

Uber PM - Prioritization Assignment Submission File

Name: Reema Singh

Email id: reemarims@gmail.com

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1. List down some of the assumptions that would help you arrive at your solution.

- The ratio of the active users on app to the web is 9:1
- Referral is a major growth channel for Uber
- For B4, the issue of booking is for a single location in Newyork impacting a few (within 100) users
- Currently uber takes 10 seconds to open to the home screen
- Considering IE 6 as outdated version browser and very likely that a few percentages of people would be using this browser
- In a location like Chicago majority of users would be willing to pay by card than cash

2. List down the work items that you will prioritize to complete 150 points, in the priority order in which you would ask the engineering team to start their work, placing the most important work item at the top of the list. Also, give the rationale for choosing them in the order.

Work Item Number (eg B1, I1, B4)	Work Item Description	Efforts Required (Points)	The rationale for Choosing the Work Item in the List	Any Other Comments
B1	Unable to invite my family/friends to use Uber	10	1. When attracting customers, a brand has to balance two competing factors: customer acquisition cost and customer lifetime value Referral drives growth in the form of new users. 2. This is a core feature and must be fixed because it is broken.	
I1	As a user, I can open the Uber application and have it load 15% faster than it does today so that the entire booking process, in turn, is faster.	15	This improvement item is prioritized over others as if it takes much time to open then it may frustrate the user and it will push to the risk of getting uninstalled. It will help in improving user experience and help in customer engagement and retention.	
F2	As a user, I would like to define and save a 'booking template' so that I have the option to reuse it while booking a new trip (details are saved for a quick booking option to home/office/hospital address etc.)	25	This feature is very important for regular users who use Uber daily like commuting from home to office and back. Daily users are the major source of revenue and giving them a good user experience will improve stickiness to Uber.	
F4	As a user, I would like to have the option to create a REPEAT booking (i.e, the option to create multiple similar bookings at once e.g., a trip to the office five days a week can be booked at the same time via this feature) so that I don't have to book the same trip every time	30	This feature will provide ease of use to customers and will provide hassle free ride booking. It will result in repeat customers and churn rate will be reduced and ultimately resulting in recurring revenue stream	
F5	As a user, I would like to have the option to pool my ride	40	Car Pool features will have a lot of value from	

	with other users who are heading in the same direction so that I can save on my booking cost.		user's perspective as users will get cost effective rides and the number of rides will increase resulting in revenue generation. This has a high development effort and at the same time carries high impact. Which introduces a new revenue stream. Pool's low-cost rides will increase the number of rides and hence, revenue.	
I2	As a user, I would like to have access to a fully functional and responsive website on my mobile phone so that I can open it on my mobile browser	25	Implementing web version for mobile users will open a new avenue for occasional users who would be occasionally uber through mobile web which will increases the reach of Uber.	
B4	Unable to book a trip with a pickup location in New York	5	The bug contains uncertainty and requires root cause analysis. Once analysis is done then team would be in better position to fix this bug. Also, this is impacting a particular location in New York which means a very smaller population is impacted. This can be picked up in upcoming sprints once uncertainties are resolved.	

*Add more rows if required.

3. List down the work items that you are not picking up and the rationale for not picking them.

Work Item Number (eg B1, I1, B4)	Work Item Description	Efforts Required (Points)	The rationale for Not Choosing the Work Item in the List	Any Other Comments
B2	While trying to book a trip using the Uber website, the map is not showing correctly on Internet Explorer 6.	5	Number of users would be less on IE 6 as it is kind of older version. It carries a very less impact as the user can use any other browser to view the map so certainly there is a workaround for this. Also, it is not the	

			core feature and hence will not impact Revenue.	
B3	The 'Schedule for later' option under 'LATER' in the booking screen (BOOK NOW/LATER screen) is misaligned	5	This is a cosmetic bug and can be prioritized later as it is not impacting any core functionality and users can use it without any impact.	
I3	As a user, I can sign up (and later on, log in) to Uber using my Facebook account so that I can use my existing Facebook credentials.	10	The main requirement for using uber is having a Phone number through which users can log in using an OTP/password. Login with Facebook is a value-added service and doesn't accomplish in increasing revenue, Hence can be deprioritized and picked up in later sprints.	
I4	As a user, I would like to choose my family/friends from my phonebook so that I can invite them to use Uber via SMS.	15	As currently the invite and earn feature itself is not working, I would like to fix it first and collect data regarding how the feature is performing in markets- new and existing, how many invites are sent vs accepted. Also, according to current trends, WhatsApp invites should be given priority over SMS invites.	
I5	As a user, I can pay by cash at the end of each trip in Chicago so that I have an option to pay by cash.	15	Currently there is a very less population who prefer to pay by cash, majority of the users are perfect with paying through credit card. Also, the population is less hence deprioritizing as it would not impact much of revenue.	
F1	As a user, I would like to edit my 'Scheduled booking' option under 'LATER' (and, for example, change the car type) so that I can edit details before the trip starts.	30	This is a nice to have feature as it is directly not creating an overall new revenue stream. Users do have an option	

			to do quick bookings, also it's a high effort feature so it can be deprioritized.	
F3	As a user, I would like to define multiple phone numbers linked to my account and be able to choose one 'active number so that I can change my active number when needed	15	This feature will not impact revenue though it is nice to have, hence can be deprioritized.	

*Add more rows if required.

4. Add a brief summary explaining your approach for the overall scenario.

My approach for prioritizing the items which can increase Revenue, reduce churn and improve customer stickiness by doing the following-

1. Acquiring new users on the platform
2. Improving User experience
3. Focussing more on regular users
4. Retaining customer by improving engagement
5. Focussing on user stories generating much impact in less time

I have used a combination of methods for prioritizing and deprioritizing given work items which are-

MOSCOW Method

- **Must have:** Consists of all the important stories which are critical and must be implemented immediately. For example, fixing a critical bug which is not allowing the user to invite Family/Friends to use Uber
- **Should have:** Consists of items that are necessary and can be implemented in the next two to three sprint exercises. For example, Pay by cash method in Chicago and sending Invites through a Phonebook
- **Could have:** Consists of items that are desired but not necessary. For example, In a given context- FB login and implementing Alternate number login
- **Would like but won't have:** Consists of items that have the least payback.

Impact Vs Effort

Emphasis is given to developing such user stories that involve less effort and have a high impact rather on user stories that need high effort and low impact.

RICE

This scoring system measures each feature or initiative against four factors: reach, impact, confidence and effort, after which those individual numbers get turned into one overall score using a formula. This formula gives product managers a standardized number that can be applied across any type of initiative.

$$\frac{\text{REACH} \times \text{IMPACT} \times \text{CONFIDENCE}}{\text{EFFORT}} = \text{RICE SCORE}$$

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