



DOORDASH



THE AGILE AVENGERS

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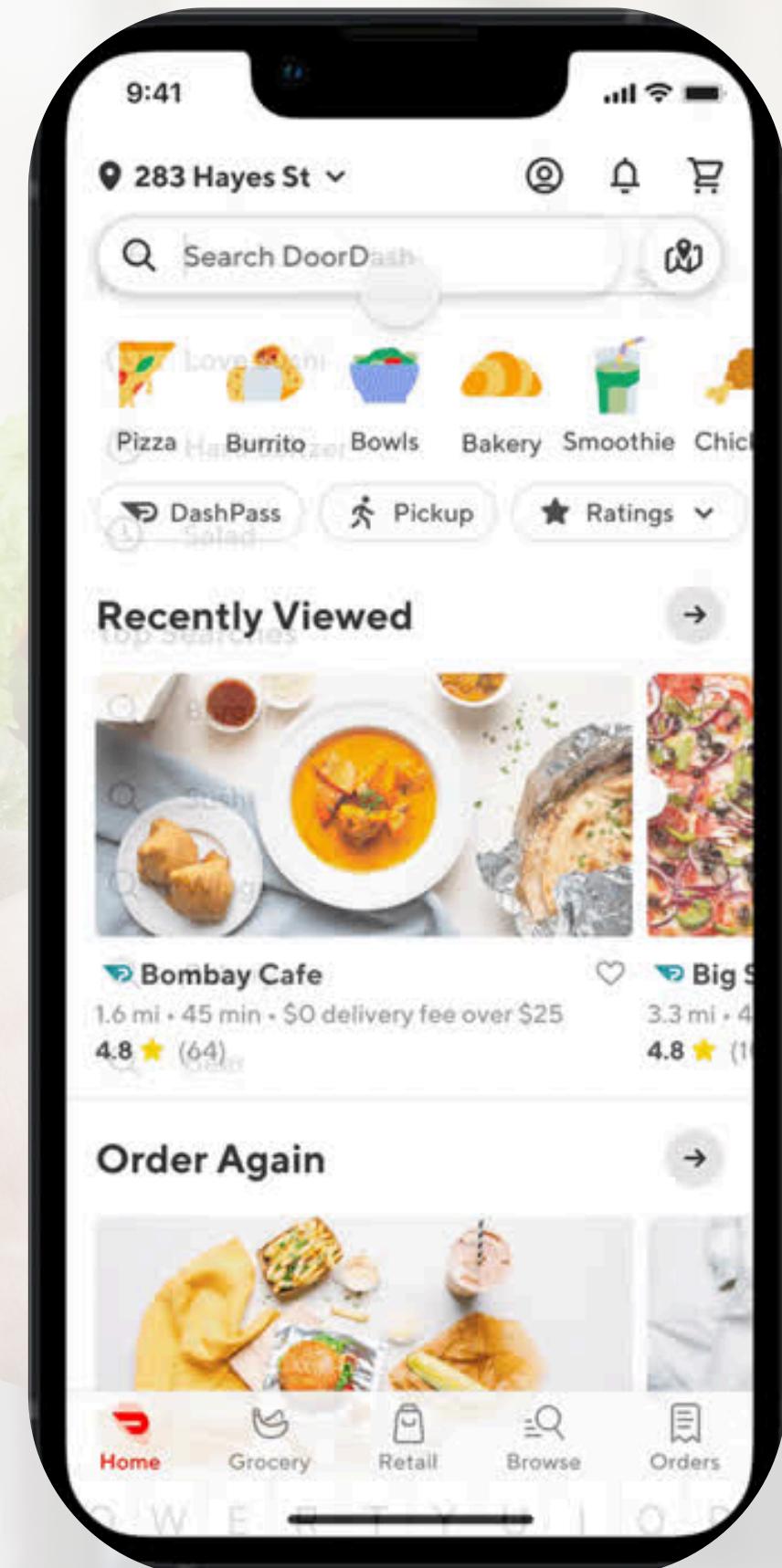
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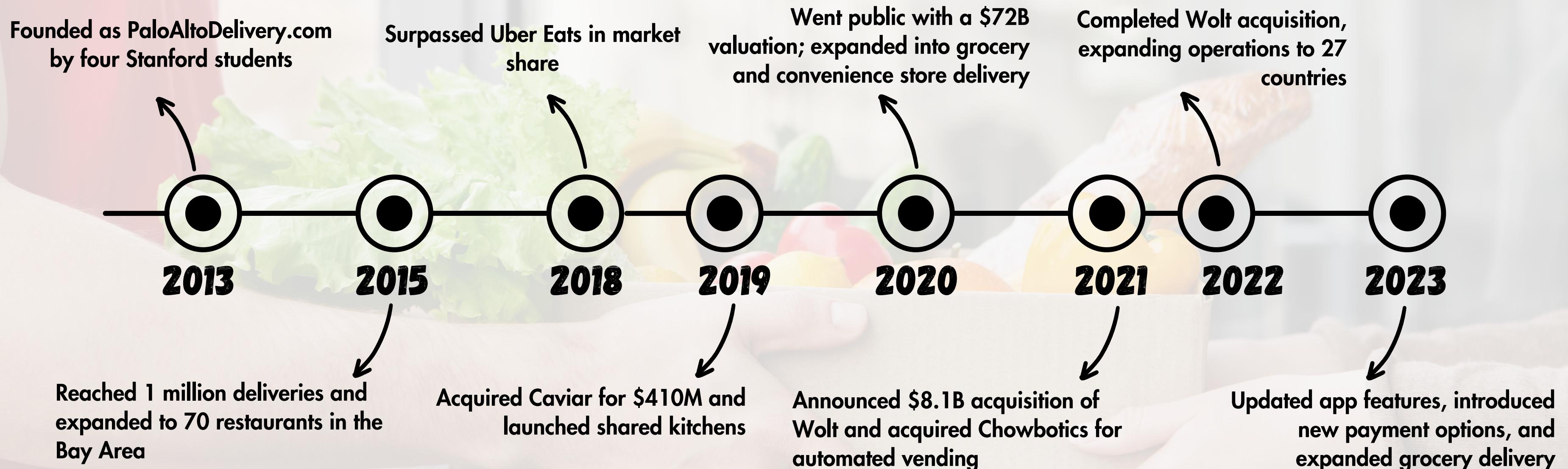
ABOUT DOORDASH

- A **Food delivery** platform that lets customers order from restaurants, grocery stores, and other businesses
- DoorDash made its debut on the **Fortune 500 list** in 2024, ranking #443
- With a **67% market share** as of March 2024, DoorDash is the largest food delivery platform in the United States.
- **Product Scope (30+ countries)**
 - United States
 - Canada
 - Australia
 - New Zealand
 - Germany
 - Japan



- **Statistics (US Market - 2023)**
 - Total Orders - **2.16 Billion**
 - Revenue - **\$8.6 Billion**
 - Average Spend Per Order - **\$34.9**
 - App Downloads - **21.1 M**
 - Monthly Active Users - **37 million**
 - Merchants - **550,000**
- **Mission:**
 - Empower and grow local economies by opening the doorways that connect us to each other
- **Vision:**
 - DoorDash aims to revolutionize last-mile logistics by creating a platform that optimizes delivery and connects consumers with merchants through innovative, data-driven solutions

STORY – WHERE IT ALL BEGAN AND HOW IT'S GOING



PRODUCT STRATEGY CANVAS

VISION

- Provide convenient, time-saving delivery for individuals and businesses, empower local restaurants with greater reach, and offer flexible earning opportunities for Dashers

MARKET

- Busy individuals** and families seeking **convenience**
- People with **limited mobility** or access to transportation
- Businesses relying on **food delivery services**

VALUE PROPOSITIONS

- For Customers:** Quick, reliable delivery with a variety of restaurant options
- For Merchants:** Access to a large customer base without needing their own delivery service
- For Dashers:** Flexible, on-demand work opportunities with competitive pay

GROWTH & MARKETING

- Customer Acquisition:** Target marketing through mobile apps and social media
- Customer Retention:** Loyalty programs such as DashPass
- Merchant Acquisition:** Partnerships with popular local restaurants and national chains
- Dasher Recruitment:** Promote flexibility and earnings potential for Dashers

KEY METRICS

- Daily active users (DAU)
- Average Order Value**
- Order Volume
- Customer Acquisition/** DashPass subscription
- Customer Retention/Churn**
- Customer Lifetime Value**
- Customer satisfaction (CSAT) scores
- Delivery Time
- Conversion Rate
- Merchant and Dasher onboarding rate
- Driver/Dasher Availability

CONSTRAINTS

- Budget:** Limited funds for adding new features
- Time:** Need to stay ahead of evolving technology and competition
- Balancing Resources:** Efficiently allocate internal resources (tech, marketing, operations).
- Regulatory Compliance:** Adapting to local and national labor laws for workers (Dashers)

UNIQUE ACTIVITIES

- Audience Segmentation:** DoorDash separates its customers into two groups: Users and Restaurants
- Drive(Customer Insights App):** To enhance the restaurants experience by providing them tailored insights
- Getting Ahead In Covid 19:** Contact free deliveries, "Priority Access Program" for dashers affected with covid 19

TRADE – OFFS

- Delivery Speed vs. Quality:** Faster delivery may increase errors or reduce food quality.
- Profit vs. Dashers' Earnings:** Offering competitive pay while maintaining platform profitability.
- Restaurant Variety vs. Fees:** Charging restaurants lower fees may limit the variety available on the platform.
- Personalization vs. Privacy:** Use data to enhance recommendations without invading user privacy.

ASK YOURSELF

- How do we **improve delivery times** without sacrificing quality?
- Are **customers satisfied** with the variety and availability of restaurants?
- How can we **balance scaling** with maintaining service quality?
- How do we ensure Dashers continue to find **value in working** with DoorDash?
- Are we **differentiating** enough from competitors like Uber Eats and Grubhub?

PRODUCT ROADMAP

2024

Initial App Launch for Palo Alto

- Core feature: Online food ordering for local deliveries

Expanded to new cities

- Began delivering in major U.S. cities like Los Angeles and Boston
- Improved app scalability and logistics to support geographic expansion

Expanded app features for delivery

- Introduction of real-time delivery tracking for users
- Improved user interface (UI) for a seamless ordering experience

Optimized Driver Dispatch System

- Enhanced algorithms for more efficient driver dispatch, reducing delivery times
- Expanded into new markets while streamlining the user and driver experience

2015

2016

2017

Launch of major cities in the U.S.

- Expanded delivery zones through the app, enabling wider reach
- Introduction of real-time in-app order tracking

Real-time updates and feedback system

- Enhanced app features for order updates
- Customer feedback loop implemented for better UX

2018

2019

2014

2020

2021

2022

2023

DashPass Subscription Service

- Subscription for free delivery on eligible orders through the app
- Improved app logistics for better delivery experience

Grocery and convenience store integration

- Expanded app functionality to include grocery shopping
- Addition of contactless delivery options in-app during COVID-19

2020

Enhanced grocery and retail delivery

- Introduced in-app grocery shopping experience
- AI-driven route optimization features for faster deliveries

AI-driven user recommendations

- Rollout of personalized user recommendations in the app
- Expanded delivery zones and improved app search functionality

Sustainable delivery options

- In-app features promoting sustainable initiatives such as green delivery options

Drone Delivery and Home Improvement Expansion

- Launched drone delivery pilot program in partnership with Wing
- Expanded app services to include home improvement product delivery through a partnership with Lowe's
- Introduced Portable Benefits Savings Program for Dashers in select regions

2013

WINNING WITH PRODUCT EXECUTION

CUSTOMER-CENTRICITY:

- Deeply understands diverse customer needs (consumers, dashers, merchants)
- Gathers feedback and prioritizes addressing pain points
- Personalizes experiences with tailored recommendations and promotions

AGILE DEVELOPMENT:

- Rapidly experiments with A/B testing and iterates based on data
- Focuses on MVPs for faster time-to-market and continuous improvement

LOGISTICS AND OPERATIONS:

- Efficient delivery network optimizes routes and ensures timely deliveries
- Real-time tracking provides transparency and manages expectations

EXPANSION AND GROWTH:

- Diversifies into new verticals like grocery, convenience, and alcohol delivery
- Forms strategic partnerships (e.g., Walmart, PetSmart) to expand offerings

DATA DRIVEN DECISIONS:

- Monitors KPIs (customer acquisition cost, delivery times, satisfaction)
- Leverages data analysis to inform product development and strategy

INVESTMENT CRITERIA: FUELING GROWTH THROUGH INVESTMENT

MARKET OPPORTUNITY

- **Market Potential:** Massive, growing market; early entry & tech focus.
- **Scalability:** Platform-based model for rapid, cost-effective expansion.
- **Data-Driven:** Optimized operations & customer experience through analytics.

INNOVATION & DIFFERENTIATION

- **Focus on Logistics:** DoorDash built a robust logistics network and technology platform to ensure fast and reliable delivery.
- **Partnerships and Integrations:** DoorDash formed strategic partnerships with restaurants, grocery stores, and other retailers to expand its reach and offerings.
- **DashPass Subscription:** The subscription model provided recurring revenue and increased customer loyalty.

FAVORABLE MARKET CONDITIONS

- **Rise of On-Demand Economy:** Consumer demand for convenience and instant gratification fueled the growth of on-demand services like food delivery.
- **Technology Advancements:** Mobile technology, GPS, and payment solutions enabled the seamless operation of DoorDash's platform.
- **Investor Appetite:** Abundant venture capital and private equity funding was available for high-growth tech companies like DoorDash.

FUNDRAISING TIMELINE

- DoorDash raised over **\$2.5 billion** in funding across 11 rounds, including seed, early-stage, and late-stage investments.
- **Major investors** included SoftBank Vision Fund, Sequoia Capital, Kleiner Perkins, and T. Rowe Price.
- The company went **public** in December 2020, raising an additional **\$3.37 billion** in its IPO.

KEY TAKEAWAYS

- **Strong Fundamentals & Growth Potential:** DoorDash's ability to attract significant investment showcases its strong market position, impressive growth trajectory, and potential for future expansion.
- **Investor Confidence:** The substantial funding secured from prominent investors highlights their belief in DoorDash's business model, leadership, and capacity to generate returns.
- **Adaptability is Key:** The company's ongoing commitment to innovation and its ability to adapt to evolving market dynamics will be crucial for sustained success in the competitive food delivery industry.
- **Future Outlook:** While DoorDash has demonstrated its ability to capitalize on favorable market conditions and secure substantial funding, future success will depend on its ability to maintain its competitive edge, navigate regulatory challenges, and continue to meet the evolving needs of customers and Dashers.

PAIN POINTS, NAVIGATING CHALLENGES, AND DELIVERING SUCCESS

APP-RELATED ISSUES:

- Payment failures
- Photo verification hassles
- Mileage discrepancies
- App performance issues
- Update-induced bugs

DASHER CONCERNS:

- Unpredictable earnings
- Limited benefits
- Safety concerns
- Lack of control
- Hidden costs

CHANGES WE WOULD MAKE:

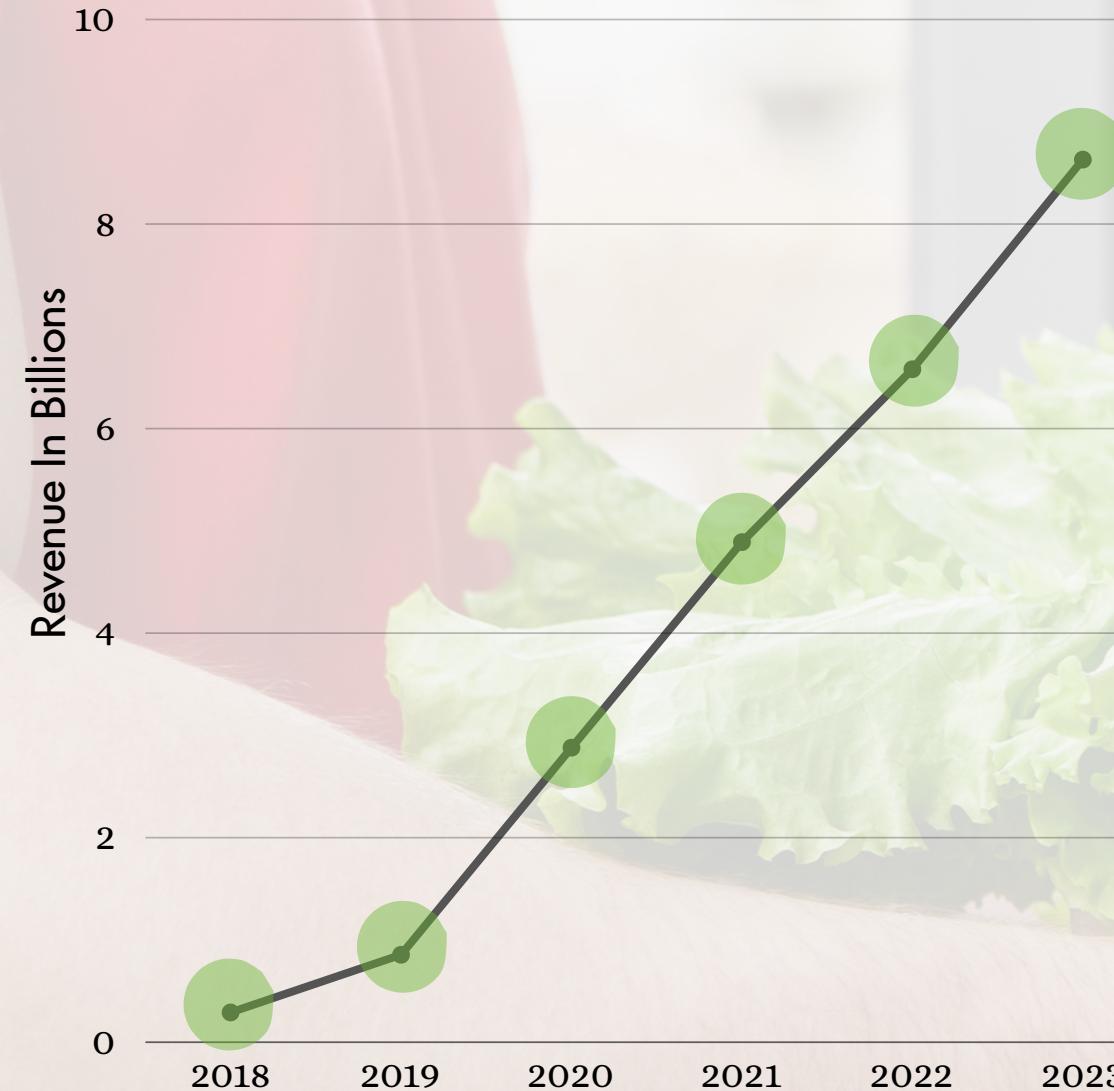
- Introduce gamification in the application
- Enhance double dash feature to avoid double tipping

OVERCOMING CHALLENGES:

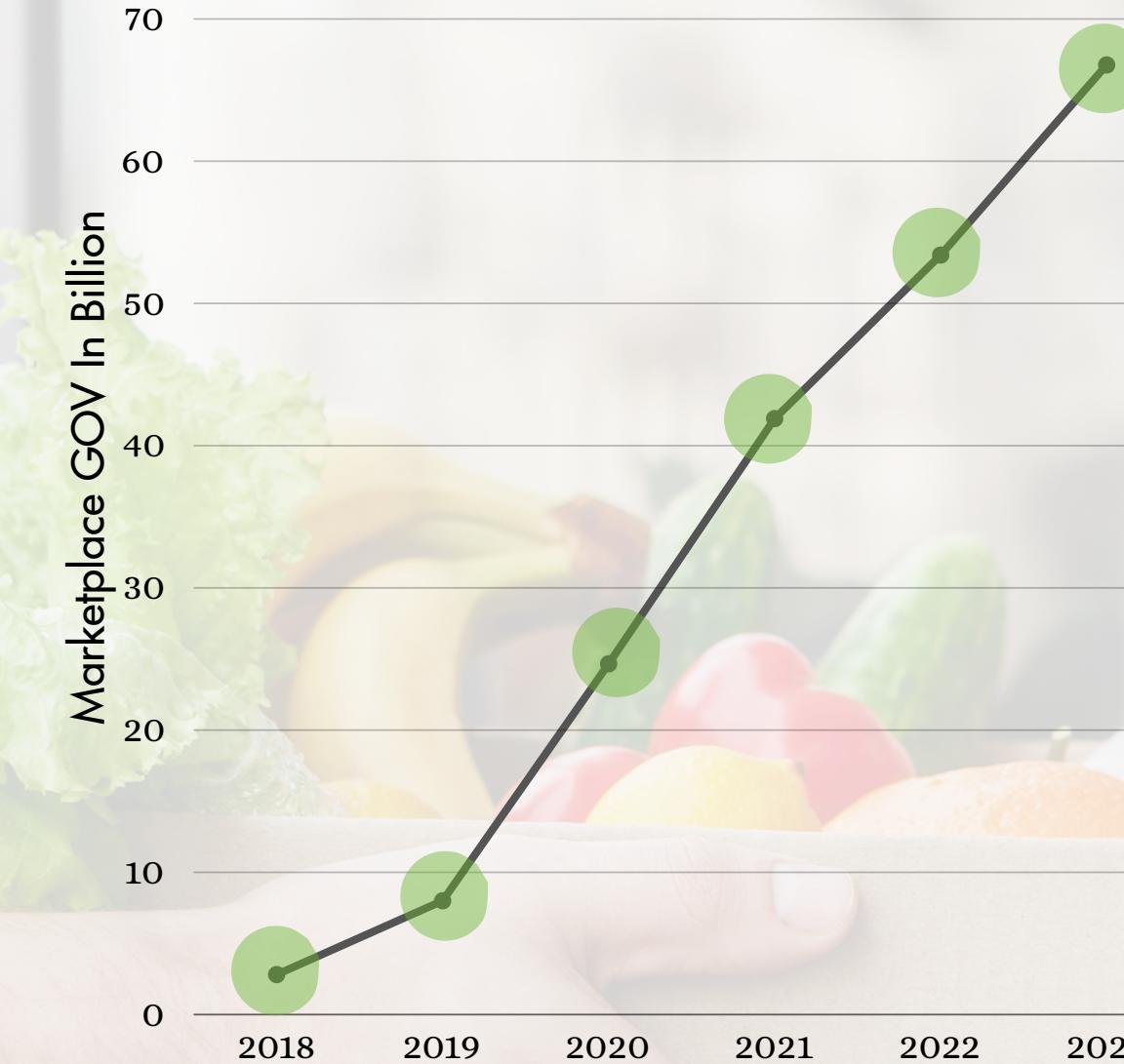
- **Strategic Scheduling:** Prioritize peak hours and high-demand areas to maximize earnings potential
- **Efficient Route Planning:** Utilize GPS and navigation tools to optimize delivery routes and save time
- **Customer Communication:** Proactively communicate with customers to manage expectations and avoid issues
- **Expense Tracking:** Maintain detailed records of mileage, gas, and other expenses for tax purposes
- **Community Building:** Connect with other Dashers for support, tips, and shared experiences
- **Self-Advocacy:** Report app issues, safety concerns, and unfair treatment to DoorDash support
- **Continuous Learning:** Stay informed about new features, promotions, and best practices to improve performance.

BUSINESS RESULTS

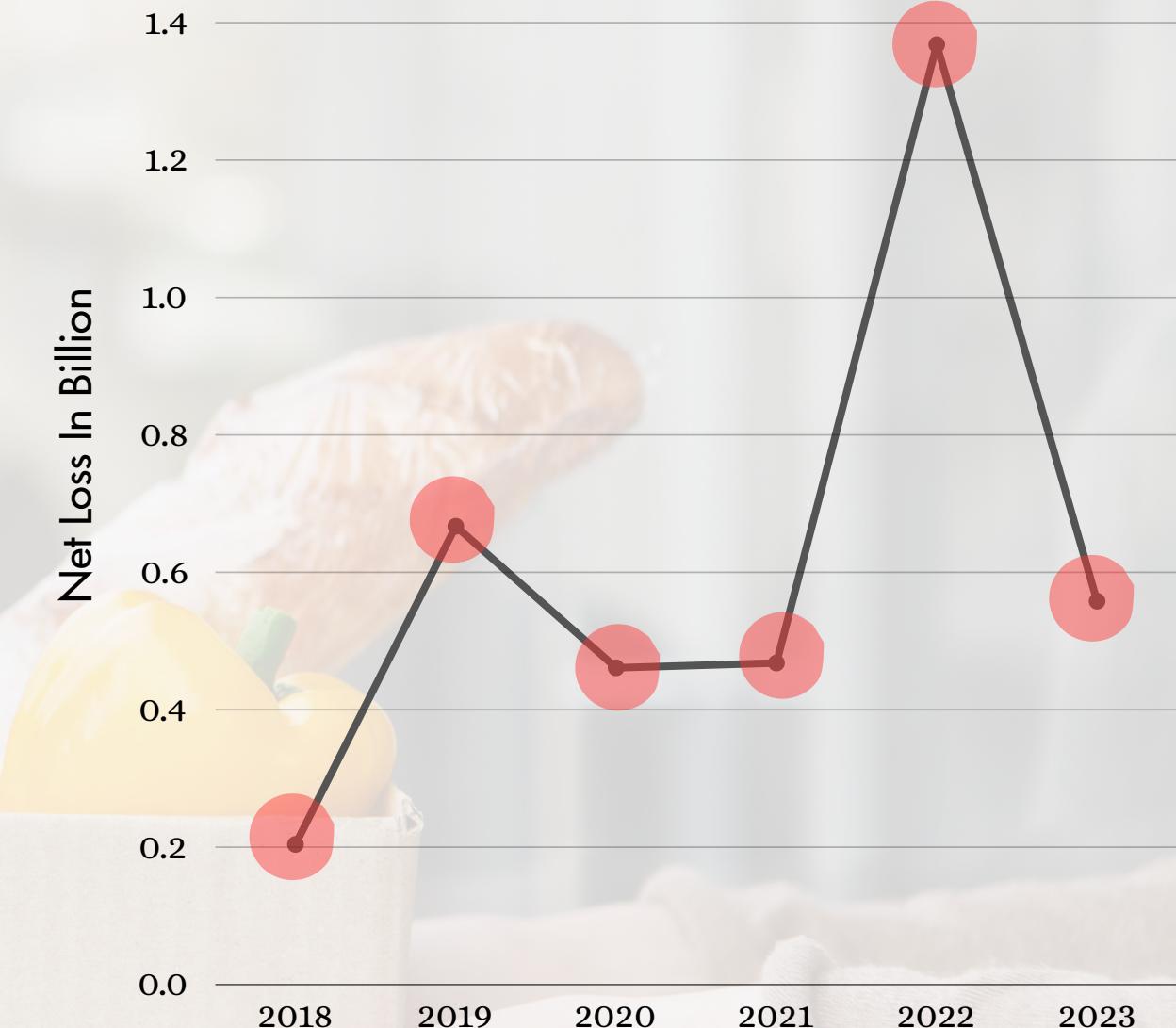
YOY REVENUE



MARKETPLACE GROSS ORDER VALUE



NET LOSS



OTHER IMPORTANT METRICS

- **Total Orders** - 2.16 Billion
- **Revenue** - \$8.6 Billion
- **Average Spend Per Order** - \$34.9
- **App Downloads** - 21.1 M
- **DashPass Subscribers** - 18 million

- **Monthly Active Users** - 37 million
- **Merchants** - 550,000
- **Active Dashers** - 7 Million+
- **Dashers Earnings** - \$15 Billion
- **Average Delivery time** - 37 minutes(2019)

COMPETITOR ANALYSIS

MISSION

- Empower local economies by connecting customers with local businesses through efficient delivery

TARGET AUDIENCE

- Busy individuals, families, and small businesses

USER BASE

- 37 million

- "Most Liked Item" Feature
- AI powered recommendations
- Delight Score
- Real Time Order Tracking

- \$8.64 Billion (2023)

- 30+ Countries

- 67%

- \$9.99 per month OR \$96 annually
- \$4.99 per month OR \$48 annually (Student Offer)

- No

DOORDASH

UBER EATS

GRUBHUB

POSTMATES

- Make eating well effortless for everyone, everywhere

- Urban dwellers with busy lifestyles

- 88 million

- Scheduled Orders
- Live Activity Tracking
- Wallet Feature for payments
- Restaurant Manager

- \$12.21 Billion (2023)

- 45 countries

- 23%

- \$9.99 per month OR \$96 annually

- Yes (Uber - \$1.9B)

- Strengthen restaurant connections and impact communities positively

- Restaurant-goers seeking convenience and variety

- 24.6 million

- Personalised Recommendation
- Live Activity Tracking
- Add on recommendations at checkout
- Wallet Feature for payments

- \$2.1 Billion (2023)

- 25 countries

- 8%

- \$9.99 per month

- No - Loss in 2022 (\$ 383M)

- Transform the way goods move around cities by enabling anyone to have anything delivered on-demand

- Consumers seeking a wide range of delivery options beyond food

- 88 million +

- Custom Ordering
- Live Activity Tracking
- 24*7 Deliveries
- Postmates Party - Free delivery

- N/A

- US, Mexico

- 2%

- \$9.99 per month

- Acquired By Uber in 2020

SWOT ANALYSIS

OPPORTUNITIES

- **International Expansion:** Growth potential in untapped global markets
- **Service Diversification:** Opportunities to expand into non-food deliveries and enhance DashPass offerings
- **Data Utilization:** Leverage data analytics for improved service efficiency and customer insights

STRENGTHS

- **Market Leadership:** Holds the largest market share in the U.S. food delivery industry
- **Technological Innovation:** Leverages AI for route optimization and customer personalization
- **Brand Recognition:** Strong brand with a broad customer base and high user engagement
- **Diverse Offerings:** Expands beyond food delivery into grocery and retail sectors

THREATS

- **Profitability Challenges:** Persistent net losses despite revenue growth
- **High Operational Costs:** Significant expenses related to maintaining a large fleet of Dashers
- **Regulatory Risks:** Potential legal challenges regarding gig worker classification

WEAKNESSES

A photograph showing a person's hands holding a light-colored grocery bag. The bag is filled with various fruits and vegetables, including green lettuce leaves and some yellow and red apples. The background is slightly blurred, suggesting a grocery store or market setting.

THANK YOU