PROJECT CHARTER : DOORDASH

1. General Project Information	
Project Name:	**DoorDash**
Project Role:	**Product Manager**

2. Project Overview

Problem Summary

- Doordash dashers(drivers) who are Gig workers are fighting for worker rights, payment, and labor disputes with the company.

- Doordash is experiencing challenges around Dasher logistics. The company is facing logistic inefficiencies within its Dasher supply chain.

- Customers are unsatisfied with the dasher's delivery services. They have reported complaints on various platforms about missing items in the order, delayed and inconsistent delivery service quality.

Project Goals

Enable Dashers to regain their trust in Doordash and feel valued as an employee, foster their relationships with the company, and perform efficient service delivery with the Launch a Personalized Loyalty Program for Dashers.

Key Metrics

- Dasher's sign-up rate on the Dasher application
- Average rewards earned
- Customer Satisfaction Score
- Doordash ratings/reviews on the main application
- Number of deliveries per week on the Dasher application
- Dasher's engagement on the Dasher application
- Dashers Churn rate
- Delivery completion rate
- Net Revenue
- Customer Conversions
- Delivery time taken to deliver the order

3. Project Scope	
In Scope	Out of Scope
Dedicated one-on-one support and training for Dashers	Implementation of Federal employment laws
Integrate the Tier-based performance loyalty program seamlessly into the Dasher application	Fundamental changes to the business model, pricing structure, or overall strategy of the Doordash
Build the tier model which is a very basic reward-tracking feature.	Features or enhancements primarily targeted at customers rather than drivers, unless they have a direct impact on the success of the loyalty program
Plan and execute promotional events or campaigns to generate excitement and engagement among dashers	Establishing new partnerships with external entities that do not contribute to the success of the loyalty program.
Determine the criteria for the tier-based model, such as completed deliveries, performance metrics, or tenure with the platform.	
Roll out the program only in the Pilot market of California to see whether acceptance of this program is adding value to the key metrics	

![DOORDASH]

4. Project Budgets and Estimates

Team size assumptions:
Since Doordash has strong in-house tech experts ., this feature requires 2 junior engineers, 1 lead engineer, 1 Data analyst, 1 UI/UX developer, 1 Business Strategy marketing, and 1 Project manager for implementation

Cost Type	Cost Description	Amount
Direct costs	Technology Development, Integration to application, Storage, Cloud	$90,000
Overhead costs	Salary, Training and Support	$105,600
Total costs		$195,600

5. Assumptions

- Need for a loyalty program
- Resolves Doordash's dispute with Dashers
- Reduction in customer complaints about dasher's inconsistent delivery service
- The in-house engineering team has the appropriate talent to build the feature

6. Risks

- Expensive Operational expenses
- Scalability – to extend benefits and rewards to all dashers
- Brand image – if rewards are not fulfilled Doordash loses its brand image
- Dashers might demand full-time employment

7. Project Timelines

Description	Data collection	Backend Development	Front end development	QA/Feedback	MVP Release
Timeline	1 week	4 week	3 week	3 week	2 week

Build Vs Buy Recommendation for MVP:
MVP : Building the tier model and a very basic reward-tracking feature which is an MVP

| Criteria | Weight | Buy
All elements are brought from third-party | Build
All elements are built by Doordash's in-house tech team | Hybrid
Doordash engineering team + outsourcing team |
|---|---|---|---|---|

Integration of Loyalty Program functionality into Dasher application	10%	3	Medium Integration	5	No need to integrate. Seamless deployment	4	Medium Integration
Cost	10%	2	The features can be implemented by junior engineers in the team; buying will become expensive	4	Not a large number of resources are required for implementation. Junior engineers can be allocated	3	Cost can be a bit cheaper than buying
Dasher's data security measures	20%	2	High-level security required	5	Secured since it is in-house	4	Medium security
Core competency in the feature implementation	20%	5	Good	5	An expert tech team exists in the Doordash engineering team	5	Good
Control on changes to reward structure(customization)	10%	1	Very little	5	High	3	Medium
Maintenance	10%	3	Defects+upgrades	5	Defects	3	Defects+upgrades
Total Score		2.3		3.9		3.1	

Recommendations: A Build approach is the optimal choice for a loyalty program implementation because we have the necessary technology capabilities in-house. This approach offers the flexibility to customize the system to our precise requirements, ensuring alignment with our business goals and dasher needs. By building the system ourselves, we maintain complete control over its development, allowing us to preserve data security, and leverage our in-house technology expertise.