

Assignment 1 - Phase 4

Part A - Identify Success Metrics

Phase 2 Goal: Solve early wait-time charges to improve the retention rate of riders who commute.

PO: Riders frequently experience frustration when drivers mark themselves as “arrived” before reaching the pickup location. This prematurely triggers paid wait time, resulting in unfair extra charges. Such experiences erode trust, drive users to competitors offering more transparent pricing, and negatively impact customer retention.

PO Solution:

Introduce **Leaderboard (Gamification)** to motivate drivers to follow guidelines (turn on waiting time at the pickup spot) and receive good reviews/fewer complaints to level up on the leaderboard, thus maximizing their earnings.

Metric Type	Metric Name	Definition	Why it matters
Key Metric	Repeat ride rates	% of riders who take two or more rides within a month	If leaderboards motivate drivers to improve their behavior and service quality (turn on the waiting mode at the pickup spot), riders will be satisfied and visit the app to request more rides
Secondary Metric	Average number of rides per active user	All rides / All active riders	Indicates how the initiative impacts the engagement level
Secondary Metric	Riders' Satisfaction Rate (NPS score)	Riders' satisfaction with their recent ride experience	If riders are satisfied with the ride experience and the driver's behaviour, they leave a good review for the driver
Guardrail Metric	Avg Ride Completion Time	All ride completion times/number of rides completed	Drivers might dismiss the long rides and rides outside the city to get shorter ones to finish them fast and get a better review

Part B - Anticipate Pitfalls and Mitigations

Assumption at risk	Failure Mode	Impact	Likelihood	Mitigation	Detection Signal	Containment / Rollback
Leaderboard increases the competition among drivers	Drivers who work full-time earn more benefits and constantly level up, which decreases in other drivers' participation (more complaints)	High	Medium	Provide bonuses based on individual success rate, and support streaks of quality service.	Complaints/ Support Tickets	Suspend drivers with consecutive bad behavior (low rating, complaints)
Drivers will not exploit the leaderboard criteria	Drivers might dismiss the long rides and rides outside the city to get shorter ones to finish them fast and get a better review	Medium	Medium	Provide a special point for long ride completion	Avg Ride Completion Time	Criteria to complete 3-5 long rides per day

Part C - PRD Creation

Product Requirement Document - Leaderboard for Yandex Taxi Drivers

Yandex Go SuperApp
Yandex Taxi

Product Manager: Murodjon Avezov
Latest Update: Oct 22, 2025
Version 1.08.02

1. Why (Objective):
 - a. Users
 - Riders: they want a fast and comfortable experience without any driver behavior-related challenges, especially early wait time charges

- Drivers: they want to have bonuses and profit maximization to motivate their consecutive/constant higher-class ride service completion

b. Business

Improving riders' retention by 30% over the next quarter by solving early wait-time charges for riders who commute, which leads to an increase in repeat ride rates

2. User research: Problems, Persona, Prioritization of problems.

Key Problems Discovered:

- Drivers often switch the payment method from card to cash without obtaining the user's consent, which causes discomfort for riders (more intensely when they do not have enough money on hand)
- Drivers frequently activate waiting mode before arriving at the pickup location, which leads to early wait-time charges
- Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, even when nearby lower-class vehicles are available.
- It is common for some drivers to end rides before reaching the user's intended destination and to force riders to drop off at a different location.
- Users are compelled to cancel rides due to various driver-related issues.
- When the drop-off location is not specified and payment is made by card, some drivers deliberately delay completing the ride to increase the fare.
- Users are charged at the start of rides when using a card, rather than at the finish of the trip.
- The Yandex Go app is complicated and hard to navigate because it combines too many services into a single app.
- Users continue to receive spam or promotional messages despite opting to disable notifications.

- Yandex Plus subscribers sometimes do not receive cashback, which reduces the overall value of their subscription.
- Drivers often follow the exact routes Yandex suggests, even when faster or better alternatives are available.
- When requesting a ride in the Comfort class, some cars appear to belong to the Start class.

Persona:

Persona #1: Nodir

Short Tagline: Always schedules ahead of time

Age: 26

Role: Product Manager

Location: Tashkent

Goals / Motivations: The User is constantly keeping track of time and expects the car to come to the pickup spot within 5 - 10 minutes from the request time

Behaviours: Request rides for commuting or meetings → Selects comfort class service → Wants a peaceful and fast ride.

Frustrations (Pain Points):

1. Drivers frequently activate waiting mode before arriving at the pickup location.
2. "Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested a standard class service, and it found a ride with an arrival time that was half of the previous one.
3. Problem with not selecting the exact destination while requesting a ride → Yandex often suggests improper routes even though there are other better options, and drivers blindly follow them
4. Users are compelled to cancel rides due to various driver-related issues. 34%

Persona #2: Mokhira

Short Tagline: Working professional with family

Age: 30

Role: Consultant

Location: Tashkent

Goals / Motivations: Travel with family

Behaviours: Select the comfort class ride - safety and driver behaviour are on utmost importance

Frustrations (Pain Points):

1. Dissatisfied → receiving a low-class experience when requesting a comfort class ride
2. "Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested standard class service, and it found a ride with an arrival time half that of the previous one.
3. Go annoyed → driver changed the payment option from card to cash and ignored her explanations that she did not have enough cash → she had to go home and bring cash
4. Behavior of the driver

Priorization of Problems:

PO #1

Riders frequently experience frustration when drivers mark themselves as "arrived" before reaching the pickup location. This prematurely triggers paid wait time, resulting in unfair extra charges. Such experiences erode trust, drive users to competitors offering more transparent pricing, and negatively impact customer retention.

Why this matters:

Most frequent user problem:

57% of respondents highlighted that drivers **activate waiting mode before actually arriving** at the pickup location. This prematurely starts paid wait time, creating a sense of unfairness.

Most wanted fix:

17.7% of riders explicitly stated that resolving **fake driver arrivals** would have the **most significant positive impact** on their experience.

Additional user signals:

Respondents also reported **pricing concerns** (e.g., unclear charges, lack of cashback) and **extended wait times**, reinforcing that **fairness and transparency** are core to rider trust.

Additional resources:

[https://www.linkedin.com/feed/update/urn:li:ugcPost:7376615754558947329/?commentUrn=urn%3Ali%3Acomment%3A\(ugcPost%3A7376615754558947329%2C7376696754085384192\)&dashCommentUrn=urn%3Ali%3Afsd_commen t%3A\(7376696754085384192%2Curn%3Ali%3AugcPost%3A7376615754558947](https://www.linkedin.com/feed/update/urn:li:ugcPost:7376615754558947329/?commentUrn=urn%3Ali%3Acomment%3A(ugcPost%3A7376615754558947329%2C7376696754085384192)&dashCommentUrn=urn%3Ali%3Afsd_commen t%3A(7376696754085384192%2Curn%3Ali%3AugcPost%3A7376615754558947)

Prioritized

- 1. Leaderboard (Gamification)**
- 2. Learning Progress Tracker**
- 3. Blocking the Access**

- ### 3. Market research: Opportunity size, Competitive research (value proposition)

Reports suggest that ride-hailing services in the Uzbek market are booming, with 142 providers registered as of August 2024. The Yandex GO service holds a dominant position in Uzbekistan, with an 86.3% share of the taxi-hail ride services market.

<https://tashkenttimes.uz/national/13539-uzbekistan-legal-taxi-market-size-unveiled>

Top competitors are Uklon, My Taxi, and Fasten.

Yandex Taxi SWOT Analysis

Strength	Weaknesses
Fast driver matching: “I’m confident that Yandex has the best car matching.” Flexible payment options: “I always use a card for payment.” Accurate selection of locations: “I select the locations on the map”; “go with the most frequent destination options from the list” Fast support service “Resolves all issues on time”	“Loses temper → when the driver turns on the waiting mode without arriving at the pickup spot” “Selecting the Fastest option can still result in being assigned a higher-class taxi (like Comfort) with a longer wait time, despite the availability of nearby lower-class vehicles. I canceled the ride and requested standard class service, and it found a ride with an arrival time half that of the previous one.”
Opportunities	Threats
“Dissatisfied → receiving a low-class experience when requesting a comfort class ride” “Waiting time is too long.”	More qualified drivers and new cars attracted by competitors → “Uklon and MyTaxi drivers are more polite and professional and have new cars.” Relatively lower price offered by competitors: “more polite and trained drivers, cheaper rides → recommended by other users who had abandoned the service.”; “slightly cheaper than Yandex Taxi”

4. Business outcomes.

Improving riders' retention by 30% over the next quarter by solving early wait-time charges for riders who commute, which leads to an increase in repeat ride rates

By implementing a driver leaderboard, the business motivates drivers to comply with both business and driving rules and to demonstrate outstanding performance, thereby increasing riders' satisfaction. Satisfied riders return more often to the service to request more and more rides, which means higher retention rates, higher engagement, and more revenue.

5. Metrics

Metric Type	Metric Name	Definition	Why it matters
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6. Product details/Solution details:

a. Solution > Wireframes > Flows > Edge cases

We are introducing a **performance-based gamification system** to motivate drivers to maintain consistent, high-quality, and compliant service. The system balances fairness between full-time and part-time drivers while ensuring **safety, compliance, and rider satisfaction**.

Drivers earn and lose points based on performance and compliance metrics:

Positive Actions	Negative Actions
Successful rides High ratings On-time pickups Received tips	Early-wait time activation Complaints Cancellations Low ratings

Scores determine **driver levels (Bronze → Elite)** with fair progression based on *performance normalization* rather than total hours worked.

Ride Score = (Rating × Distance Weight × Compliance Score) – (Penalty Points)

Normalized by active driving hours (up to 10 hrs/day).

Rating Weight: +1–5

Distance Weight: Adjusted to balance short and long rides

Compliance Score: +10% for on-time starts and safety compliance

Penalties: -10 for early wait activation, -20 for rider complaints

If a driver exceeds 10 active hours, new rides are restricted automatically until rest time is completed.

Level Distribution

Level	Score Range	Perks
Bronze	0–999	Base earnings
Silver	1000–1999	3% bonus, early payout
Gold	2000–3499	5% bonus, fuel credits
Platinum	3500–4999	7% bonus, Yandex Plus discounts
Elite	5000+	+10% bonus, priority support & recognition

Levels are updated weekly using a **rolling 4-week average**.
Warnings are issued before any demotion, providing opportunities for recovery.

Driver Safety & Fair Play Rules

10-Hour Cap: Drivers cannot remain online for more than 10 hours within any 24 hours. After reaching the limit, the app enforces a rest lockout (minimum 8-hour cooldown).

Intelligent Rest Recommendations: Notifications remind drivers to take breaks every 4 hours of continuous driving.

Normalized Scoring: Ensures drivers who drive fewer hours can still compete based on quality and consistency.

Distance Balancing: Rewards long rides proportionally to avoid preference for short trips.

Fair-Play Monitor: Detects abnormal ride rejections or fatigue indicators and issues gentle alerts.

Driver Experience Flow

Home Dashboard: Displays level, progress bar, safety time tracker (“6h 20m driven today”), and improvement tips.

Ride Completion Feedback: Shows performance update (e.g., “+30 points for on-time pickup”). Alerts if nearing fatigue limit (“You have 1 hour remaining before rest period”).

Level-Up Modal: Confetti animation, new perks summary, and next-level milestone.

Reward Center: Redeem bonuses, credits, or Yandex perks.

Performance Insights: Weekly stats comparing previous and current week (ratings, wait-time accuracy, safety score).

Login / Start Driving

- Driver logs in → sees level, progress, and motivational message.
- Taps **Start Driving**.

Ride Request

- Request card appears with client info, pickup/drop-off, distance & ETA.
- Small **map view** shows the route preview.
- Driver taps **Accept Ride** → earns **+5 points**.

Navigate to Pickup

- Map view: live route to pickup (distance & ETA).
- **+10 points** for on-time arrival.
- Tap **Arrived** → 5-minute free wait timer starts.

Pickup & Start Ride

- Passenger onboard → map updates to destination route.
- **+15 points** for smooth pickup.

En Route to Destination

- Live map: route, distance, ETA, compliance meter.
- Hints encourage safe driving.

Finish Ride & Review

- Tap **Finish Ride** → completion modal shows **+40 points**.
- Client leaves 5 review → **+25 points**.

Dashboard Update

- Stats refresh: rides, points, streaks, next level progress.
- Options: **Continue Driving** or **End Shift**.

Safety Enforcement

- Warning at 9h 30m; at 10h → **Rest Mode** (8-hour cooldown).

Level-Up & Rewards

- Confetti modal for new tier, e.g., “Platinum Unlocked”.
- Access **Reward Center** (bonuses, fuel, Yandex perks).

End-of-Day Summary

- Show totals: time, rides, rating, earned points.
- Tip for improvement + **Log Out / Rest** option.

Prototype

<https://yandex-drive-quest.lovable.app>

7. Timelines

Development - Oct 31, 2025

A/B Testing - Nov 14, 2025

Full Launch (Tashkent) - Dec 14, 2025

Global Launch - Jan 31, 2026

8. Go to market strategy/Adoption strategy.

Preparing interactive and detailed video materials for driver learning for

Onboarding

Preparing handovers and booklets for partner taxi parks

Training Taxi Park Admins

Influencer Marketing

In-app notifications

9. Link to other documents/Dependencies

10. Open Questions (Risk?)