MULTI-RESTAURANT DELIVERY SERVICE DESIGN AND FINACIAL ANALYSIS

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ABSTRACT

Multi-Restaurant Delivery Service Design and Financial Analysis

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When found on campus all day and in need of a quick meal before the next class what are the options for you as a Cal Poly student or faculty? Campus dining is the only option that can meet the typical demand you have of speed and convenience. Restaurants with food delivery often don't have the variety or take to long for delivery. The goal is to provide a delivery service with the speed of getting a meal on campus but with the variety and quality of the restaurants found in downtown San Luis Obispo. Looking at existing businesses providing this service there is definitely a market for multi-restaurant delivery services but maybe not with the demands of busy students and faculty on campus. People on campus that are using the dining options are often in a rush or just getting food on the go. For them it is a quick meal that will hold them over until they get a more substantial meal.

The ideal solution to this problem was to have a service that will deliver your order to you from your favorite restaurants downtown in the same time it would take to walk to a restaurant on campus. There are three main goals for this service; the first is a delivery time in less than 15 minutes, the second is the convenience of campus dining options and the third is to have it be financially reasonable to use. The way about solving the problem was to first determine if multi-restaurant delivery is possible in less than 15 minutes for delivery. After market research, time studies and simulations it was determined that delivery in less than 15 minutes was both not feasible and financially flawed.

For the goal of making a multi-restaurant delivery service with the specified demands a solution was unable to be discovered at this time. While the initial design failed its goals, through the research already gathered and a potential change in scope a financially profitable company could develop. The main issue with the initial design was that it wasn't fast enough and cost too much for the potential market of Cal Poly students and faculty. With a different market one relying less on speed and more on convenience and quality the business plan could have succeeded. With a change in scope by increasing the delivery time and providing higher end meals a whole new market is reached that will pay a delivery fee for the convenience provided by this service. Partnering with the right restaurants with specific agreements could provide a great service for the restaurants and a financially sound multi-restaurant delivery service business.

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Introduction

   This report will describe the process, findings and optimal design for making an effective multi-restaurant delivery service. As a student or faculty of the Cal Poly community there are often times where being on campus all day is inevitable. In these cases, while there are diverse options for meals on campus is done more frequently the use of the same places for meals can get old and repetitive. There was not a quick and speedy option for the faculty and students on the Cal Poly campus to receive food from restaurants found downtown. The only option for the campus was to rely on the chosen food options that are provided by the campus dining organization. The problem to be solved was to find a way to give the faculty and students on the Cal Poly campus another option for their meals. This option should be convenient to their individual locations and with the speed and price of an option found on campus.

   The goal of this project was to use the DMAIC process to determine the optimal solution to the problem listed above which would result in the business model for a restaurant delivery system. The objectives are as follows:

- Measure the existing meal options for the faculty and students of the Cal Poly campus
- Design a new system that could solve the desired goals for a new delivery option to compete with the existing on campus meal options
- Revise the initial design if it were to not meet the required/ desired goals of the initial service
- Investigate new and alternative options that will result in an optimal solution for a potentially new problem definition
- Study current industry standards for delivery services and small business financials for a well-rounded financial analysis
- Develop an in depth business model for a delivery service that meets the new problem definition

   With the completion of the objectives listed above there will be a few deliverables. First will be an in depth business plan of the optimal design for a restaurant delivery service that looks to help the businesses that do not have delivery services. Next would be a website design and database design that would work as the interface for the customers using the delivery service. Finally a thorough financial analysis on the optimal business model will be incorporated into the business plan. The financial analysis will look at the fixed and variable costs, a break-even analysis, a Return on Investment analysis and a look at all the financials for the employees of the business.

   The first step to completing the task at hand will be to determine the existing avenues faculty and students have to get meals while on campus. To do this, researching existing meal

options on campus as well as delivery options for off campus venues to determine their strengths and weaknesses. This will help with completing the first objective of measuring existing meal options. Once these existing options have been determined the goal will be to decide if an all new plan needs to be made or if an improvement on an existing option is the best alternative. For this project it was decided that an improvement on existing multi-restaurant delivery services was the best way to help the faculty and students. Since a multi-restaurant delivery service was the chosen avenue a shortest path analysis was used to determine the maximum proximity from the Cal Poly campus a restaurant needed to be for a speedy delivery.

The next step of the process was to determine if the new proposed option was to meet the needs of the students and faculty as well as be a financially sound business model. While there was a need for a delivery service the proposed design could not meet the initial goals therefore a change in scope was needed. The new design was implemented to meet a new desired goal to help the small business restaurants located downtown with incorporating a delivery option. Time studies were completed to determine the exact time needed to make each item to better understand the exact time needed for a delivery. More market research was needed to determine industry standards for delivery fees, driver wages, and other business needs for a multi-restaurant delivery service.

The final steps were to use the industry standards to make an optimal business model and determine if the business was financially feasible. Website development was initiated to determine the proper database design to handle the orders of the potential customers. Once all of the ground work was completed for the structure of the business the financial analysis was completed. The goals of the financial analysis were to determine the needs of the company so that it could break even and what plans would be the optimal solution for a speedier but profitable multi-restaurant delivery service.

Background

Looking to solve the problem of a quick and speedy delivery for the faculty and students on the Cal Poly campus from downtown restaurants there are a few potential avenues. The first avenue would be the standard delivery option from an individual restaurant that could provide whatever is on their menu and that is it. Another option would be the existing multi-restaurant delivery services that are located in the general San Luis Obispo area. Those services provide a variety of options by partnering with multiple restaurants. While the base of both options is a restaurant the better option is to look at a multi-restaurant delivery service which already has the variety but needs the speed to meet the needs of the students and faculty on campus.

To get a better understanding of how long a delivery service like this usually takes the two existing services in San Luis Obispo were looked at. Café runner and Menu Club are the two existing options for multi-restaurant delivery services in the area and Café Runner was looked at closely to see its potential strengths and weaknesses. When using the site to browse restaurant options it first asks for your zip code to narrow the search down to restaurants that deliver in your area. This seems like a great feature but is showing that their target market is the overall greater San Luis Obispo area which could be a cause for longer delivery times.

To get an example of how long it would take to receive a delivery from Café runner a test subject placed an order through them from a local restaurant they partnered with and the delivery was timed. The restaurant was located in downtown San Luis Obispo and it took approximately 45 minutes to receive the order on campus. This delivery time, while only one example, was 3 times longer than the desired target delivery time of 15 minutes for campus delivery. A potential reason for this longer delivery time could be the larger area that the company covers with their deliveries. Another aspect of the service that would not meet the customer needs was a competitive price range to on campus foods. While the order was larger than a $5 to $10 item the delivery fee was $6.00 which would be over double the price of the same items if looking to compete with campus dining options.

To get a better understanding of the restaurant and delivery markets the literature for a multi-restaurant delivery service focused on two main parts. The first idea is that a multi-restaurant delivery service is a service that relies heavily on a competitive advantage over other options. Techniques like the value chain and simulation give a better look at the process as a whole and can result in a competitive advantage for your company. The second part will look at some of the tools and standard metrics for user interface design. The main interaction between the company and its customers is the website which could benefit from research in the areas of user interface. The goal would be to incorporate some of these tools and metrics into the delivery service to be able to provide a better experience for the customers involved.

The value chain is a key concept that many people already know but don't often put into practice. The original founder Michael Porter first developed the idea when he published it in 1985. In Porters book, *"Competitive Advantage"* he notes the difference between value and superior value. "Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits or providing unique benefits that more than offset a higher price" [1]. For the multi-restaurant delivery service initial design the service will provide a unique service which hopes to offset the higher price due to the delivery fee.

This quote from Porter is exactly the goal of the multi-restaurant delivery service. While there are other options like on campus dining, and individual restaurant delivery the advantage or "superior value" comes from the unique benefits that are provided to both the customer and restaurants. For the customer while it may not be the large amount of options you may get from the different on campus dining options it gives a way to connect with restaurants where before you couldn't. As for the restaurants the ability to reach customer markets previously unreachable is a huge factor of why companies feel they are receiving superior value using a third part delivery service.

A delivery service with many stages like this simulation was an obvious choice to help better understand the overall system. Simulation, according to *"Simulation: The Practice of Model Development and Use",* is needed because it is often difficult to predict the performance of systems that are subject to variation, interconnectedness and complexity [2]. In these cases it is very difficult if not impossible to predict the true performance of the complex system. Yet simulation models are able to "explicitly represent the variability, interconnectedness and complexity of a system". As a result it is possible to predict system performance through the use of proper simulation models.

With a complex system of a multi-restaurant delivery service there are bound to be some variables that are difficult to predict. In this case it would be beneficial to use a simulation model to predict how the delivery service can react to problems. The importance of a simulation model is that it will better help predict the true delivery time for the items that are offered each day. Without a fast and dependent delivery time, this multi-restaurant delivery service will not succeed as much as it could with a slower delivery time. The common tool in simulation is the ability to change the variables easily and run experiments to determine optimal solutions for questions. The goal of the delivery service is to provide a meal in less than 15 minutes to the customer. With the use of simulation it is possible to run tests and determine the optimal drivers needed when the variables change from day to day.

Moving towards looking at the user interface of the website we begin to look at the industry standards of web application design. Since the creation of web applications there has been much research put into determining exactly what the best interface to attract customers

is. If you were to look at the most popular apps on the market today they would probably be very basic and easy to understand apps. Most cases these apps would be astatically pleasing to the eye and easy to follow but most importantly have very well planned color layout. In the book "*Designing with the Mind in Mind*", chapter 3 discusses how vision is optimized for contrast not brightness and gives some guidelines for using color [3].

The book specifies the fact to avoid subtle color differences and rather make sure the contrast between colors is high. Some other guidelines for color usage are to avoid color pairs that color-blind people cannot distinguish. This will cause many issues for people when using your interface. It is advised to use color redundantly with other cues. Don't just rely on color alone to show a difference between two items of your interface. Apple uses this guideline very well in their iPhoto where "both color and a symbol distinguish 'smart' photo albums from regular photo albums" [3]. Lastly remember to separate strong opponent colors because when placing opponent colors right next to each other causes a shimmering sensation that should be avoided.

While the guidelines listed above for the use of color are helpful with pleasing the eye that is not the only needed component of user interface design. A well designed web app will be easy to use meaning easily accessible controls for the customer to handle giving the customer a great user experience. In the book *"There's Not an App for That"* the concept of user experience was defined as "a person's response when using a device, product, service, or object through some sort of user interface" [4]. It goes on to say that user experience is dynamic and can change before, during and after use.

The goal of the web application for this project is to be an interface for the customers to use to register, order, and track their food. The experience of working with the app should be directly related to aspects of the food delivery. A simplistic design that puts emphasis on the food would be an ideal way to provide the best user experience. The point of a delivery service through web application is to be the most convenient option the customer has. If all the customer has to do after registering their info is push two buttons and food will arrive in 15 minutes I can hope that their user experience is high. People download apps to help solve problems they encounter on a daily basis and the delivery service app should be no different. The app should have a simplistic design that conveys the proper information and solves the user's problem of needing food delivered to their location

Design

        The initial design of the multi-restaurant delivery service looked to solve the problem of minimal meal options for faculty and students on campus. This meant the service was competing with the restaurants on campus, restaurants with a delivery option and finally other multi-restaurant delivery services. The design of the service had a list of goals to meet which were:

1. Be as convenient of an option as it would be to get a meal on campus
2. Be as quick as a meal option on campus and be quicker than the other delivery options (15 minute delivery)
3. Offer a greater variety of options than could be received from a campus dining option
4. Have a competitive price range when compared to all other options
5. Finally as a business be able to turn a profit!

        The business plan was to partner with restaurants that were close in proximity to campus and could provide a quickly made meal so that it could be made and delivered within 15 minutes. Anticipating about half the time for meal preparation and half the time or transportation meant around a 7.5 minute window for each phase. Operations research showed that there was a maximum distance from campus that a restaurant could be so that it would be able to deliver with the desired 15 minutes. The ideal distance was an area of 2 miles away from campus which would allow for a transportation time of around 7.5 to 8 minutes. Figure 1 below shows the area covered on a map as well as the location of the prospective restaurants.

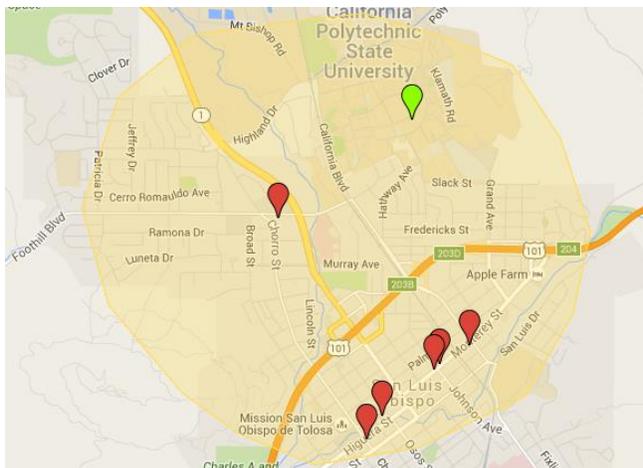Figure 1: Optimal zone for a 7.5 minute transportation time

Figure 2: Snapshot of website menu. Just click to order!

        Only certain restaurants in that optimal area could meet a meal completion time of 7 minutes and therefore were the restaurants chosen for this project. Figure 1 shows the green pin on the map as the center of campus and signifies the location at which the distance starts

from. The red pins were the restaurants that were selected that could potentially meet a demand of 7 minutes for meal preparation. While they did have potential for items to be made quickly for delivery not all the items could be completed in less than 7 minutes. This caused a design change from the initial scope. Only a few items would be offered from each restaurant in hopes of making the preparation time less to meet the design demand of 15 minute delivery.

An example of the selected items from different restaurants as well as the layout on the website can be seen in Figure 2. The items on the menu may change due to the ability of the restaurant at the time causing for slight changes in actual delivery time. The use of the delivery service would be by a non-fee based membership for all the delivery users. To use the delivery service a potential customer would have to sign up as a member through the website and put down the required information. This information would be fairly basic including login information as well as credit card information to charge for the order. A member would log in whenever they wished to place an order and select the item they wanted. Once they had selected everything they wanted they would complete the order by saying where on campus they would like to have it delivered and their order would be sent.

At this point there were a few options to have the order be placed at the restaurant. One way was to have the order come to an office where a worker would receive the order call into the restaurant for the customer. This was the process used in this project but other option could be direct order submission trough website configuration or other options. From there the restaurant would receive the order and begin to make the meal while a delivery driver either at the main office or out on another delivery would be notified of the order. A delivery driver would be given the customer's order and desired location for delivery as well as the predicted pick up from the restaurant. Once the order was picked up and delivered to the right customer the process would be over and a new order would be next.

There were a few assumptions that were made for the project that were based off of research of markets and industry standards. First was the assumption or decision to pay the workers $7.50 plus their tips per hour as their given hourly salary. Next was the rent of the office space needed for placing the orders which was $2500 per month including the utilities. The ability to host and maintain the website there was a $75 monthly fee. Also companies would provide their own packaging for the food and would not be provided by the delivery service. Finally the delivery drivers would use their own cars for delivery but would be given a supplemental rate for the gas used on deliveries.

Methodology

One aspect that was also looked at first was if there was even a desire by the students and faculty to even use this delivery service if it was available. To determine if this service would even be used a survey of random students eating on campus was taken. The list of questions (See Appendix 1) covered topics of when, where, and how often they ate on campus. Follow up questions were also asked which wanted to determine if those students that did eat on campus would be willing to pay a delivery fee to have food from downtown delivered. The survey was taken throughout random locations on campus where students and faculty would go to get a meal.

A few other methods were used to test if the design was feasible as well as financially possible and profitable for a company. To help understand the true delivery time it was required to determine the meal preparation time for each item. A time study at each location was conducted to determine what items if any were able to meet the desired meal preparation time of 7.5 minutes. Table 1 below shows the times collected for the selected items and the overall average time for every meal preparation. The average time of all the meals chosen was 9.06 minutes which ended up being more then the desired 7.5 minutes.

Meal Item	Restaurant	Time in Minutes						Average Time
		Time 1	Time 2	Time 3	Time 4	Time 14	Time 15	
Regular Burrito	Taqueria de Santa Cruz	7.3	6.9	8.2	7.6	7.5	8.0	7.5
Super Burrito	Taqueria de Santa Cruz	8.1	8.6	7.9	8.0	8.4	8.3	8.2
Taco's	Taqueria de Santa Cruz	7.0	6.5	8.0	7.5	7.4	6.8	7.2
Taco's Dorado	Taqueria de Santa Cruz	8.5	8.4	7.9	9.4	9.5	8.0	8.7
Chicken Shawarma Wrap	Jaffa Café	10.1	10.6	10.8	9.8	11.2	10.6	10.2
Fatoush Garden Salad	Jaffa Café	9.3	10.0	10.1	9.2	8.9	9.0	9.5
Single Char (#1)	Habit Burger	8.7	9.5	8.0	9.1	8.8	8.7	8.9
Double Char (#2)	Habit Burger	9.5	9.7	10.3	10.0	8.9	9.5	9.7
Fish and Chips	G. Brothers	8.5	8.3	8.1	7.6	8.8	8.0	8.1
Chicken Fajita	G. Brothers	7.8	7.9	8.5	9.0	8.6	8.3	8.3
Tri-tip steak sandwich	G. Brothers	7.0	7.8	7.6	7.7	7.4	7.6	7.5
Spicy Pastrame Sandwich	Giuseppe's Express	10.1	10.2	9.9	10.9	10.1	10.0	10.2
Pizza Slice (Multiple types)	Giuseppe's Express	9.5	9.3	9.5	9.4	10.0	9.9	9.8
Roast Beef Plate	Giuseppe's Express	9.5	11.1	9.8	10.2	10.6	10.3	10.3
Breakfast burrito	Splash Café	10.6	10.5	11.3	9.9	10.6	10.5	10.5
Clam chowder	Splash Café	9.6	9.9	8.9	10.2	9.4	9.0	9.6
Fish sandwich	Splash Café	9.6	9.2	10.6	10.0	9.8	9.6	9.8
						Total Average Time		9.06

Table 1: Time study of the selected items form each restaurant as well as the total average time

The six restaurants that were in the optimal zone while also having meal options that could be prepared in potentially 7 minutes or less were G. Brothers Smokehouse, Jaffa Café, Splash Café, Habit Burger, Giuseppe's Express, Taqueria de Santa Cruz. Of those the items chosen resulted in an estimated average meal completion time of 9.06 minutes. That meant

that once the order was received it took on average 9.06 minutes to prep, cook, and package the item for delivery.

   To test the design of the delivery service without having a fully functional website developed a call was placed to the restaurant to simulate the calling in of an order. This simple test was run at Taqueria de Santa Cruz to test the delivery ability of the service. In this example test once the order was placed for one super burrito the order was completed by the restaurant in 8.2 minutes. To simulate the driver picking up the order and delivering it to the customer, a driver left from the restaurant and went to a randomly selected location on campus to determine how long the transportation would be. This task took 8 minutes to complete which put the delivery time for this order at 16.2 minutes. This order would have failed to meet the design requirement of a 15 minute delivery.

Results and Discussion

The survey that was administered to people eating on campus was to determine if there was a market for a delivery service. Cal Poly San Luis Obispo as a student population of around 20,000 students. From the initial survey it showed that 60% of the people would eat at least once a week on campus. This makes the potential market for this service now 12,000 people. Of those that said they would eat on campus only 22% of the people said they would be willing to pay a $3.50 delivery fee for the use of a delivery service. This now brings down the potential market size to 2,640 people that would be willing to use the service on any given day. An even more realistic number of the market size would be lower because there is not a guarantee that they will use the service each day or if they are even on campus every day. Therefore the actual market for this service is much smaller which is not good for a company like that relies on frequent orders.

Even though there was a small market size the company's design could still meet the demands of the customer. Taking a look back at the needs and desires of the service Table 2 shows how the design held up to these demands.

	Customer Need / Desire	✓ / X
1	Be as convenient as on campus food	✓
2	Delivery in 15 minutes or less	X
3	Offer a greater variety of options	✓
4	Have a competitive price range	X

Table 2: Customer Needs chart

Table 2 shows that 2 of the 4 needs from the customers were not met. Since the delivery service would deliver directly to campus in designated locations it was as convenient as campus dining. With the calculated average times for transportation and meal preparation adding up to 16.96 minutes the delivery under 15 minutes was not possible. While the variety was not as large as it could be with all the items of the restaurants it was still enough to meet the variety of the other options. Lastly having a competitive price range was not possible seeing that a delivery fee of $3.50 on an item of $5 is almost double the price. The survey also showed that people would not be willing to pay this price which is double the reason it did not meet the customer's needs.

Finally the last result to look at was if the design was financially profitable which the main goal for starting a business. With the assumptions of delivery fee, driver salary and others listed above a break even analysis was made to determine the number of orders needed per day. As you can see in Table 3 below the break-even analysis is broken down into the potential

number of drivers ranging 1 to 5 and the respective cost associated and break-even point in orders per day.

Break-even Point Analysis		
# of Drivers	Total Cost	Break-even Point
1 Driver	$ 5,365.00	51
2 Drivers	$ 8,155.00	78
3 Drivers	$ 10,945.00	104
4 Drivers	$ 13,735.00	131
5 Drivers	$ 16,525.00	157

Table 3: Break-even point analysis for different numbers of drivers

To determine if the amount of orders was even feasible for the time given in a single day the costs and break-even point of 4 drivers was looked at. Assuming a standard day of 12 hours being open 11am to 11pm with no breaks or lunch for drivers there would be an average of ~11 orders per hour. With an average delivery time of 16.69 minutes it could be expected that a single driver could complete on average 3.5 deliveries per hour. With an average of 4 drivers per hour this would mean that the drivers could actually average 14 deliveries per hour meeting the ~11 orders per hour. While it is possible for this to work in an ideal situation it is not probable in the real world.

Staggering shifts of 4 hours could allow for a full 12 hours of work seeing that the drivers would not take a lunch. Yet if this was the driver's full time job a mandatory lunch must be taken which would affect the ability to accommodate all the orders. Also something to note would be that when it says 4 drivers that would mean on average 4 drivers. During the peak hours of lunch and dinner there may be more than 4 drivers and during the down times less than 4 hours. Also these numbers show that it is feasible to break even on the base level of the design. With the current design there would be no room for profit and if there was it would not be a lot.

Things to note about this design were that it failed to look at the financial benefits given to the drivers for their service. Working for a company like this where a driver's car is being used every day there will be fees and insurance that the company will have to pay for if only partially. These aspects were not looked at because of the already failed design of the under 15 minute delivery option. Yet through the research into this topic of multi-restaurant delivery services it was seen that there is a need for delivery in the restaurant business. Smaller restaurants in downtown San Luis Obispo often do not have a delivery service available and rely on the foot traffic at their store front. There are other multi-restaurant delivery services that exist around the greater San Luis Obispo area and seem to work for their desired market. This is

because of their target market is larger and has a less of a demand for speed but more of a demand for convenience.

Conclusions

Students and faculty on the Cal Poly campus may have options for their meals on campus but eating at these venues day in and day out can become old. There are no options for those people using campus dining to receive delivery from the many restaurant options found downtown within the same time it takes to get a meal on campus. The goal was to create a service that could partner with restaurants and provide them a delivery option that would both help the restaurant reach more customers and feed the hungry students and faculty on campus. The most important objectives of the multi-restaurant delivery service design were as follows:

- Have a service that could deliver a fresh meal to people on campus from a downtown restaurant within a 15 minute delivery window.
- Provide a unique option of variety through multiple restaurants that a single restaurant delivery service could not provide.
- Provide a reasonably costing delivery so that customers would like to use the delivery service despite paying a delivery fee.
- Meet all of the customer needs and demands.
- Finally the main goal for any business is to be financially profitable

From the results section above it can be determined that the design of the business failed to meet the objective goals for the business. A revised business design and a change in project scope could make this business financially profitable. The market of the Cal Poly campus was not large enough and had to strict of demands for the initial design to work. Yet through the exploration of these strict goals and research of existing options there is a market for a multi-restaurant delivery service.

The service would have a new target market of people looking to have dinner waiting for them when they return home from work. The target market would be looking for a meal that is more than just the $5 to $10 quick meal that could be bought to and from classes or meetings. A more medium to higher priced meal that could average around $20 dollars where a $3.50 delivery fee is a reasonable price for the convenience of the service. The proposed new design for a multi-restaurant delivery service would allow for the customization of orders from multiple restaurants.   While it may cost more like $3.50 delivery fee per restaurant it would still be a competitive strategy compared to other multi-restaurant delivery services.

Using the similar assumptions of the initial design I have calculated a return on investment for a proposed new design. The costs for all of the employees, work space, etc. will be the same but the market and average revenue per delivery changes. If the restaurants partnered with were willing to give 10% of every order the service brought in to us our profit

margin would increase. With standard delivery fee of $3.50 per restaurant and a potential for more if delivering from multiple restaurants an average delivery fee of $4.00 per order is reasonable. Assuming a potential order cost of $20.00 there would be another $2.00 added to the revenue which would mean a total of $6.00 per order. Table 4 seen below shows the point at which this business model could turn a profit.

	1	2	3	4	5	6	7	8	9	10	11	12
Average Orders per hour	6	6	6	7	7	6	8	8	9	8	10	8
Forcasted Demand (orders)	2160	2160	2160	2520	2520	2160	2880	2880	3240	2880	3600	2880
Estimated Profit	12960	12960	12960	15120	15120	12960	17280	17280	19440	17280	21600	17280
Expenses	-22310	-13735	-13735	-13735	-16525	-13735	-16525	-16525	-13735	-13735	-13735	-13735
Investment Earnings	-9350	-10125	-10900	-9515	-10920	-11695	-10940	-10185	-4480	-935	6930	10475

Table 4: Return on investment given a forecasted demand of average orders per hour

An assumption made was that in the first month of partnering with these restaurants that the service could bring in 1 order per hour for each restaurant or 6 orders per hour on average. When the service becomes more recognizable the orders per hour will increase with a projected forecast seen above. If this forecast were to hold the business would potentially turn a profit in month 11. The expenses row was made up of initial investment (only month 1), rent, web service fee, and driver salaries. While a lot of the expenses are covered in this financial analysis it is not all of them so the actual return on investment could vary.

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APPENDIX

Appendix 1: Delivery Service Survey

<div style="border:1px solid black; padding:20px;">

Delivery Service Survey

Script:

Hello, my name is Dylan Fuller and I was hoping you could help me with a survey about your eating habits on campus. The survey should only take a few minutes...

- If yes begin survey
- If no thank them for their time

Once the survey is completed thank them for their time!

Survey:

1. Would you say to eat on campus at least once a week?
2. Of those times would you say you are eating on the go or sitting down to eat?
3. How long do you give yourself for eating when you do eat on campus?
4. If there were an option for a delivery service would you use it instead of eating on campus?
5. If you would use the service would you be willing to pay a delivery fee of $3.50 for the delivery?

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