

DoorDash

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

Purpose <i>Conveys the scope of various tasks that need to be coordinated to</i>	What is the task? <i>Based on the purpose, select the appropriate from the drop-down</i>	Who is the task owner? <i>Does the following to finish task: 1. Schedule and run meetings 2. Gather feedback and share</i>	Whose involvement is needed to accomplish the task ? <i>Please select one from the drop-down list of your identified stakeholders</i>	What is their role? <i>Select the stakeholder's role from the drop-down. Note: 'Scrum Team' role is applicable to stakeholder 'Scrum Team' only</i>	By when, does the task need to be completed? <i>Select milestone keeping in mind nature of the task downstream</i>
Evangelize internally	Setup PRD review meeting to receive feedback	Product Manager	Head of Product		On going activity
			Cross-functional Stakeholders	Contributors <i>(Consulted for their opinions or expertise to Scrum Team (Involved directly in product development efforts))</i>	
	Setup meeting to kickoff project with the scrum team		Scrum Team		
Involve legal and compliance		Product Manager		Legal , Finance team, Management	After 4 sprints, involve legal early in the product development, to check for all the compliance and the 3rd part support and open software to be incorporated so that we are not Ongoing activity
				Make sure that we are all on the same page on the product notes, product releases and public Scrum Team (Involved directly in product development efforts)	
Incorporate stakeholders feedback Initiate and maintain feedback loop	Get feedback from all the internal stakeholders	Product Manager	Product Designer, Development Management, QA	Scrum Team (Involved directly in product development efforts)	Ongoing activity
		Product Manager	Head of Product/Impacted Product Managers/Cross-functional stakeholders		Ongoing activity
Plan development work	Enable the login feature both on iOS and Android platform	Engineering Lead	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before project's sprint 0 starts
	Enable the payment gateway by integrating the payment gateway API	Engineering Lead			
Manage product/feature testing	Share and review the project's test strategy	QA	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before each sprint starts
Setup analytics tracking	Create a project-specific communication channel (in Slack etc) to share insights from customer	Data Analyst	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before each sprint ends
	Create tickets for each sprint based on the analytics tracking requirements	Data Analyst	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before each sprint starts
Prepare for every sprint		Product Manager			
Coordinate product/feature launch		Product Marketing	Product Manager	Product marketing	Ongoing activity
		Product Marketing	Product Manager	Plan for the launch and press releases	Before project's last sprint ends
Communicate project progress		Product Manager	All except Legal and Compliance	Cadence call with the internal stakeholders and bi-weekly mail to the entire organization on	Ongoing activity
Receive product/feature sign-off	Setup meeting to demo the feature and conduct end-to-end feature testing to identify bugs and receive feedback	Product Manager	Head of Product/Impacted Product Managers/Cross-functional stakeholders		
			Impacted Product Managers		

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 User to order food through Dashboard mobile app by logging into the app	
Sprint Backlog (list the prioritized user-stories from the product backlog)	
1	User login widgets for the user to login
2	Validate the correct username and password
3	Landing page of the mobile with various pops and offers(Deal of the day ,combo offers)
4	Search for the food feature
5	Add select food to the cart and pay for the order
Sprint Prioritization Logic	
<ul style="list-style-type: none">• Develop the fully functional app to place order, where user can place the order• Since it involves payment gateway integration with 3rd party API, it takes multiple sprints to fully functional	

User Story 1

User Story	As a doordash app user, I must be able to login sucessfully and order the food without much effort, it is better if the app is voice enabled to order rather than searching by typing in the search bar.
Design	[Remove help text before you submit] Add another slide and include your screenshot or link the prototype here
Acceptance Criteria	<ol style="list-style-type: none">1. validate Login credentials , popup error message that if the user is not valid or mismatch in username and password2. User shall be able to search the food through the drop menu or search or through voice.3. User shall be able to place the order and place the order4. User shall be able to make the payment through wallets, net banking or other payment gateways5. User shall get notification through email and SMS about the order placed and the approx. time of delivery.
Assumptions	<ol style="list-style-type: none">1. User can order for other, delivery address shall provided if the registered address and delivery address are different2. The app is security compliant and has certifications from the required organizations.

User Story 2

User Story	As a Doordash subscriber/user, I must be able to track the robot in real time and also the estimated time of delivery.
Design	[Remove help text before you submit] Add another slide and include your screenshot or link the prototype here
Acceptance Criteria	<ol style="list-style-type: none">1. Track the robot in real time in the map, where exactly is the robot is and also the remaining time for delivery
Assumptions	<ol style="list-style-type: none">1. User can change the delivery any time before the last mile delivery ,but there shall be extra cost if the address is changed mid way.2. Tracking of possible where there is full internet connectivity, you cannot track if your device is offline

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

DoorDash Project Google API documentation

- The Google Distance Matrix API documentation Provides the distance and the time required for the delivery by providing the origins details. If the address is passed , the string is parsed and converted to geocodes to find the distance and the time required for the delivery
- The Google direction API provides the driving direction between the source and the destination, which our Doordash robot shall read it and deliver to the destination address
- The operations team can track the robot in real-time and track the robot in real time.
- The API provided by google shall be integrated with the product to query for the distance and the route.

Note : We are in discussion with google to negotiate best price for the API subscription for our products, however you can use it for the testing and demo purpose as of now. Once we officially sign-off agreement ,we can incorporate the API for querying the latitude, longitude and geocodes.

DoorDash Project

Based on the API documentation how would you update your solution and design?

- App shall use get method to query for the co-ordinates
- Appropriate codes shall be returned and captured and shown in the app
- Any 404 or bad requests, a ticket shall be raised to google team to address the problem immediately. We have subscribed for premium subscription with response time of 30 minutes and resolution time of 3hrs.

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

- How do we handle the re-routing the address in the midway. The user can change the destination address in the midway?
- Robot shall send out its geo co-ordinates to the operations team as well to the operations time for real-time tracking. How do we incorporate this feature and when shall we able to finish the development(Time frame)

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

Issue 1: Landing Page loading too slow

Determine impact and criticality to prioritize issue	<ul style="list-style-type: none">• There is a serious impact on the business with the performance of the product is not meeting the expectation.• This is the critical issue which impacts the business if not addressed immediately.
Next Steps You would carry out typically using JIRA (ticketing tool), communication channel (Slack)	<ol style="list-style-type: none">1. Open an incident immediately with priority as High (2)2. Involve the engineering team, product head and relevant stakeholders to work on this immediately ,as it is having business impact and needs to be addressed immediately.3. Involve QA to test the fix and make sure that it meets the acceptance criteria
Would you take additional steps ?	<ol style="list-style-type: none">1. Inform customers about this and apprise them that we are working on it and fix shall be provided at the earliest.2. Conduct RCA and find out the crux of the problem, to avoid the re-occurrence.

Issue 2: Misaligned fields in Profile Settings

Determine impact and criticality to prioritize issue	<ul style="list-style-type: none">• The fields are misaligned due to the styling properties (As per the Engg team input)• The misalignment can happen sometimes, if the device aspect ratio changes• The impact on the user is low or negligible as it is not having any major business impact, it shall be treated as low.
Next Steps use ticketing tool (JIRA), and communication channel (Slack)	<ul style="list-style-type: none">• Create an incident with low priority• Assign it to the engineering team to fix this• QA team to test, before the next release

Respond to Customer Service Manager's Email

Determine impact and criticality to prioritize the issue (1 - Critical; 2 - High; 3 - Normal; 4 - Low)	<ul style="list-style-type: none">● Priority (1- Critical)● Since it is impacting the users and they are not able to login, this is really frustrating to the users that they are not receiving the email to reset password & the volume of call to the call center is high due to this, which is impacting both the customers and the users.
Next Steps You would carry out typically using JIRA (ticketing tool), communication channel (Slack)	<ul style="list-style-type: none">• Raise the priority of the ticket to Critical -1• Align the engineering team to work on this and make sure that we don't breach the customer's SLA and provide the fix/work around as per the defined SLA with the customer.• Engage the QA team to test, before it is released to production or in the future release
Sample Email Response	<p>Dear Customer,</p> <p>Trust you are doing good . At the outset, We apologize for the inconvenience caused for the high incoming calls to your customer care about the password reset email being not received y the users. I will schedule a meeting with your team to understand the problem which is happening in production environment . Our team wants to understand if there were any network changes in the production environment or upgradation or maintainance activity being carried out in the last 24 hours . I will schedule a meeting and send out an invite to you to discuss more on this.</p> <p>Regards, Srinivas Product Manager XYZ corporation ...</p>

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	<ul style="list-style-type: none">• The product feature is 65% complete now and it is not fully tested for the functionality• The changes are continuously deployed to the build• The QA team has not fully the product features, so it is not put to the staging for demo
Sample Email Response	<p>Dear CEO/GM,</p> <p>I want to apprise you that the product feature is not full functional and it is not being tested thoroughly by QA, since there are multiple check-ins/iterations are deployed to the tool and the product feature is not stable. However, I can demo the product with the feature with limited functionalities and possibly with bugs. I shall send out an invite for the demo to you along with engineering team. However, we shall strive hard to keep complete feature development along with testing team with the support of development and QA team.</p> <p>Regards, Srinivas</p>

Step-in and guide the scrum team at stand up

Use the information below to understand what is expected and use the next slide to share your answers

Sprint Progress

You have 3 more days for the sprint to end

Assumption for exercise-sake

User stories being referred here are related to the product feature (project you are working on). The tickets are costed and targeted to be completed by the end of this sprint to go live with the product feature

Situation Details

You are stepping in as Scrum master for the stand up today. Your back-end engineer just finished sharing their update (*pick up the analytics ticket, and there are no blockers*). Your QA team member is next in line to share their update. In JIRA (ticket tracking tool) you notice the following:

- 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. You know from attending previous standups that these two tickets have been in 'Code Review' status for 2 days now
 - The back-end tickets are blocking two front-end tickets (which are in 'Ready to Test' status) from being verified by QA
- 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. 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

Step-in and guide the scrum team at stand up

Video Response

Share the link to your video here [<insert link>](#)

1. Work on the Analytics requirement which is must to have in the launch
2. Work on one-back end and one front end tickets, as there is dependency front end is dependent on backend code review shall be done and then subsequently we can test the two tickets, so that we are good for the launch

How would you handle resource constraints?

Use the information below to understand what is expected and use the next slide to share your answers


Sprint Progress

There are 6 more days for the sprint to end

Assumption for exercise-sake

User stories being referred here are related to the product feature (project you are working on). Based on the test strategy that had been discussed, tickets were added by QA team to this sprint and targeted to be completed by the end of this sprint to go live with the product feature

Situation Details

- Your project has a shared QA team member that you are working with for the first-time in the company. The Head of QA informed you that your QA team member is handling 2 other major projects with other PMs simultaneously and is out on sick leave for the next 3 days
- When the QA team member returns, tickets related to automated testing (to cover 30% of this sprint's scope) will be still pending along with manual verification and regression for the user stories that have been completed by then
- You know a product feature that is not fully tested is unstable and prone to issues. You believe this is a potential risk affecting the product launch if not addressed immediately.
 As a PM, you need to sometimes step up and wear multiple hats to launch your product.

Handling Resource Constraints

<p>List 2- 3 activities that you would carry out as a PM to unblock the scrum team immediately ?</p>	<ul style="list-style-type: none"> • cross pollinate with PMs and loan the QA on sharing basis • Apprise other PMs about the business impact • Have meeting with Product head and see if he can influence and get QA loaned • PM can carry out the testing to the best of his abilities
<p>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 ?</p>	<ul style="list-style-type: none"> • Use social capital and personal rapport to get QA onboarded to test for the product launch(I know it is difficult, but doable) • Work with QA and test the feature yourself , if need be .Learn from QA the testing methodology , so that I can test the feature myself.
<p>Since there is a potential risk, it is important to raise visibility amongst appropriate stakeholders</p>	<p>The risk shall be highlighted to the appropriate management and executive teams and also try to mitigate the risk with possible solutions by engaging with QA team and asking for support from the other PMs</p>
	<ul style="list-style-type: none"> • Its business as usual, after all every one will see their task as high priority. • If the negotiation is through, we are collaboratively working • If negotiation is failed, I need to work on my social capital 😊

How would you handle stakeholder feedback?

Feedback Assessment

- Go back and refer to the guiding principle , whether it was part of the release.
- Perform impact analysis for push notification enabling/disabling
- After the product Launch, we may consider this feature in future release .
- Anything new which is not part of the PRD, shall not be considered for the launch.

Note: We cannot afford to tarnish the image of the company, any feature without testing shall not be incorporated and we shall adhere to the guideline. However, we can write mail to the customer to open the app daily to use product feature and inform about the WIP.

Video Response

Share the link to your video here ([insert link](#))