

THANK YOU FOR YOUR TIME IN THE PROCESS!

Welcome to the Presentation & Analytics step of the interview process! The direction at this point is minimal but allows us to see how far you will take this assignment and evaluate key competencies needed for the role.

Please limit your presentation to no more than **10 to 12 slides** and, if needed, feel free to use an appendix to showcase supporting analysis. While not essential, feel free to use external information to enhance analysis and make sure to document assumptions. Please send your presentation in **Adobe PDF format**. You have **3 full days** to complete the exercise. If invited, you will have **60 minutes** to deliver a presentation. Good luck!

Challenge 1 | Delivery Economics

(Suggested Presentation Time: 20 min)

Situation: Based on the practices of Uber's Mobility business, the UberEats city teams have been tracking a set of metrics. A General Manager of one EATS city has provided you with an abstract of the city's performance metrics on [this csv file 1](#) (or below) and asked for your insights.

	May 30, 2016	Jun 6, 2016	Jun 13, 2016	Jun 20, 2016	Jun 27, 2016	Jul 4, 2016	Jul 11, 2016	Jul 18, 2016	Jul 25, 2016	Aug 1, 2016	Aug 8, 2016
Deliveries	11,000	10,500	9,800	12,600	16,800	17,500	20,300	20,300	23,800	26,600	14,000
Gross Bookings	\$302,830	\$285,600	\$268,100	\$319,200	\$365,400	\$365,400	\$401,800	\$420,000	\$506,800	\$595,700	\$346,500
Restaurant Payments	\$213,150	\$201,400	\$190,500	\$226,200	\$289,800	\$290,200	\$317,900	\$332,300	\$400,900	\$471,900	\$274,800
Courier Payments	\$57,000	\$55,300	\$53,200	\$65,100	\$88,900	\$92,400	\$108,500	\$107,800	\$128,100	\$132,300	\$77,700
Eater Fare Adjustments	\$4,800	\$4,900	\$4,300	\$7,000	\$9,800	\$8,400	\$9,100	\$10,900	\$12,700	\$15,200	\$8,700
Eater Other Promotions / Disc	\$24,000	\$23,100	\$26,600	\$35,000	\$41,300	\$48,300	\$51,800	\$46,200	\$54,600	\$52,500	\$33,600
Eater Referral Promotions	\$23,500	\$25,900	\$28,000	\$37,800	\$60,900	\$56,700	\$68,900	\$78,000	\$69,300	\$99,700	\$46,100
Delivery Fee	\$29,800	\$28,700	\$27,300	\$33,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Definitions:

- Deliveries: # Orders sold
- Gross Bookings: Total amount of Food revenue + Delivery Fees
- Restaurant payments: Part of Food revenue that is transferred to restaurants
- Courier payments: Payments to couriers for delivery services provided
- Eater Fare adjustments: Reimbursements to eaters based on complaints (eg. Wrong food items, No show, Bad quality,...)
- Eater other Promotions/discounts: Promotions and discounts to eaters (eg. promocodes like \$5 off your meal)
- Eater referral promotions: Promotions to eaters being referred by another eater
- Delivery Fee: Total amount of delivery fee charged to Eater

Task: Your task is to make sense of the data on the csv file and present it to the city team in an easy to understand way. Think of the following:

- What are the delivery unit economics of this city (e.g. how much money do we make or lose on average for each order) and how do they evolve over time?
- Assess the pros and cons of the current trends. Where do you think these trends stem from?
- How can the city improve its profitability?
- What other valuable insights can you derive based on this data? What opportunities do you see? Are there any areas to flag to the General Manager of the city?

Challenge 2 | UberEats #KeepPromises

(Suggested Presentation Time: 20 min)

Situation: Your mission is to #KeepPromises by delivering food in a timely manner.

You are the Operations Manager for a market and your General Manager has asked you to reduce the market's end-to-end time. The end-to-end (E2E) time is the time between when the eater placed the order and the order being marked as completed by the courier. With the guiding questions under the Task section, **it is your mission to ensure 95% of orders are delivered in 45 minutes or less.**

Attached we have provided a [dataset](#) of orders with various data points. We ask that you assume the dataset to be a representative sample of a city in a 3-month period. Additionally, please present your analyses in minutes.

Task:

1. What is the end-to-end lifecycle? Please create a clear diagram.
2. Evaluate our current E2E time. What areas of opportunities exist to improve E2E time?
3. Your team has decided to make trip time a competitive advantage, and has set a goal of **completing 95% of trips in less than 45 minutes.** You're in charge.
 - a. Design a plan
 - b. How would you execute this plan?
 - c. Specify which tactics are "low-hanging fruit" that you can tackle immediately