

The next step in the process is an analytics exercise, designed to assess your analytical skills, business sense, and communication style. If all goes well on the exercise we'd like to have you meet additional team members via ZOOM video conference.

Attached (link is [here](#); please download the file to your computer) is a month's worth of sample delivery data for DoorDash from one of our earliest months of operation. This isn't the complete set, but it's comprehensive enough where you should be able to get a good look at the business. Feel free to make any assumptions you need.

At a high level, your job is to dig into the data, compile insights about the current state of the business, and provide a specific set of recommendations on how to improve our business based on this data. How you communicate your ideas is up to you. Please send me your recommendations and any supporting analyses and assumptions within the next 48 hours.

A few things that we recommend keeping in mind:

- The DoorDash business is a 3-sided marketplace - You should consider our Dashers (drivers), Merchants (restaurants), and Customers in your recommendations.
- Charts and graphs are a great way to present your insights
- Times are in UTC, but we operate on Pacific Time (the markets in this dataset are in California)
- There is no presentation portion of this exercise — all information and insights should be included in what you send over

Below is a glossary of definitions for the variables included in the data set.

Customer placed order datetime: Time that customer placed the order; the format is <day><hour>:<minute>:<second>

Placed order with restaurant datetime: Time that restaurant received order; the format is <day><hour>:<minute>:<second>

Driver at restaurant datetime: Time that driver arrives at restaurant; the format is <day><hour>:<minute>:<second>

Delivered to consumer datetime: Time that driver delivered to customer; the format is <day><hour>:<minute>:<second>

Driver ID: Unique identifier of driver

Restaurant ID: Unique identifier of restaurant

Consumer ID: Unique identifier of customer

Delivery Region: City where restaurant is located

Is ASAP: Equals TRUE for on-demand orders; FALSE for scheduled deliveries (e.g., a customer places an order at 10am for 12noon)

Order total: Amount customer spent (including delivery fee); units are in dollars

Amount discount: Amount of discounts redeemed (e.g., for referrals); units are in dollars

Amount of tip: Amount of tip given; units are in dollars

Refunded amount: Amount refunded to customer; units are in dollars

Times: Time is in UTC and we operate on PT