environment.

Issue 2: Misaligned fields in Profile Settings

Determine impact and criticality to prioritize issue	- Quick check if other OS is affected like iOS - The first step is confirming whether the reported issue is a bug or a mismatch in user expectations. If the reported issue is a bug, then determine whether it's reproducible every time - Prioritization: Normal to the customer request bucket (not linked to metrics movers)
Next Steps use ticketing tool (JIRA), and communication channel (Slack)	- Issue a ticket in Jira vs customer and stakeholder backlog bucket - Add to the ticket the screenshot and customer support ticket - Notification of impacted stakeholders via Slack

Respond to Customer Service Manager's Email

Determine impact and criticality to prioritize the issue (1 - Critical; 2 - High; 3 - Normal; 4 - Low)	1- **Critical** (fits to category: part of the product making it unsusable and user cannot proceed) Impact is high due to high percentage of users can not log in. Internal questions: how many other Customer Service's tickets have the same problem?
Next Steps You would carry out typically using JIRA (ticketing tool), communication channel (Slack)	1., Sync with impacted stakeholders via email / Slack of critical bug 2., follow-up communication when hotfix is done 3., Update of the issue in JIRA 4., Communication with head of engineering of possible solutions
Sample Email Response	Hello xxx, Thank you so much for reporting this issue that could have caused an increase in user churn. I opened a bug ticket and put high priority the case. I will discuss the solution options with the engineering manager and I will notify you as soon as there are some options. Rgds, Tibor

Handle Potentially Difficult Situations

As a PM, you will be faced with many unexpected situations where you have to make a decision or push back while managing competing priorities from stakeholders and tackling issues that could potentially affect your product launch

Respond to CEO or GM's request via email

Assessment and result	The background: The product feature is 65% functionality complete and not fully stable yet since it is still being tested. Assessment: It is risky to demo the product live as it is not stable yet
Sample Email Response	Dear CEO, This is great news and I know how important it is to inform key stakeholders and win their further support. Currently, the product is under development and bug fixes are underway, so a live demonstration would be quite risky. However, presenting the prototype of where we are going to go and presenting the roadmap I think would help our case a lot. Waiting for your green light. Rgds Tibor

Step-in and guide the scrum team at stand up

Video Response	Share the link to your video here: link
	Current situation:
	1., A user story that needs to be marked as completed('done') has two back-end tickets in "Code Review" status,which is assigned to the back-end engineer that just shared their update. / 2 days now
	2., The back-end tickets are blocking two front-end tickets (which are in 'Ready to Test' status') from being verified by QA
	3., Also, there is one another ticket covering analytics requirements (story points =3), for which development has not yet started. This is currently 'must-have' for the launch and is expected to be completed in this sprint.
	The ticket cannot be completed (marked as done) by end of this sprint if it is not picked up for development by the end of today
	Bargain:The ticket has 5 tracking requirements as of now and you believe it is ok to have 2 out of these 5 be downgraded to 'nice-to-have' if needed to de-risk for the launch
	Main goal of the „speech" understand engineering reasons WHY the task was not completed and agree on next steps.

Handling Resource Constraints

List 2- 3 activities that you would carry out as a PM to unblock the scrum team immediately ?	1., Align with the head of QA team if he can assign other shared resources 2., Discuss with other PMs regarding of get shared resources for must-have features test ➔ If both of the options can not work step nr3 3., Check with head of engineering if anyone in his team is able to support QA testing 4., PM himself doing manual test
Since the QA team member is shared across multiple projects, how would you coordinate with other PMs to de-risk your project and raise appropriate visibility ?	1., Invite for a short meeting other PMs, meeting invitation contains the background and effects 2., The relevant tickets will be updated and assigned to head of QA for review
Since there is a potential risk, it is important to raise visibility amongst appropriate stakeholders	Head of products Head of marketing
	(Red). Robot localization feature launch is in risk because the fell out QA resource could not be replaced. Currently, shared testing resources are fully tied up. The sprint backlog is under re-prioritization process. (Green) The replacement of the fell out QA specialist with the other PMs was resolved. Now the affected sprint backlogs are being fine-tuned, but none of the must-have feature launches are in jeopardy.

Handling Resource Constraints

List upto 3 activities that you would carry out as a PM to unblock scrum team immediately ?	- Get involved in story-level testing for verification : manual testing and regression - Ask for more resources explaining the need clearly: Reach out to head of QA asking for additional resources to avoid the risk completely
Since the QA team member is shared across multiple projects, how would you coordinate with other PMs to de-risk your project and raise appropriate visibility ?	Reach out to other affected PMs immediately - Focus on problems vs. people and share your side's interests (before you ask for theirs) : Convey the potential risk to your project,its impact and share your plan to minimize risk immediately - Understand the impacted PM's interest before sharing your ask: What is the status of their project and plan to handle the impact? - Share your ask: Discuss how can they accommodate the QA team member's reduced availability upon return (to buffer more time for your project)
Since there is a potential risk, it is important to raise visibility amongst appropriate stakeholders	Impacted PMs, shared QA team member, Head of Product and QA - If other project's timelines are at risk and they cannot afford to reduce their dependency on the QA team member upon return, raise the issue and relevant risk to stakeholders requesting their assistance - If other PMs are able to accommodate your request, then share the plan for your project and agreed upon coordination plan with other PMs

How would you handle stakeholder feedback?

Feedback Assessment	 1., In the current MVP, this product feature was not included. What is the reason you just thought about adding it? 2., Why do you feel that the product tested is not good enough? In QA's process do you think there is a gap or is the user journey not well thought out?
Video Response	Share the link to your video here (video link) My current position is to go further with the predefined roadmap. The product features declared in the MVP of the product have been developed and tested. We launch the product, measure the designated KPIs, and declare the new product features to be developed and correct bugs in the next roadmap milestone sprint.