

GRUBHUB – OUR MISSION IS TO MAKE TAKEOUT BETTER

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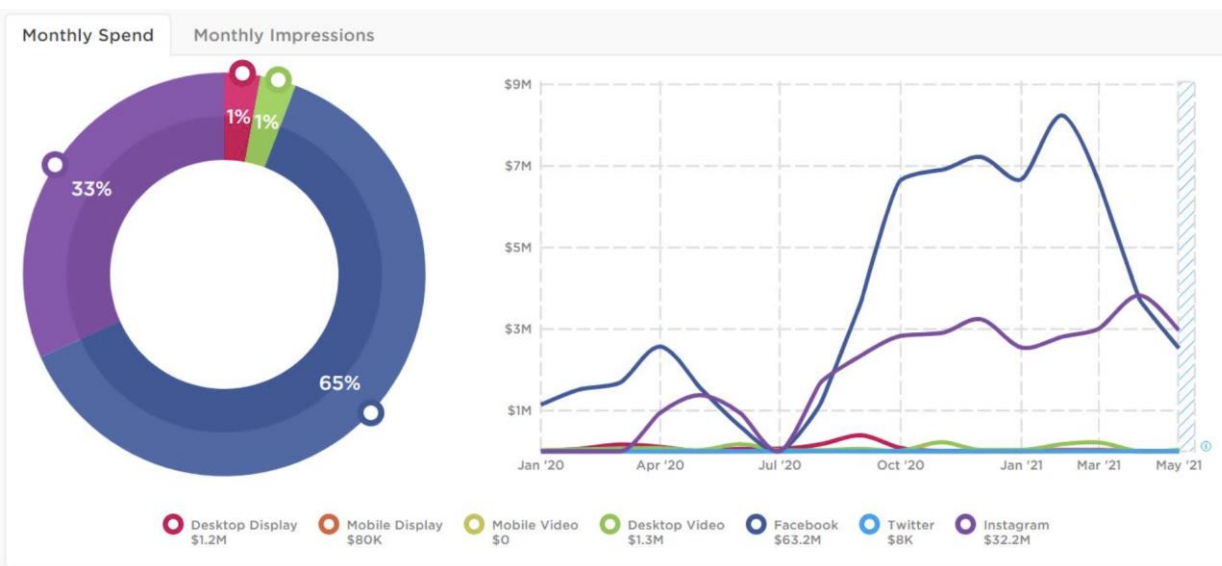
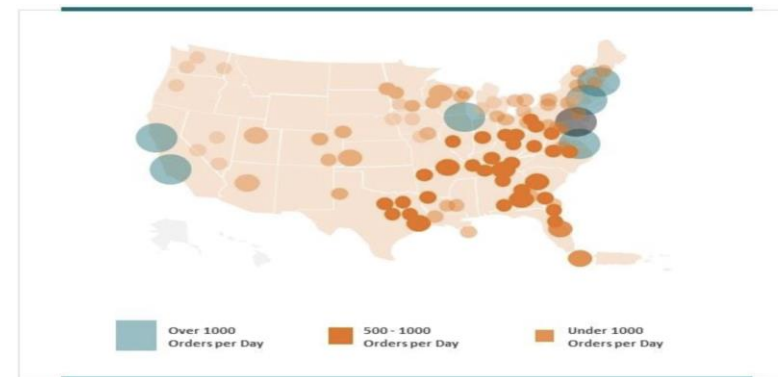
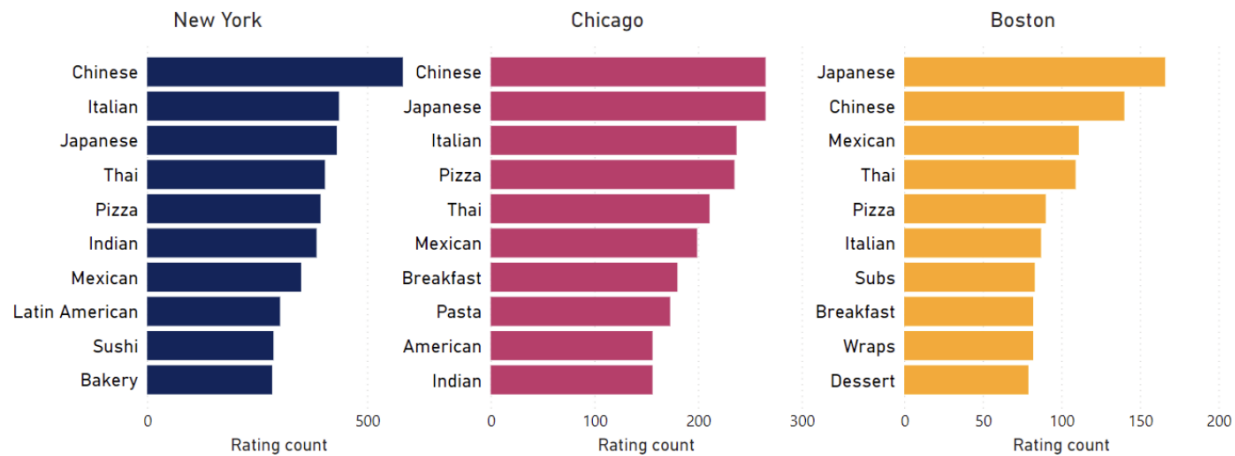
SERVICE OVERVIEW



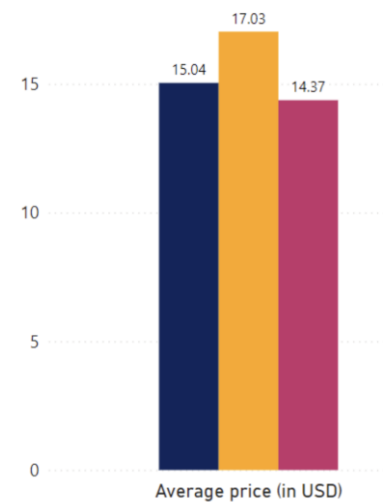
Hungry Diners



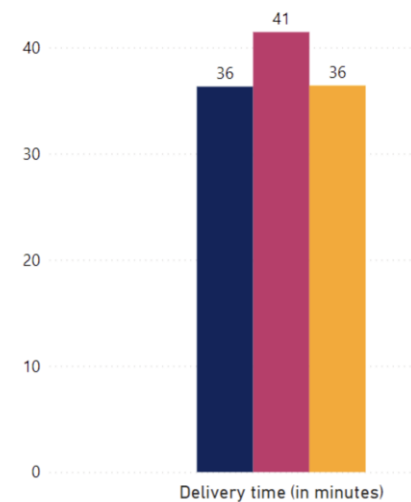
Restaurants



● New York ● Boston ● Chicago



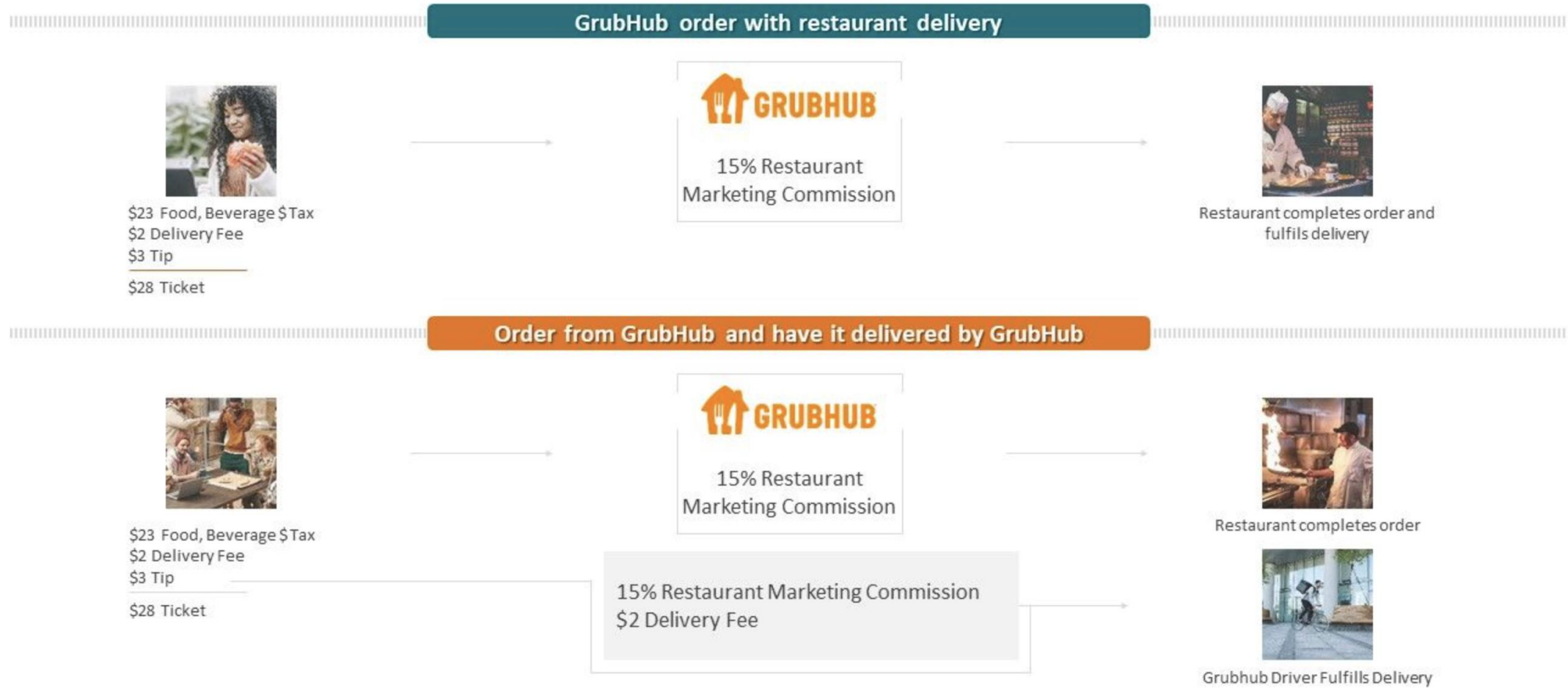
● New York ● Chicago ● Boston



HOW GRUBHUB WORKS?



THE BUSINESS MODEL



MAPPING THE CUSTOMER EXPERIENCE

**ACCOUNT
MANAGEMENT**

**FROM PLACING
ORDERS TO
PROVIDING
FEEDBACK**

**CUSTOMER
INTERACTION
POINTS**



**PERFORMER
ROLES**

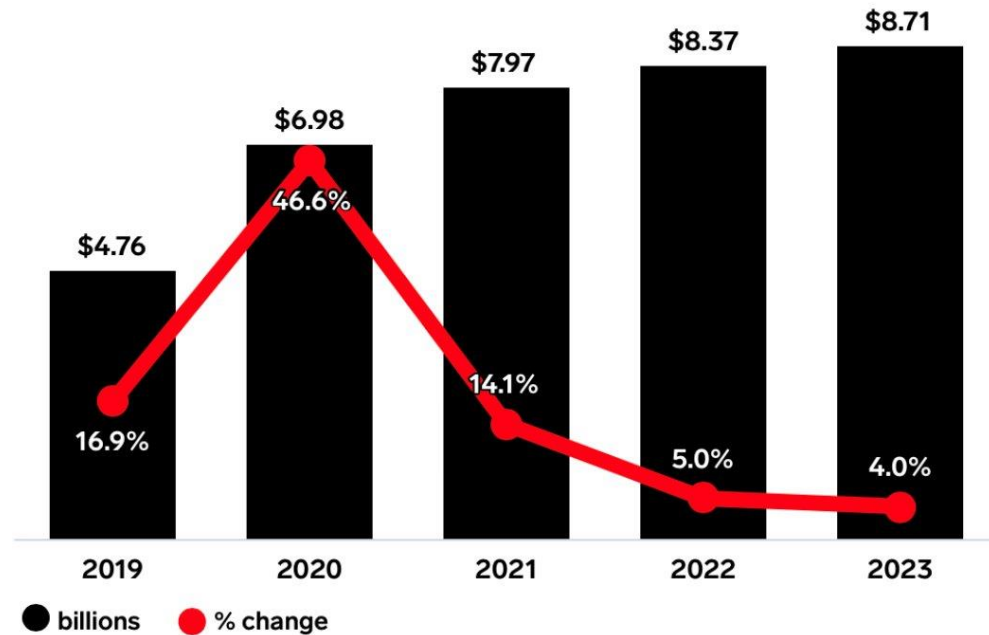
**EXCEPTIONS IN
SERVICE DELIVERY**

**ADDRESSING ISSUES
AND ENSURING
OPERATIONAL
SMOOTHNESS**

TAKEOUT - BROKEN FOR RESTAURANTS & DINERS

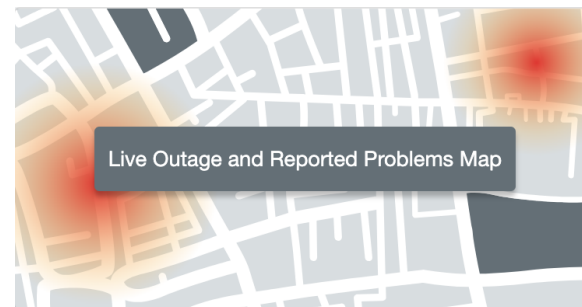
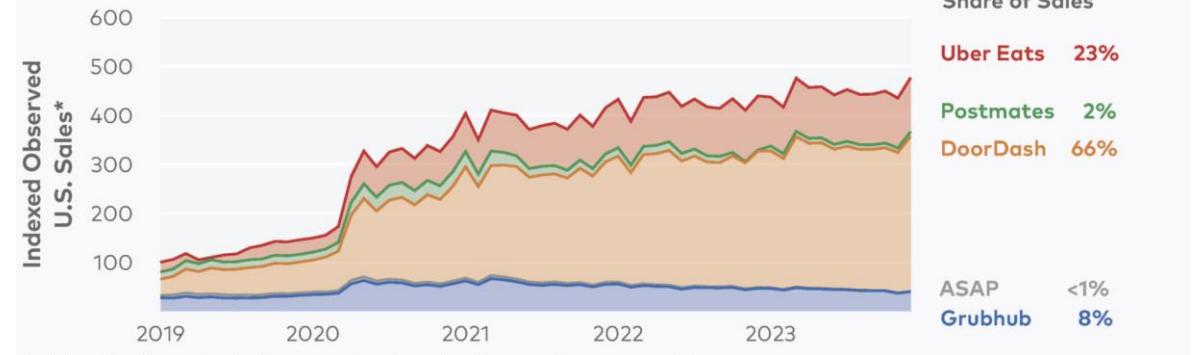
Grubhub Restaurant Sales

US, 2019-2023

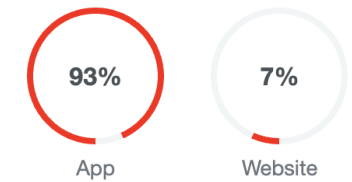


Source: eMarketer, August 2021

Meal Delivery - Observed Monthly Sales



Most reported problems





Long delivery lead times frustrate users expecting timely service.



Complex ordering process, especially for multiple restaurants, consumes users' time



Inconsistent service quality erodes trust and creates dissatisfaction among customers.



Inadequate customer support responsiveness leaves users feeling unsupported in resolving issues.



Delivery delays, ordering complexity, and service quality variation contribute to suboptimal experiences.



Online reviews and user experiences highlight areas for improvement in the customer journey.



Identify MoS and CVM

Delivery Communication

- **Job Step:** Receive Service
- **MoS:** Food Left Unnoticing
- **CVM:** Likelihood of a person leaving the food outside without noticing(9%)

Customer Support Accessibility

- **Job Step:** Provide Feedback
- **MoS:** Waiting too long to be served
- **CVM:** Average Waiting Time (25 minutes)

Transparency in pricing

- **Job Step:** Pay for Service
- **MoS:** Too many hidden fees
- **CVM:** Number of fees at checkout (4)

On-time delivery

- **Job Step:** Receive Service
- **MoS:** Late Delivery
- **CVM:** Likelihood of on-time delivery (80%)

Likelihood of
on-time delivery

80%

92%



**Current
Value**

**Target
Value**



- Increase the likelihood of delivering on time by 15%

- Reduce the likelihood that the delivery person left the food outside without any notice by 50%

Likelihood of
leaving food outside
without noticing

5%

10%



**Target
Value**

**Current
Value**



Number of hidden
fees at check-out

4

2



**Current
Value**

**Target
Value**



- Reduce the number of hidden fees customers must pay by 50%.

- Reduce the average waiting time for customers when calling support by 35%.

Average customer
support waiting
time

25 mins

16-17 mins



**Current
Value**

**Target
Value**



VLIFT STRATEGY - INCREASE THE LIKELIHOOD OF DELIVERY ON TIME (ADDRESS SERVICE GAP)

Six Sigma for Quality Control: Root Cause Analysis (RCA) - "Five Whys".

Solutions:

Utilize data analytics and IoT devices.
Implementing an AI-based routing system.

Profitability Effect (Estimated):

800M revenue increase from additional customer conversion

Budget: \$700,000 (Analytics & AI)

Timeline: Testing and Deployment: 8-10 months

Resource: Analysts and AI/ML Engineer

VLIFT STRATEGY - REDUCE THE LIKELIHOOD OF LEAVING FOOD UNOTICING (ADDRESS SERVICE GAP)

Solution:

Develop IT Infrastructure

Solution:

**Develop an automated
system**

Profitability Effect (Estimated):

**Save 200M from retaining
current customers.**

**Budget: \$400,000
(Infrastructure &
automated system)**

Timeline: 10-12 months

Resource: Developer

VLIFT STRATEGY - REDUCE THE NUMBER OF HIDDEN FEES (SHIFT CUSTOMER SIDE COMPLEXITY)

Solution:

Customized Service Offerings
Dynamic Pricing for Different
Times

Solution:

Direct Negotiation with Local
Restaurants

Effect (Estimated):

1.5B revenue increase from
additional customer conversion
Save 400M from retaining
current customer

Budget: \$800,000 (Data
Analytics, ML & Loss from
Negotiation)

Timeline: 5-6 months

Resource: Analysts and AI/ML
Engineer

VLIFT STRATEGY

- REDUCE AVERAGE WAITING TIME (REMOVE SLACK ROPE)

Solution:

Use Value Stream Map

Solutions:

Develop a tool to handle customer complaint applications.

Profitability Effect (Estimated):

Save roughly 450M from current customers.

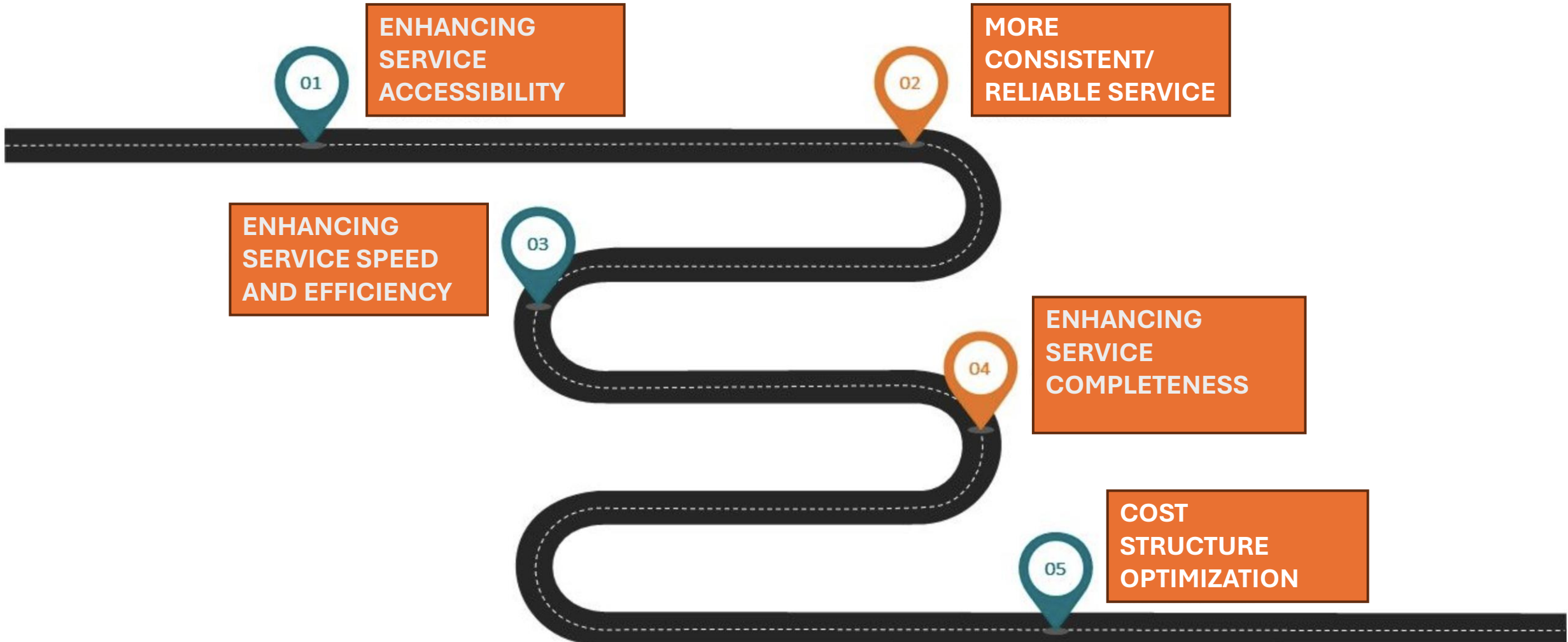
Probably cut down on HR

Budget: \$500,000 (Tool Development)

Timeline: 2-4 months

Resource: Developer and Database Administrator

ENHANCING CUSTOMER SATISFACTION AND OPERATIONAL EFFICIENCY



DO NOT SHARE THE SECRET SAUCE

