

## Note:

- Definitions you need to know: PDG = Product Development Group, Stream = One of the teams inside the PDG, Substream = One of the pods inside a substream with a narrow focus area. PDG is headed by the Head of Product (HOP), Streams are generally headed by PM Managers (like me), and Substreams are headed by PMs. Example. Think of Voyagers as a stream inside Transport PDG which leads the charters of Booking Experience and Booking Flexibility. Booking Experience and Flexibility are 2 substreams led by independent PMs who report to me. This was a stream I used to run before I moved on to lead Growth and Key Initiatives for Transport.
  - You can do quarter/semester planning 2 ways: Top down or Bottoms up. At Gojek we do a mix of both. The company leaders select key themes, focus areas which have a major impact on all PDGs, including Transport's planning and a few of our themes/OKRs map directly to what Transport has picked as priorities for the next semester. Generally these focus areas are communicated through written narratives.
  - Planning can be [OKRs first](#), where objectives are decided upfront and all projects are picked based on whether or not they can meet the KRs for that particular objective. I have shared the framework around OKRs [here](#). The other way of reaching your OKRs can be through first having a [backlog](#) of interesting ideas tied to particular themes, prioritising themes and their projects and then arriving at OKRs. You can see how it is done below.
  - This is the process we used for H1'2021 planning for my stream. The planning process started mid October' 2020 and ended in December.
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## How to read this document:

1. First go through Substreams and Themes; it has all the substreams and their key themes.
  2. Key themes are already in a prioritised order.
  3. All projects inside themes have priorities: P0, P1 and P2.
  4. P0s are the ones for which we have solid hypotheses and we want to pick up. If they are not already in progress then they have gone under MUST-DO. P1s have gone under SHOULD-DO.
  5. P2s (Can dos) will be picked up only if we are done with P0 and P1 projects. For now we have not prioritised P2s for H1 as there are a lot of P1 and P2s we need to deliver.
  6. 3 buckets prioritisation follows the framework we have picked up for H1'2021 planning. We will write detailed one pagers for items picked as MUST-DO and SHOULD-DOs.
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## For each substream inside Voyagers:

1. Capture all the items in their backlog and put them in a single unorganised list.
2. Group the items according to themes.
3. Prioritise the themes.
4. For the prioritised themes write a one pager with the rationale behind why you want to focus on that particular theme and how it is helping you meet the company/transport/ your substream's goals.

5. Know that all items inside a theme won't be possible in a semester, prioritise the items inside each theme. If your themes map to the company's/transport's focus areas, then communicate it in the rationale/narrative doc which should not be more than one page.
  6. Put P0s as MUST-Dos and P1s as SHOULD-Dos.
  7. Write **one pagers** for MUST-Dos and SHOULD-Dos.
  8. Sync up with substream counterparts and present these themes and ask for feedback. See if we can collect more ideas/themes. Example. If you are the PM for X substream, your substream counterparts are your TL, Design, BI and Research. Keep this first syncup only for your stream functional counterparts.
  9. Idea is to have this exercise done from the bottom up and get all the interesting ideas come from the stream instead of doing a top down exercise. Hence alignment within the stream is critical.
  10. Add items where we will need collaboration with external non PDG teams to the 'request for other teams' asana board.
    - a. Make sure you follow up on these requests and get them prioritised through the right PICs
  11. Check out the 'request from other teams' board where other teams might have raised a request. See if we can pick them up in H1 based on our bandwidth.
    - a. Compile all the incoming requests from other teams & reach out to all the PICs for respective claims.
    - b. Do an exercise for effort vs impact along with the alignment against our goals.
    - c. Ask PICs to share priorities. Once you have done your evaluation mark these requests as P0, P1 or P2 based on Effort vs Impact for us.
  12. Once you feel happy with the key themes and project ideas, then present these to me and HOP.
  13. Post alignment amongst your substream members, me and HOP, we will present them to PDG functional heads as well as other relevant stakeholders.
  14. Next steps post this: Form your OKRs based on the themes and projects selected. You must have already written the outcome of the projects which you have put inside these themes. While drafting your OKRs, change the focus from themes -> projects -> objectives to objectives -> KRs -> projects/initiatives which will help meet the KRs set.
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## 3 Buckets Prioritisation

Booking Experience (Link to Theme one pagers)

| Bucket  | Project Ideas [Tentative]  |
|---|--|
| Already in-progress tasks that will continue till 2021 H1 | <ul style="list-style-type: none"> <li>• Old Project 1</li> <li>• Old Project 2</li> </ul> |

|                           |  |
|---------------------------|--|
| New MUST-DO initiatives   | <ul style="list-style-type: none"> <li>• Project 1 /Feature 1</li> <li>• Project 3 /Feature 3</li> <li>• Project 4 /Feature 4</li> <li>• Project 5 /Feature 5</li> </ul> |
| New SHOULD-DO initiatives | <ul style="list-style-type: none"> <li>• Project 2 /Feature 2</li> <li>• Project 7 /Feature 7</li> </ul>   |

### Effort Estimation [Tentative]:

<Since at this stage we don't have the luxury of detailed specs and story point estimation these estimates are very high level estimates based on the judgements of the PM and the EM>

|           | Project                            | T-shirt Size Estimate |
|-----------|------------------------------------|-----------------------|
| <b>Q1</b> | Old Project 1 [Cont. from H2'2019] | S                     |
|           | Old Project 2 [Cont. from H2'2019] | M                     |
|           | Project 1**                        | L                     |
|           | Project 2                          | M                     |
|           | Project 3                          | XS                    |
|           | Project 9***                       | M                     |
|           |                                    |                       |
| <b>Q2</b> | Project 4                          | L                     |
|           | Project 5*                         | M                     |

|  |                       |    |
|--|-----------------------|----|
|  | Project 7 [Tentative] | L  |
|  | Project 11***         | XS |
|  |                       |    |

\* Will continue till Q3 \*\* Will continue till Q2 \*\*\*Committed to other teams

We use tshirt sizing for effort estimate: XL: >3 months, L: <4 months, Medium: <2months, Small: <1 month, XS: <2 weeks. Impact is High, Medium or Low.

## Requests from other teams:

<Impact for you will be different than impact on the stakeholder's team who has requested this project.>

<You ideally care about effort by you and not the total effort for this project.>

| Request    | More Details | Impact for us | Priority given by stakeholder | Effort by us | Decision        |
|------------|--------------|---------------|-------------------------------|--------------|-----------------|
| Project 9  | <Details>    | High          | P0                            | M            | Yes, Pick in Q1 |
| Project 10 | <Details>    | Low           | P1                            | L            | No              |
| Project 11 | <Details>    | Low           | P0                            | XS           | Yes, Pick in Q2 |
| Project 12 | <Details>    | Medium        | P0                            | M            | No              |

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## Substreams and Themes

### Booking Experience

<I am doing this exercise for only one sub-stream here. Repeat this for all the sub-streams inside a stream.>

<Ideally you should have between 3 to 4 themes if you are planning for a semester (6months). Get the themes prioritised.

Do independent prioritisation of projects inside a theme based on Outcome vs Effort. All projects inside the highest priority theme need not be P0.>

## Key Themes (in prioritised order):

1. Theme 1
2. Theme 2

<Themes can be: Improve on boarding, Provide the best search experience, reduce churn from X to Y, Improve conversion of first time users, Build platform capabilities for 3rd party developers, Improve revenue from A to B etc.>

### Theme 1:

<Based on my experience pessimistic timelines are 1.5 times optimistic ones. Actual delivery happens on a timeline between both>

|                     | Backlog              | Priority | Impact on   | Dev<br>ETA |
|---------------------|----------------------|----------|-------------|------------|
|                     | Project 1 /Feature 1 | P0       | Experience  | L          |
|                     | Project 2 /Feature 2 | P1       | Delight     | M          |
|                     | Project 3 /Feature 3 | P0       | Conversion  | XS         |
|                     | Project 4 /Feature 4 | P0       | Reliability | L          |
| Total (optimistic)  |                      |          |             | 3L         |
| Total (pessimistic) |                      |          |             | 4.5L       |

### Theme 2:

|                     | Backlog              | Priority | Impact on  | Dev<br>ETA |
|---------------------|----------------------|----------|------------|------------|
|                     | Project 5 /Feature 5 | P0       | Experience | M          |
|                     | Project 6 /Feature 6 | P2       | Experience | S          |
|                     | Project 7 /Feature 7 | P1       | Experience | L          |
|                     | Project 8 /Feature 8 | P2       | Delight    | L          |
| Total (optimistic)  |                      |          |            | 3L         |
| Total (pessimistic) |                      |          |            | 4.5L       |

## Prioritised Themes:

Theme 1:

### Summary of Rationale

<3 points on why we should focus on this key theme for H1>

### Rationale

<Add 1 pager here>

(Add other theme rationales below)

# Prioritised Project Initiatives Rationale:

## Must Do's:

### Project 1

#### **Summary of Rationale**

<3 points why we should pick this project. Should have estimated impact on metrics>  
<If someone asks WHY you have picked a particular project, you should be able to give 3 strong reasons behind it.>

#### **Rationale**

<Add 1 pager here>  
<1 pager is more in line with the pitch doc of a big project. Check my template on pitch doc to understand how you write them.

At this point of time you won't have all the data points around a project. So focus on a few high level numbers and draft a solid narrative instead of digging deep into data.>

(Add other Must Do projects rationales)

## Should Do's:

### Project 2

#### **Summary of Rationale**

<3 points why we should pick this project. Should have estimated impact on metrics>

#### **Rationale**

<Add 1 pager here>

(Add other Should Do projects rationales)

## Can Do's:

### Project 6

#### **Summary of Rationale**

<3 points why we should pick this project. Should have estimated impact on metrics>

#### **Rationale**

<Add 1 pager here>

(Add other Can Do projects rationales)