

Notes from the author (Gergely Orosz - [Web](#), [Linkedin](#), [Twitter](#)):

- This resource is for paying subscribers of [The Pragmatic Engineer's Newsletter](#) where I share weekly advice, observations, inspiration and resources for engineering managers and senior engineers.
- Browse other [templates and inspiration for subscribers here](#).
- For context, see the article [Measuring developer productivity? A response to McKinsey, Part 2](#)

I used this approach to keep track of the impact of my team at Uber. This was a living document, on a wiki page, which contained all current and past projects; their business impact (either measured or estimated; as best as we could verbalize it); and the timeframe from starting work to rolling it out.

My aim was to ship at least 4-5 projects every quarter, with several of these customer facing, in a team where we could work on 2-3 more complex projects in parallel. If a project was too big: cut it into smaller pieces. (Rollouts back then usually took weeks, given we rolled out to hundreds of millions of customers, and ran experiments on smaller cohorts before doing a full rollout, to validate we do not cause unintended regressions)

Use this template and the context as inspiration: as every situation is different, and has different constraints.

## The impact of an engineering team

Project	Impact	Start date	Rollout date
Current quarter (Q3)			
Sustainable oncall	Team health + oncall expereince + reliability	Jun 2023	Sep 2023 (planned)
Vendor1 API migration	Reliability. Upgrade Vendor1 integration to use new API features	Aug 2023	Oct 2023 (planned)
Service1 productionization	Reliability. Record PSP outages and take automated actions	Aug 2023	Sep 2023 (planned)
Improving errors messaging	+20M/year in gross bookings. <a href="#">Impact calculation details</a>	Apr 2023	Sep 2023
Q2 2023			
Service2 migration	Cost + Platform unblock. Migrate off	Jan 2023	Apr 2023

	deprecated endpoints. Impact in the “thousands of machines can then be shut off”		
<b>Partial capture</b>	<b>\$1.5-1.7M/year</b> incremental revenue.	Mar 2023	May 2023
<b>PaymentMethod1 launch</b>	<b>\$2M</b> in subsidies, and <b>600K</b> customers/month to use it a year after launch. <a href="#">Impact calculation details</a>	May 2023	Jun 2023
<b>PaymentMethod2 resiliency</b>	<b>Reliability.</b> Fetch results of transactions for 2FA attempts	Apr 2023	Jun 2023
<b>Q1 2023</b>			
<b>Health service MVP</b>	<b>Reliability.</b> Record PSP outages and take automated actions.	Jan 2023	Mar 2023
<b>Web with 1FA cards</b>	<b>Platform/Strategic.</b> Unblock the Project3 Launch.	Dec 2023	Jan 2023
<b>PaymentMethod3</b>	<b>MVP</b> Enable the PaymentMethod3 prototype in production. Business impact could be anywhere from 0 to \$10M/year	Jan 2023	Jan 2023
<b>PaymentMethod4</b>	<b>\$7M/year</b> run rate with 65% uplift in new customers in the Country1 and 30% of new eaters using this payments method. Strategic importance to maintain the Venfor contract & exclusivity. <a href="#">Impact calculation</a>	Nov 2022	Jan 2023
<b>ComplianceProject</b>	<b>Compliance</b> - be compliant in Country2. About 2% of customers actively using the feature	Dec 2022	Mar 2023
<b>PaymentMethod5</b>	<b>\$3M/year</b> in fee savings and a \$30M marketing budget over 2 years. \$150M annual run rate. <a href="#">Impact calculation</a>	Dec 2022	Feb 2023
<b>Q4 2022</b>			
<b>Project4</b>	<b>Merged with other team.</b> After research, confirmed that Team2 is working on a similar project and we merged our work with this team. (Original impact estimation: up to \$5M/year savings in costs).	Oct 2022	Nov 2022

<b>PaymentMethod5 migration</b>	<b>\$8M / year savings in fees.</b> Includes \$12M marketing budget, increased acceptance rates, a unified dashboard for payment ops and unlocks future alternative payment methods.	Sep 2022	Dec 2022
<b>PaymentMethod6</b>	<b>Strategic</b> - part of an \$50M contract with PartnerCompany	Oct 2022	Dec 2022
<b>PaymentMethod7 improvements</b>	<b>\$6M / year</b> increase in uncollected bills.	Sep 2022	Sep 2022
<b>Project5</b>	<b>\$9M / year savings in fees</b> & make Feature5 sustainable. Save \$4M in fees for the financial year (impacts quarterly numbers!)	Aug 2022	Oct 2022