

ISDS 555 - Team Project Part One

The Fullerton Café

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Table of Contents

| | |
|---------------------------------|-----|
| Introduction | 1 |
| Business Strategy | 1 |
| E-Business Plan | 4 |
| User Requirement Document | 7 |
| Statement of Work | 8 |
| Entity-Relationship Model | 11 |
| Data Dictionary | 12 |
| Business Queries | 14 |
| Summary | 17 |
| Appendix | A-1 |

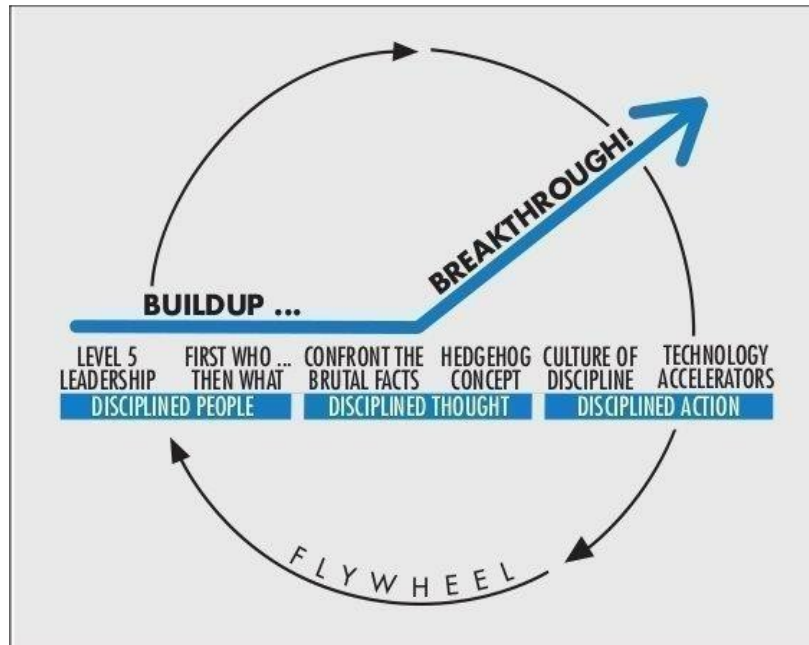
ISDS 555 Project 1

II. Introduction

The Fullerton Café located in downtown Fullerton offers patrons coffee, tea, a full service bakery, and sandwiches, soups, and salads. The café which I inherited from my grandfather was a local hotspot for many years. However, business has been declining over the last five years. My goal is to define a new business strategy to turn this business around. There is a lot of competitive pressure from the national coffee chain franchises. My goal would be to develop a competitive advantage for the Fullerton Café which would enable it to compete effectively and grow business in a very competitive environment.

III. Business Strategy

As The Fullerton Café is located in the heart of downtown Fullerton with a lot of businesses around it including a major university within walking distance, it needs to connect to businesses around it to generate revenue through promotions and online ordering. It also needs to provide loyalty program and mobile payment options for consumers. We can leverage the flywheel effect introduced by Jim Collins and adopted by Amazon and Starbucks within their business strategy. The flywheel effect is all about building the momentum by focusing on key areas which would in fact feed each other to provide a continuous cycle of improvement and help eventually provide a breakthrough for business. Please see the illustration that follows:



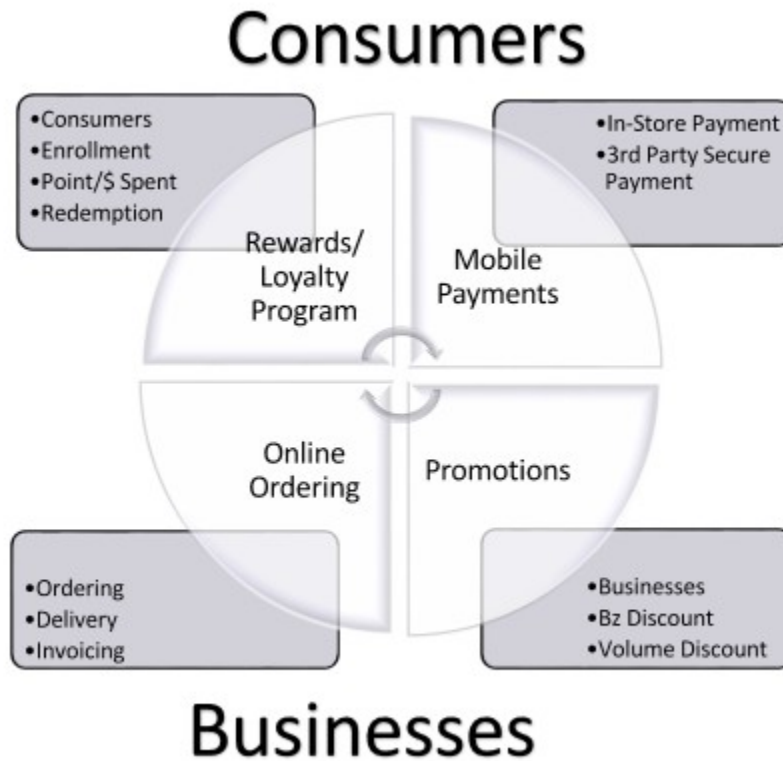
Our flywheel strategy will focus on two key areas:

- Experience
- Product

Within Experience we will focus on these four areas:

- Rewards/Loyalty Program
- Mobile Payments
- Promotions
- Online Ordering

Consumer purchasing behavior will affect business purchasing behavior and vice versa and build the momentum to support the flywheel strategy. Please see the illustration that follows:



We will also use geo-fencing where we would provide tips and discounts to the customers based on their proximity within the store. We will leverage partnerships with online food delivery services like Uber Eats and GrubHub as well to help grow business with the consumers who are too busy to visit the store or are traveling and do not have easy access to transportation.

As for the product, we will have blogs and articles about our key products like coffee and sandwiches to promote our products. We will also upgrade store with new signage and student friendly design to entice our customers. Lastly, we will extend hours of our café to be open late at night to cater to the student community around our store while offering happy hours with discounts on coffee and/or snacks during that time.

IV. Business Plan for Fullerton Cafe

Strategic Objectives:

- 1) #1 Cafe of choice for Fullerton
- 2) Avg. Revenue per customer increases from \$10 to \$30 per month
- 3) Customer retention increases from 30% to 70% after 3 months

Financial Objectives:

- 1) Revenue Growth - 50% Year 1, 30% Year 2, 30% Year 3
- 2) Cost Reduction - 20%
- 3) Cost Reduction dollars to be employed in Customer Loyalty through points and promotions

Return on IT Investment:

- 1) Benefits = \$5MUSD and IT Cost = \$ 150K.
- 2) Total Return on IT investment = 33 Times
- 3) Return on IT investment after 3 months = 26.7 times

Risks and Mitigation:

- 1) Risk 1: Business Outlook: Software plan will not generate growth - Customer survey has been carried and the customer survey has called out that they need new modes of payment and loyalty

2) Risk 2: Technology Plan: Software costs will be too high and software will be obsolete:

The software is purchased on PaaS and the payment is linked to consumption and business benefits. The software will be updated periodically by the provider.

3) Risk 3: Vendor Management: The vendor will not be able to deliver the work - A local contractor is identified who will be long term working on a part time basis. He will be invested in the long term partnership. The local contractor will manage the outsourcing of work to other contractors. The local contractor will be offered a large daily discount and bonus if the cafe sales pick up.

Project details:

| # | Area | Priority/Impact | Phase |
|---|---|-----------------|-------|
| 1 | Customer Loyalty and Marketing Program | H | 1 |
| 2 | Online inventory management | H | 1 |
| 3 | Online Payment (including apple pay/Paypal etc) | H | 1 |

Business impact:

| # | Area | Revenue Upside | Time for revenue upside |
|---|---|----------------|-------------------------|
| 1 | Customer Loyalty and Marketing Program | \$2M | 3 Months |
| 2 | Online inventory management | \$1 M | 1 Year |
| 3 | Online Payment (including apple pay/Paypal etc) | \$1.5M | 1 Month |

Cost and Time

| # | Area | IT and Resources Cost | Time to implement |
|---|---|-----------------------|-------------------|
| 1 | Customer Loyalty and Marketing Program | \$60K | 3 Months |
| 2 | Online inventory management | \$40K | 2 Months |
| 3 | Online Payment (including apple pay/Paypal etc) | \$20K | 3 Weeks |

Risks of not taking up the project:

- 1) There has been a steady decline of customers year on year**
- 2) Stockouts, inventory loss is eating into the margins**
- 3) Rent and fixed costs are going up**
- 4) Unless a radical action is taken to grow the business. It will go bust in next 2 years.**

V. User Requirement Document

Functional Requirements:

1. Customer Loyalty

- 1.1. Keep a database of customer information including name, email address, and current membership level.
- 1.2. Allow for customer loyalty points to be assigned to customers based on repeat business.
- 1.3. Track customer loyalty points assigned to each customer.
- 1.4. Email electronic coupons to customers that can be exchanged in store or online.
- 1.5. Allow for more loyalty points to translate into a higher membership level, resulting in more rewards.

2. Online Payment

- 2.1. Allow for payment in store and on the store's website using standard payment methods (Cash, Check, Credit/Debit card).
- 2.2. Allow for payment via online methods (Paypal, Apple Pay, Google Wallet) for orders made both in the store and on the store's website.
- 2.3. Allow for orders online or through a mobile app to be available for pick-up in store.
- 2.4. Make it possible to refund payments.
- 2.5. Allow for customers to make partial payments and use multiple payment methods for a single order.

3. Inventory Management

- 3.1. Track inventory of ingredients by brand and item attributes (i.e. strong, mild, decaf, etc.)
- 3.2. Track lot number to trace batch and recalls.
- 3.3. Track inventory by location in store.

V. Statement of Work for The Fullerton Cafe

Background/Introduction:

The Fullerton Cafe is a coffee shop and full service bakery located in downtown Fullerton.

Services include sale of coffee/tea as well as sandwiches, soups, salads, and baked goods. In an effort to stay competitive in the market the goal is to develop an IT system to allow for online payment methods as well as electronic inventory management, management of marketing programs, and management of the customer loyalty program.

Requirements:

The following tasks will be performed to meet the objectives listed above.

1. Customer Loyalty
 - a. Keep a database of customer information including name, email address, and current membership level.
 - b. Track loyalty points assigned to the customer based on repeat business.
 - c. Allow for electronic coupons to be emailed to customers.
 - d. More loyalty points translates to a higher membership level which results in more rewards.

2. Online Payment

- a. Allow for payment in store and on the store's website using standard payment methods (Cash, Check, Credit/Debit card).
- b. Allow for payment via online methods (Paypal, Apple Pay, Google Wallet) for orders made both in the store and on the store's website.
- c. Allow for orders online or through a mobile app to be available for pick-up in store.
- d. Make it possible to refund payments.
- e. Allow for customers to make partial payments and use multiple payment methods for a single order.

3. Inventory Management

- a. Track inventory of ingredients by brand and item attributes (i.e. strong, mild, decaf, etc.)
- b. Track lot number to trace batch and recalls.
- c. Track inventory by location in store.

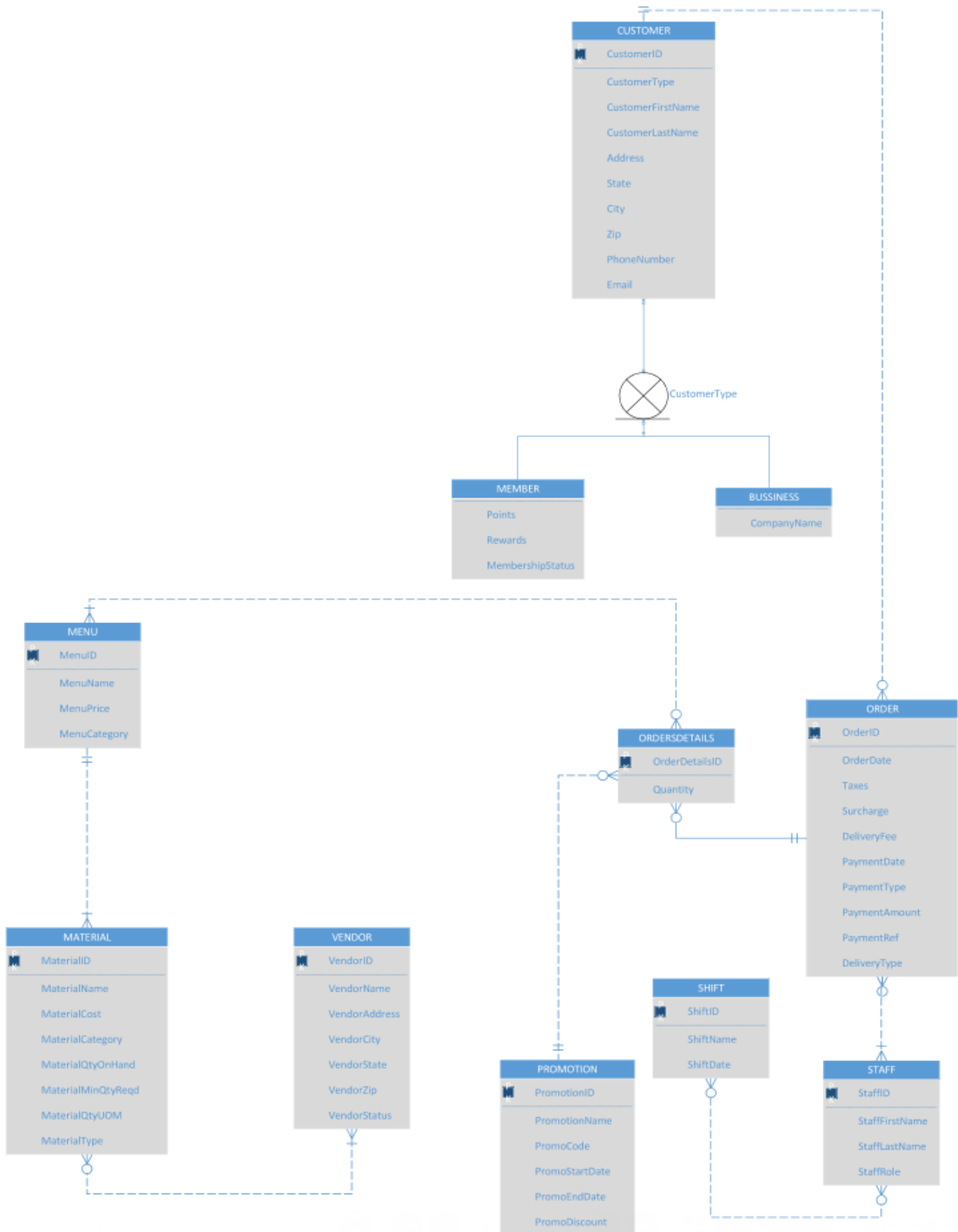
Schedule

The schedule for task completion is as follows.

1. Customer Loyalty Program
 - a. Estimated resources cost of \$60,000.
 - b. Estimated implementation time of 3 months.
2. Online Payment
 - a. Estimated resources cost of \$20,000.
 - b. Estimated implementation time of 3 weeks.
3. Inventory Management
 - a. Estimated resources cost of \$40,000.
 - b. Estimated implementation time of 2 months.

A weekly report on the status of each task will be requested.

VI. Fullerton Café Entity Relationship Diagram



| TABLE NAME | COLUMN NAME | DATA TYPE | DATA LENGTH | CONSTRAINT NAME | CONSTRAINT TYPE | ALLOW NULL |
|---------------------|--------------------|-----------|-------------|----------------------------------|-----------------|------------|
| BUSINESS | CompanyName | char | 100 | NULL | NULL | YES |
| BUSINESS | CustomerID | int | NULL | CustomerBusinessFK | FOREIGN KEY | NO |
| BUSINESS | CustomerID | int | NULL | PK_BUSINESS | PRIMARY KEY | NO |
| CUSTOMER | Address | char | 100 | NULL | NULL | YES |
| CUSTOMER | City | char | 50 | NULL | NULL | YES |
| CUSTOMER | CustomerFirstName | char | 50 | NULL | NULL | YES |
| CUSTOMER | CustomerID | int | NULL | PK__CUSTOMER__A4AE64B83B88DE0D | PRIMARY KEY | NO |
| CUSTOMER | CustomerLastName | char | 50 | NULL | NULL | YES |
| CUSTOMER | CustomerType | char | 10 | NULL | NULL | NO |
| CUSTOMER | Email | char | 50 | NULL | NULL | YES |
| CUSTOMER | PhoneNumber | char | 20 | NULL | NULL | YES |
| CUSTOMER | State | char | 2 | NULL | NULL | YES |
| CUSTOMER | Zip | char | 10 | NULL | NULL | YES |
| MATERIAL | MaterialCategory | char | 30 | NULL | NULL | YES |
| MATERIAL | MaterialCost | numeric | 5,2 | NULL | NULL | YES |
| MATERIAL | MaterialID | int | NULL | PK__Material__BEAEB27A2C99A08B | PRIMARY KEY | NO |
| MATERIAL | MaterialMinQtyReqd | numeric | 3,0 | NULL | NULL | YES |
| MATERIAL | MaterialQtyOnHand | numeric | 3,0 | NULL | NULL | YES |
| MATERIAL | MaterialQtyUOM | char | 10 | NULL | NULL | YES |
| MATERIAL | MaterialName | char | 30 | NULL | NULL | NO |
| MATERIAL | MaterialType | char | 10 | NULL | NULL | NO |
| MATERIAL | MenuID | int | NULL | MenuMaterialFK | FOREIGN KEY | NO |
| MEMBER | CustomerID | int | NULL | CustomerMemberFK | FOREIGN KEY | NO |
| MEMBER | CustomerID | int | NULL | PK_MEMBER | PRIMARY KEY | NO |
| MEMBER | MembershipStatus | char | 10 | NULL | NULL | YES |
| MEMBER | Points | float | NULL | NULL | NULL | YES |
| MEMBER | Rewards | float | NULL | NULL | NULL | YES |
| MENU | MenuCategroy | char | 30 | NULL | NULL | YES |
| MENU | MENUID | int | NULL | PK__MENU__8D2299AF54222036 | PRIMARY KEY | NO |
| MENU | MenuName | char | 30 | NULL | NULL | NO |
| MENU | MenuPrice | numeric | 5,2 | NULL | NULL | YES |
| MENUORDERDETAIL_INT | MenuID | int | NULL | MenuMenuOrderDetail_IntFK | FOREIGN KEY | NO |
| MENUORDERDETAIL_INT | MENUORDERDETAILID | int | NULL | PK__MENUORDE__A67DD64D3B8DB2B5 | PRIMARY KEY | NO |
| MENUORDERDETAIL_INT | OrderDetailID | int | NULL | OrderDetailMenuOrderDetail_IntFK | FOREIGN KEY | NO |
| ORDER | CustomerID | int | NULL | CustomerOrderFK | FOREIGN KEY | NO |
| ORDER | DeliveryFee | numeric | 18,0 | NULL | NULL | YES |
| ORDER | DeliveryType | char | 10 | NULL | NULL | YES |
| ORDER | OrderDate | datetime | NULL | NULL | NULL | NO |
| ORDER | ORDERID | int | NULL | PK__ORDER__491E4192B2D37B02 | PRIMARY KEY | NO |
| ORDER | PaymentAmount | numeric | 5,2 | NULL | NULL | NO |
| ORDER | PaymentDate | datetime | NULL | NULL | NULL | NO |
| ORDER | PaymentRef | char | 100 | NULL | NULL | YES |
| ORDER | PaymentType | char | 10 | NULL | NULL | NO |
| ORDER | Surcharge | numeric | 5,2 | NULL | NULL | YES |
| ORDER | Taxes | numeric | 5,2 | NULL | NULL | YES |
| ORDERDETAIL | ORDERDETAILID | int | NULL | PK__ORDERDET__5999A0EDDBA6E770 | PRIMARY KEY | NO |

| | | | | | | |
|--------------------|------------------|----------|------|------------------------------|-------------|-----|
| ORDERDETAIL | OrderID | int | NULL | OrderOrderDetailFK | FOREIGN KEY | NO |
| ORDERDETAIL | PromotionID | int | NULL | PromoOrderDetailFK | FOREIGN KEY | YES |
| ORDERDETAIL | Quantity | numeric | 4,0 | NULL | NULL | YES |
| PROMOTION | PromoCode | char | 10 | NULL | NULL | YES |
| PROMOTION | PromoDiscount | numeric | 5,2 | NULL | NULL | YES |
| PROMOTION | PromoEndDate | date | NULL | NULL | NULL | YES |
| PROMOTION | PromoStartDate | date | NULL | NULL | NULL | YES |
| PROMOTION | PROMOTIONID | int | NULL | PK_PROMOTIO_CCED4C2676044F32 | PRIMARY KEY | NO |
| PROMOTION | PromotionName | char | 50 | NULL | NULL | YES |
| SHIFT | ShiftDate | datetime | NULL | NULL | NULL | YES |
| SHIFT | ShiftID | int | NULL | PK_SHIFT | PRIMARY KEY | NO |
| SHIFT | ShiftName | char | 20 | NULL | NULL | NO |
| STAFF | StaffFirstName | char | 20 | NULL | NULL | NO |
| STAFF | StaffID | int | NULL | PK_STAFF | PRIMARY KEY | NO |
| STAFF | StaffLastName | char | 20 | NULL | NULL | NO |
| STAFF | StaffRole | char | 10 | NULL | NULL | YES |
| STAFFORDER_INT | OrderID | int | NULL | OrderStaffFK | FOREIGN KEY | NO |
| STAFFORDER_INT | StaffID | int | NULL | StaffOrderFK | FOREIGN KEY | YES |
| STAFFORDER_INT | StaffOrderID | int | NULL | PK_STAFFORDER_INT | PRIMARY KEY | NO |
| STAFFSHIFT_INT | ShiftID | int | NULL | ShiftStaffShift_IntFK | FOREIGN KEY | YES |
| STAFFSHIFT_INT | StaffID | int | NULL | StaffStaffShift_IntFK | FOREIGN KEY | YES |
| STAFFSHIFT_INT | StaffShiftID | int | NULL | PK_STAFFSHIFT_INT | PRIMARY KEY | NO |
| VENDOR | VendorAddress | char | 100 | NULL | NULL | YES |
| VENDOR | VendorCity | char | 50 | NULL | NULL | YES |
| VENDOR | VENDORID | int | NULL | PK__VENDOR__905531B640D9A8F5 | PRIMARY KEY | NO |
| VENDOR | VendorName | char | 50 | NULL | NULL | NO |
| VENDOR | VendorState | char | 2 | NULL | NULL | YES |
| VENDOR | VendorStatus | char | 10 | NULL | NULL | YES |
| VENDOR | VendorZip | char | 10 | NULL | NULL | YES |
| VENDORMATERIAL_INT | MaterialID | int | NULL | MaterialVendorMaterial_IntFK | FOREIGN KEY | NO |
| VENDORMATERIAL_INT | VendorID | int | NULL | VendorVendorMaterial_IntFK | FOREIGN KEY | NO |
| VENDORMATERIAL_INT | VendorMaterialID | int | NULL | PK_VENDORMATERIAL_INT | PRIMARY KEY | NO |

Business Queries for Fullerton Café

1) Orders By Month By Year

```
SELECT CUSTOMER.CustomerType, Year([ORDER].[OrderDate]) AS OdeYear,
      Month([ORDER].[OrderDate]) AS OdeMonth, [ORDER].DeliveryType,
      Count([ORDER].ORDERID) AS NoOfOrder, Sum([ORDER].PaymentAmount) AS TotalPayment
FROM CUSTOMER INNER JOIN [ORDER] ON CUSTOMER.CustomerID = [ORDER].CustomerID
GROUP BY CUSTOMER.CustomerType, Year([ORDER].[OrderDate]), Month([ORDER].[OrderDate]),
[ORDER].DeliveryType
ORDER BY Year([ORDER].[OrderDate]), Month([ORDER].[OrderDate]);
```

| CustomerType | OdeYear | OdeMonth | DeliveryType | NoOfOrder | TotalPayment |
|--------------|---------|----------|--------------|-----------|--------------|
| Member | 2017 | 5 | delivery | 2 | 50 |
| Member | 2018 | 2 | inperson | 3 | 45 |
| Member | 2018 | 8 | inperson | 3 | 85 |
| Business | 2018 | 9 | delivery | 3 | 60 |

2) Top Menu Items Sold

```
SELECT MENU.MenuCategory, MENU.MenuName,
      Sum(ORDERDETAIL.Quantity) AS TotalSold
FROM ((MENU INNER JOIN MENUORDERDETAIL_INT ON MENU.MENUID =
MENUORDERDETAIL_INT.MenuID)
INNER JOIN ORDERDETAIL ON MENUORDERDETAIL_INT.OrderDetailID =
ORDERDETAIL.ORDERDETAILID)
INNER JOIN [ORDER] ON ORDERDETAIL.OrderID = [ORDER].ORDERID
GROUP BY MENU.MenuCategory, MENU.MenuName
ORDER BY Sum(ORDERDETAIL.Quantity) DESC;
```

| MenuCategory | MenuName | TotalSold |
|--------------|------------------------------|-----------|
| Beverages | Caffe Mocha | 105 |
| Bakery | Bagel Pack | 51 |
| Sandwiches | Tuna Salad Sandwich | 40 |
| Spread | Chive and Onion Cream Cheese | 11 |
| Beverages | Bottled Water | 10 |
| Beverages | Iced Tea | 10 |
| Beverages | Soda | 10 |
| Beverages | Caffe Latte | 6 |
| Sandwiches | Steak & Arugula Sandwich | 3 |
| Beverages | Rich Cold Cafe | 1 |
| Sandwiches | Caesar Salad with Chicken | 1 |
| Beverages | Iced Caramel Latte | 1 |

3) Average Payment and No Of Orders By Staff

```
SELECT STAFF.StaffFirstName,
STAFF.StaffLastName,
Avg([ORDER].PaymentAmount) AS AvgOrderAmt,
Count([ORDER].ORDERID) AS NoOfOrder
FROM [ORDER] INNER JOIN
(STAFF INNER JOIN STAFFORDER_INT ON STAFF.StaffID = STAFFORDER_INT.StaffID)
ON [ORDER].ORDERID = STAFFORDER_INT.OrderID
GROUP BY STAFF.StaffFirstName, STAFF.StaffLastName;
```

| StaffFirstName | StaffLastName | AvgOrderAmt | NoOfOrder |
|----------------|---------------|-------------|-----------|
| kunal | badade | 15 | 1 |
| om | bhat | 15 | 1 |
| jack | rao | 25 | 5 |
| priyanka | rao | 25 | 1 |
| rohan | wani | 25 | 1 |
| tushar | yadav | 17.5 | 2 |

4) Inventory Management System

```
SELECT MENU.MenuCategory,
MENU.MenuName,
MENU.MenuPrice,
MATERIAL.MaterialName,
MATERIAL.MaterialCost,
MATERIAL.MaterialQtyOnHand,
MATERIAL.MaterialMinQtyReqd,
[MaterialMinQtyReqd]-[MaterialQtyOnHand] AS Material_To_Order,
MATERIAL.MaterialType,
VENDOR.VendorName,
VENDOR.VendorCity,
VENDOR.VendorState
FROM (MENU INNER JOIN MATERIAL
ON MENU.MENUID = MATERIAL.MenuID)
INNER JOIN (VENDOR INNER JOIN
VENDORMATERIAL_INT ON VENDOR.VENDORID = VENDORMATERIAL_INT.VendorID) ON
MATERIAL.MaterialID = VENDORMATERIAL_INT.MaterialID;
```

| Menu Category | Menu Name | Menu Price | Material Name | Material Cost | Material QtyOnHand | Material MinQtyReqd | Material To_Order | Material Type | Vendor Name | Vendor City | Vendor State |
|---------------|---------------------------|------------|---------------|---------------|--------------------|---------------------|-------------------|---------------|--------------|-------------|--------------|
| Sandwiches | Steak & Arugula Sandwich | 8.5 | Bread Crumbs | 70 | 15 | 20 | 5 | ingredient | Millar smith | fullerton | CA |
| Sandwiches | Steak & Arugula Sandwich | 8.5 | Bread Crumbs | 70 | 15 | 20 | 5 | ingredient | Lily White | Brea | CA |
| Beverages | Rich Cold Cafe | 3.5 | milk | 13 | 15 | 20 | 5 | ingredient | sofia clark | riverside | CA |
| Sandwiches | Caesar Salad with Chicken | 10.19 | eggs | 2 | 30 | 35 | 5 | ingredient | Alex Brown | San diego | CA |
| Beverages | Bottled Water | 1.5 | water bottle | 1 | 50 | 50 | 0 | product | Zoey thomas | anaheim | CA |
| Sandwiches | Caesar Salad with Chicken | 10.19 | chicken | 5 | 30 | 30 | 0 | ingredient | sofia clark | riverside | CA |

5) Top customers for Fullerton Café

```
SELECT CUSTOMER.CustomerFirstName,  
CUSTOMER.CustomerLastName,  
CUSTOMER.PhoneNumber,  
CUSTOMER.Email,  
Sum([ORDER].PaymentAmount) AS TotalAmount  
FROM CUSTOMER INNER JOIN [ORDER]  
ON CUSTOMER.CustomerID = [ORDER].CustomerID  
GROUP BY CUSTOMER.CustomerFirstName,  
CUSTOMER.CustomerLastName,  
CUSTOMER.PhoneNumber,  
CUSTOMER.Email  
ORDER BY Sum([ORDER].PaymentAmount) DESC;
```

| CustomerFirstName | CustomerLastName | PhoneNumber | Email | TotalAmount |
|-------------------|------------------|-------------|-----------------------|-------------|
| Arindam | Roy | 8846459775 | roygeek@gmail.com | 85 |
| Sandy | Yota | 7199478945 | omakr@gmail.com | 60 |
| viraj | pargaonkar | 8145945765 | viraj91@gmail.com | 50 |
| Akshay | Bhor | 8529637415 | akshay.bhor@email.com | 45 |

6) Top Promotions

```
SELECT PROMOTION.PromotionName,  
PROMOTION.PromoStartDate,  
PROMOTION.PromoEndDate,  
PROMOTION.PromoDiscount, COUNT(DISTINCT [ORDERDETAIL].OrderID) AS NoOfOrders  
FROM PROMOTION INNER JOIN ORDERDETAIL  
ON ORDERDETAIL.PromotionID=PROMOTION.PromotionID  
INNER JOIN [ORDER] ON ORDERDETAIL.OrderID=[ORDER].ORDERID  
GROUP BY PROMOTION.PromotionName,  
PROMOTION.PromoStartDate,  
PROMOTION.PromoEndDate,  
PROMOTION.PromoDiscount  
ORDER BY PROMOTION.PromoDiscount DESC;
```

| PromotionName | PromoStartDate | PromoEndDate | PromoDiscount | NoOfOrders |
|----------------|----------------|--------------|---------------|------------|
| buy1get1 | 01-10-2018 | 01-11-2018 | 50 | 2 |
| member | 06-12-2018 | 06-12-2019 | 10 | 3 |
| beverage combo | 23-11-2018 | 23-01-2019 | 5 | 5 |

VII. Summary

Due to the declining business at the Fullerton Café, we have decided to adopt a new business strategy in an effort to improve sales. By focusing on a flywheel strategy that is similar to the one adopted by companies such as Starbucks and Amazon, we will strive for a cycle of continuous improvements and breakthroughs. To do this, we will focus on improving and developing four major areas: a customer loyalty program, a promotional/marketing program, online ordering, and mobile payments. It is our hope that by improving our online and mobile payment systems, as well as partnership with companies such as UberEats and GrubHub that we will be able to increase sales through convenience and ease of access. We also will adopt an IT system to improve inventory management by tracking stock of ingredients and to allow for quick and simple restocking. By implementing an IT system into our business strategy our goal is to adapt the Fullerton Café to a more technologically-advanced world and to once again be a competitor in the neighboring businesses.

Appendix

Links to Google Drive files:

SQL Script file:

<https://drive.google.com/file/d/1mfX1YvFPDQtOFIGk8UrHMgOV-j42PmJc/view>

ERD Visio Diagram:

<https://drive.google.com/file/d/1rgHxGpVV4j8-11zTXFxc79GBiKqzU7vf/view>

Data Dictionary:

https://drive.google.com/file/d/11Bo3P0DVzSHS-ibfZH-wrbtdlafE_8pL/view