Zé Delivery

Analysis

Description

This document reference to the "Zé Delivery" Engineering Manager role challenge. On this presentation will be exposed data, text and aspects of the challenge solution, considerations, suppositions and conclusion about the theme

Goals

The main goal of the challenge is identify the "root" of the problem behind the process of "in-house" transition and the growth process of the service. Many startups and small companies pass for trouble when growth becomes exponential and unavoidable and this challenge tries to identify and propose a solution for one of them.

Techniques and Methodologies

This analysis is based on data provided by the stockholder. Was developed following data driven principles of analysis and have used some Google Data Studio to help in the data strutted analysis.
Due to the limited information and the restricted scope some consideration could be incorrect.

Begin

Jan 2017 when the data started to be collected. The first row available was at 01/01/2017.
Until this moment the "Zé" is not operating in "in-house".

Average rate: ~3.20

Rating	Rate Count	% Δ
	181	-
5	181	-
4	153	-
1	135	-
3	131	-
2	104	-
-1	3	-

Rating	Rate Count	% Δ
	32	3,100.0% ↑
5	32	3,100.0% ↑
4	31	3,000.0% ↑
-1	31	3,000.0% ↑
1	28	2,700.0% ↑
3	27	2,600.0% ↑
2	12	1,100.0% ↑

July 2017

In July 2017 the "Zé" operation development has change and started to build "in-house".
Coincident with rate average drops.

Average rate: ~3.20

After July 2017

After July 2017, the "Zé" receives a considerable money contribution to increase the orders.
The data range provide end on 31 Oct. This period was compared with last 3 months before started to build "in-house". We can attempt to the fact that the score -1 drastic increase. Also we have a considerable increase on "1" and "2" scores.

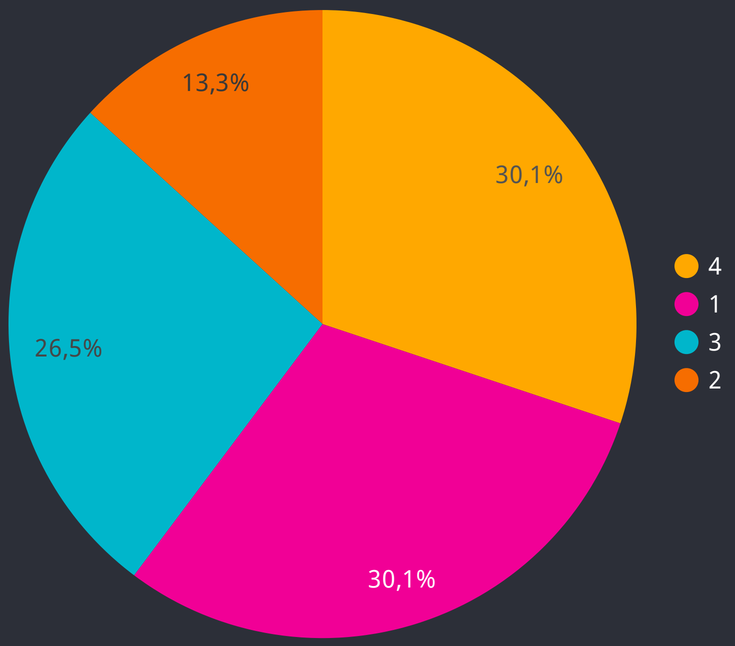
Average rate: ~3.15

Rating	Rate Count	% Δ
	92	48.4% ↑
5	92	48.4% ↑
-1	92	2,966.7% ↑
4	89	61.8% ↑
1	80	50.9% ↑
3	70	48.9% ↑
2	52	44.4% ↑

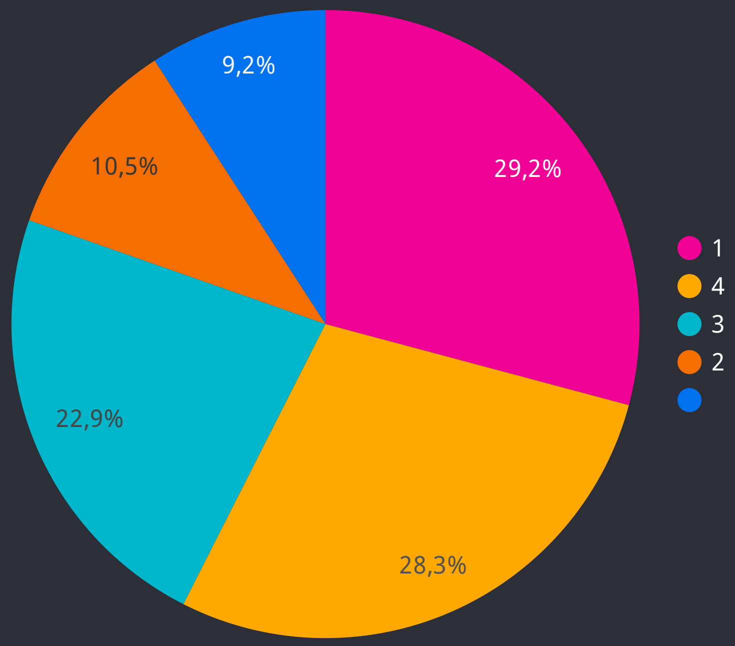
Bad Rating Reasons

By the data of bad rating reasons, after the money the orders increase exponentially but the percentage of the "angry" and "happy users don't change drastically to suppose that the quality of the service has dropped.

Jul - Aug 2017



Aug - Nov 2017



Reasons

Behind the bad reasons, the most hated reason was “More Than 1h”, probable this reason was more rated because the volume of the orders increased faster than the POCs expected or was prepared for. This reason is direct linked with the third more rated reason “Warm Beer” that indicated the order's volume increased too fast.

Cerveja Quente	Problema no Pagamento	Serviço Ruim	Mais de 1 Hora	Faltou Produto	Outra coisa	Não entregue
121,0	36,0	33,0	367,0	87,0	184,0	39,0

Solution

Based in the data processed and analyzed, the follow solution can be inferred:

"Root" of the problem

The root of the problem is the fact that the email rating process has been changed. When the service started in-house, the email rating process don't have had considered new clients and could not start the rating email process to the new orders. The new clients just rate by the app but, how we can see, most of them skip the rating step. However, more angry clients have rating the app trying to get a possible solution to your problems, decreasing the rating score. With more money making the service more popular, getting more clients, more bad ratings is received. The email to rate the app is very important to attract happy clients to increase the rating score.
Another aspect is that with the money contribution the service received more and more orders and not of all POC's is prepared for this fast growth and have started to growth the delivery delay and let the beer warm. This has generated more unsatisfactory rating score to the app.

Growth Team advise

The Growth Team can keeping investing on the service if:

- Improve the process of rating by email: fixing the old service to all new clients that have been made a new order;

- Deal with the POCs: POC's that have had received bad reasons rating for more than 1 hr delay or warm beer needs to improve

their operations to adapt to the Zé's operation level of quality.