Juniper's Launch in NYC Assessment
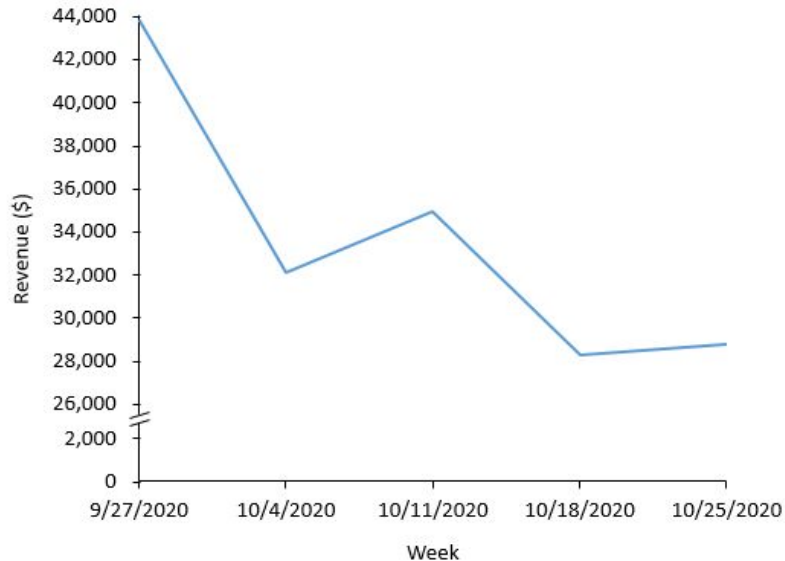
Review of Launch - Downward revenue trend week over week

More Customers 😐

- **3192** unique customers
- Average waiting time : **46.08** mins
- Average total rating : **3.86**
- Focus : wait times & customer satisfaction

5214 Deliveries Completed

- **578** unique couriers
- In **60%** of cases, the courier waits over **15 minutes** at the pickup location
- Focus : couriers wait time at merchants

More Couriers 🙁

More Merchants 😐

- **898** unique merchants
- **43%** of merchants have average wait times above **45 minutes**
- Focus : number of merchants / borough

Weekly revenue has declined since the beginning of the NYC launch

Average Revenue WoW

- **Average weekly revenue has declined by approximately $15,000 as compared to week 1 of the launch**
- **Hypothesis:**
  - **Driven by long courier wait times when picking up from the merchant**
  - **Long wait times lead to lower customer ratings**
  - **Overall effects on customer acquisition**

Note: daily average used to create 7-day projection for weeks of 9/27/2020 and 10/25/2020

Long Courier Wait Times at Pickup - Bottleneck in the Delivery Process

Pie chart legend:
- <=15 mins — 40.73%
- 15-30 mins — 36.70%
- 30-60 mins — 12.28%
- 60+ mins — 10.28%
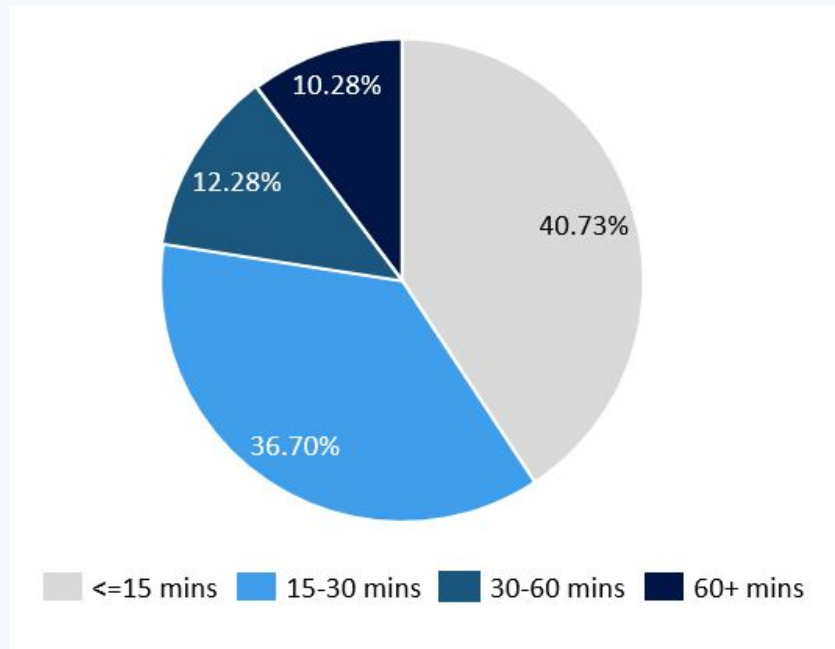
- For almost **60%** of orders, the courier waits longer than **15** minutes once arriving at the pickup location
  - Leads to longer wait times overall, resulting in lower ratings and customer churn
- Higher wait times likely mean that the merchant is still preparing the order
 - Juniper does not have enough merchants to action orders

Ratings are lower when the deliver time is longer
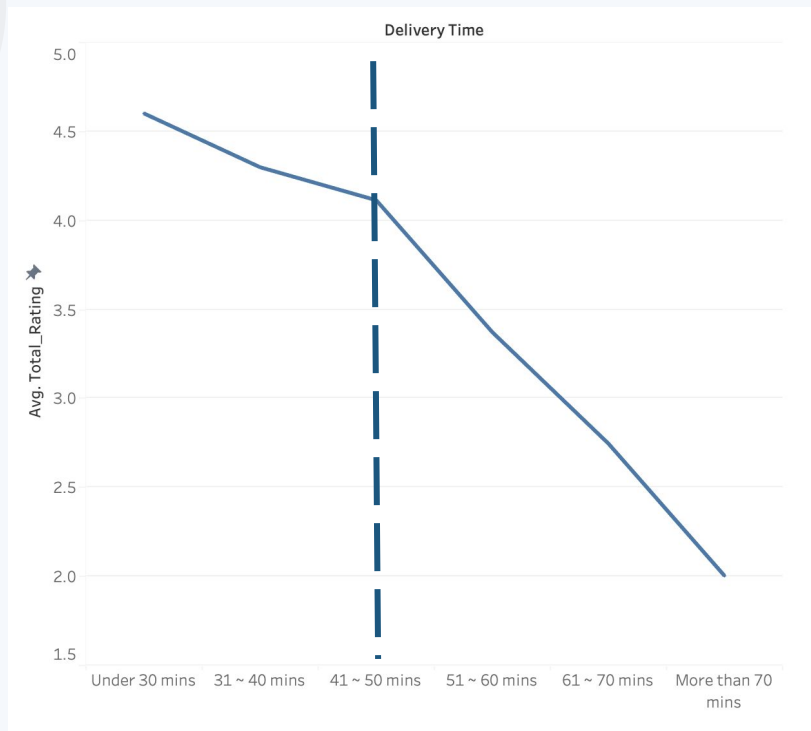
Delivery Time

- Rating decreases dramatically when the delivery time is more than **50 minutes**
- **31%** of the orders take more than 50 minutes to be delivered, which leads to a low customer retention rate of **34%**
- Market comparison

	Avg. Delivery Time
Juniper	46 Mins
DoorDash	42 Mins
Ubereat	30 Mins
Industry	35 Mins

# Customer acquisition is decreasing WoW

Number of Customer WoW
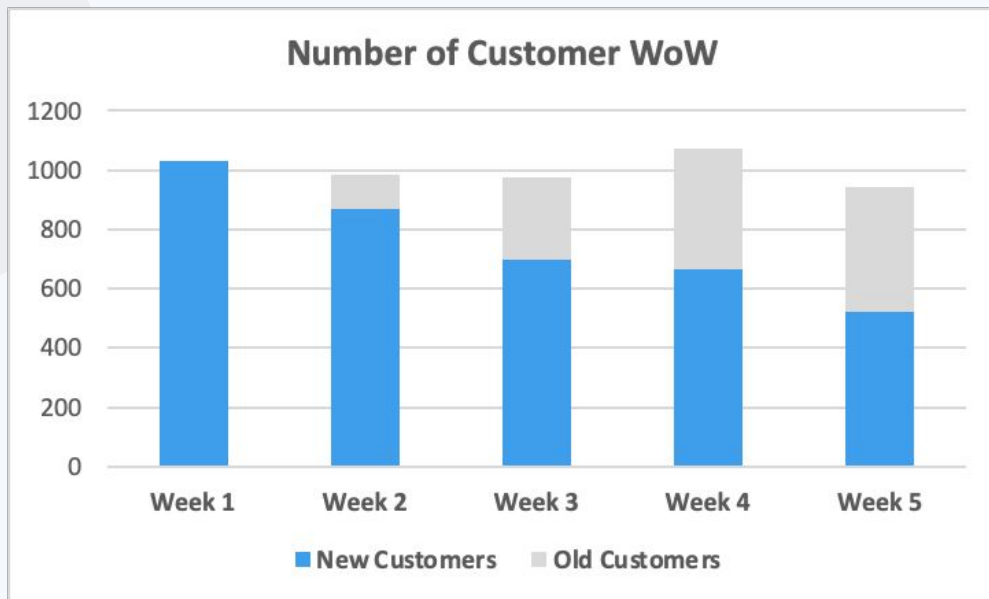
- On average, **15.5%** weekly decrease in new user acquisition
- Lacking substantial increases in new customer acquisition, the growth model of Juniper loses its momentum
- The overall customer count fluctuates due to changes in **acquiring new customers** and **retaining existing ones**, emphasizing the need for tackling this issue

Week	Week 1	Week 2	Week 3	Week 4	Week 5
# of new customers	1031	868	696	666	520
WoW % change		-16%	-20%	-4%	-22%

*Note: daily average used to create 7-day projection for week 1*

Customers and Merchants are concentrated in Manhattan
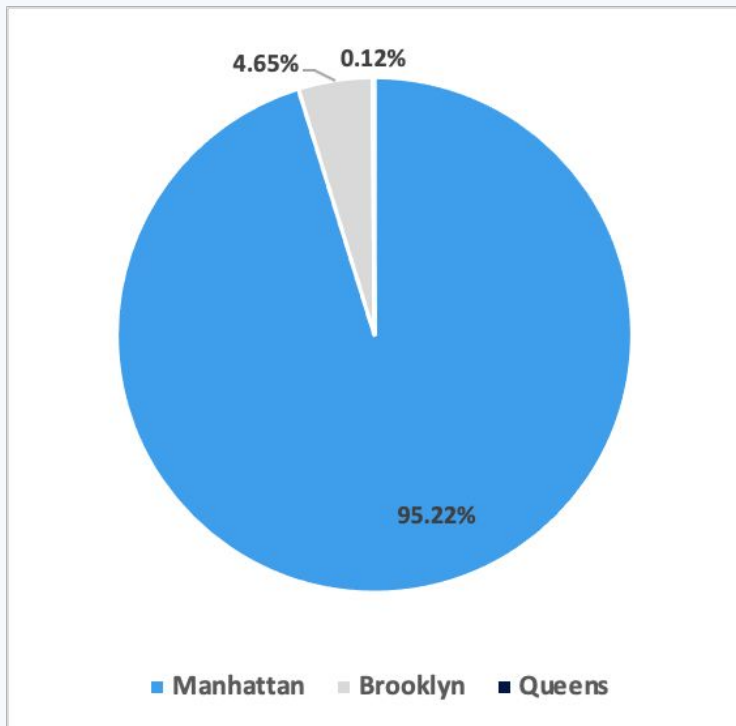
- Penetration is very low in Brooklyn and Queens; customers in **Manhattan** make up most of the customer base
- Opportunity to focus expansion into other boroughs of NYC to diversify and grow customer base
- A similar trend was observed with Merchants:

| Location	Manhattan	Brooklyn	Queens
# of merchants	837	81	1
%	91%	9%	0%

Merchant acquisition is declining WoW, particularly in Manhattan
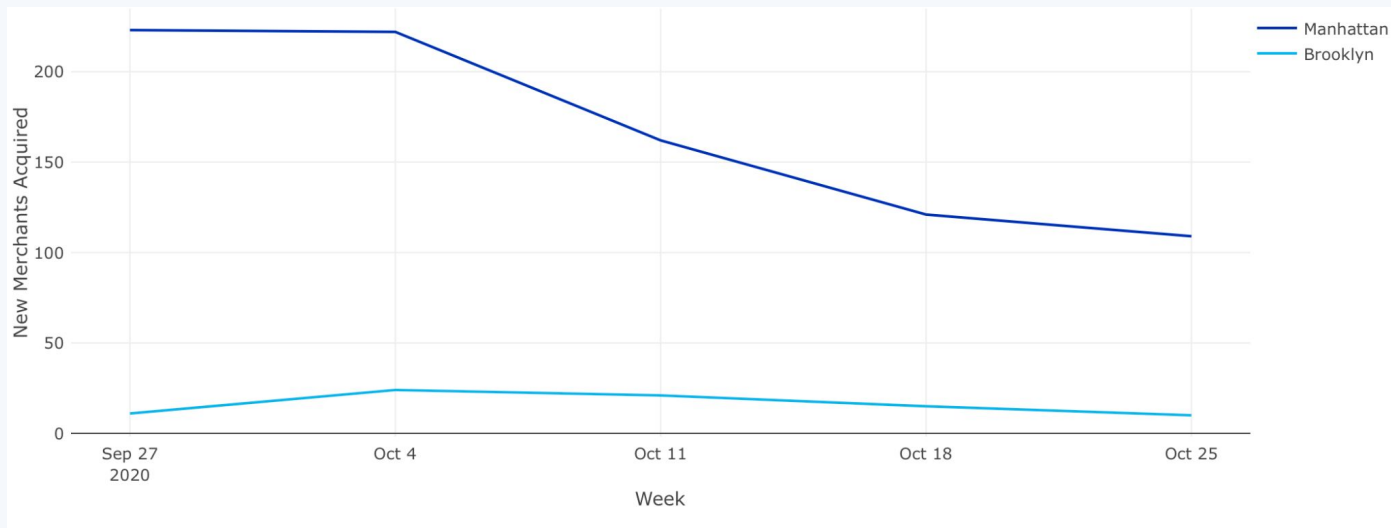
- **Hypothesis:** Not a high enough volume of new merchants to support the goal of a growing customer base
- Leads to increased # of orders per merchant, increasing prep times
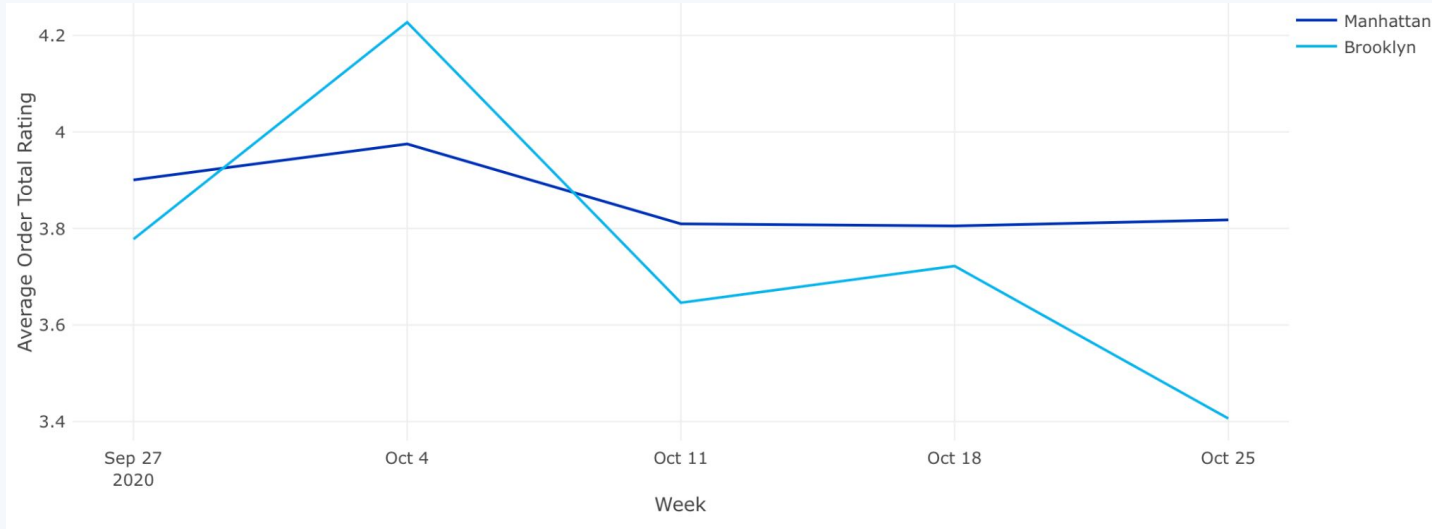- Merchant penetration is particularly poor in Brooklyn

Brooklyn has longer delivery times due to lack of merchant availability
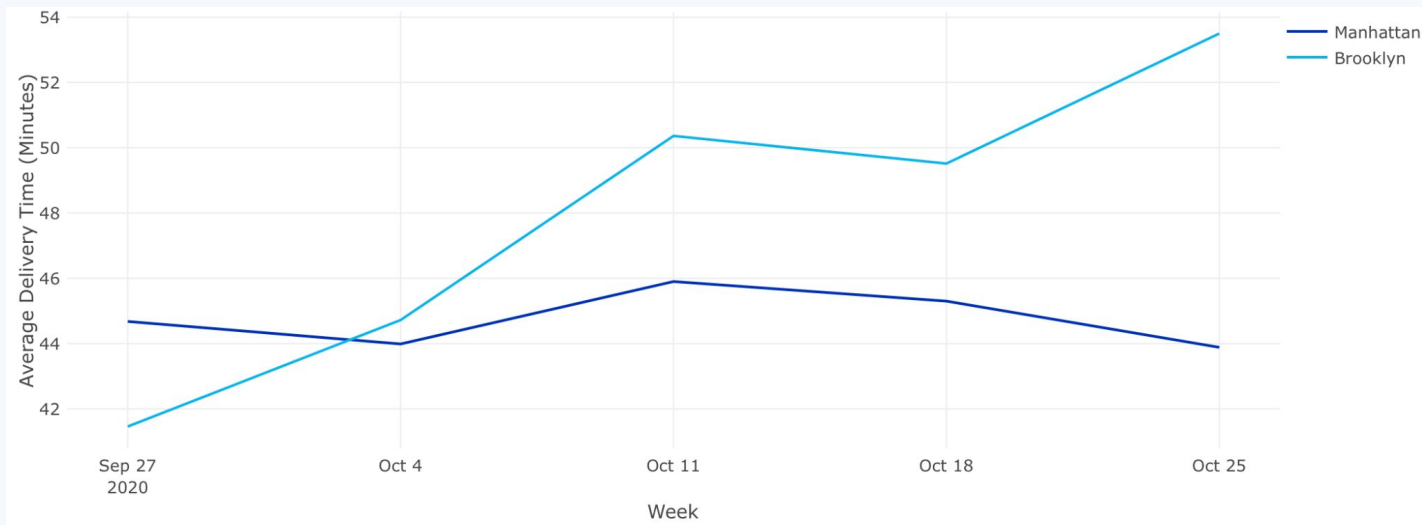
- With the amount of new merchants significantly lower in Brooklyn compared to those in Manhattan, delivery times have dramatically increased in Brooklyn

Longer delivery times means lower ratings with Brooklyn merchants

- While total order ratings are decreasing at Juniper regardless of merchant location, longer delivery times experienced with Brooklyn merchants is leading to lower ratings compared to orders from Manhattan merchants

Strategy

SwiftSync Merchant Program

- Incentivize Merchants achieving specific prep times to better coordinate with couriers to shorten the time the courier is waiting at merchant

Precision ETA Enhancement Program

- Further analyzes processes of estimating prep time between merchant and courier to continue optimization to feed more accurate ETAs to customer

BoroughBoost Initiative

- Refocus shift to establishing merchants in underpenetrated boroughs

Experimentation - Seamless Coordination Trial

Proposal

- Implement the SwiftSync Merchant Program and Precision ETA Enhancement Program to optimize merchant-courier coordination, reduce waiting times, and improve overall delivery efficiency

Measurement of Success:

- Merchant prep times
- Courier waiting times
- Customer satisfaction scores
- Accuracy of Estimated Time of Arrival (ETA)

Risk Mitigation:

- Resistance from merchants or customers
  - Mitigation: Conduct thorough onboarding, provide support, and communicate benefits to gain buy-in
- Technical issues with ETA enhancement implementation
  - Mitigation: Rigorous testing, and have a rollback plan in case of unforeseen issues

Experimentation - timeline

| Week 1-2	Week 3-6	Week 7 - 10	Week 11
Research & planning	**Merchant Onboarding & Training** **ETA Enhancement Implementation**	**Program Launch & Data Collection**	**Evaluation & Analysis**
○ Plan and outline the SwiftSync Merchant Program and Precision ETA Enhancement Program ○ Communicate with cross-functional teams (analytics, tech, marketing) to establish roles and responsibilities	○ Conduct merchant onboarding sessions on the SwiftSync Merchant Program ○ Implement and test ETA enhancement algorithms ○ Train merchants on the updated processes	○ Launch the SwiftSync Merchant Program and Precision ETA Enhancement Program ○ Initiate data collection on prep times, waiting times, and customer satisfaction ○ Gather feedback from merchants and customers	○ Conduct an initial evaluation of the collected data ○ Perform analysis on key metrics, feedback, and program performance ○ Identify any necessary adjustments based on the preliminary findings

Experimentation - assessment and next steps

If the launch is successful:

- Reduced waiting times and improved coordination between merchants and couriers
- Increased customer satisfaction due to more accurate ETAs and efficient delivery
- Potential attraction of more merchants and customers to the targeted areas
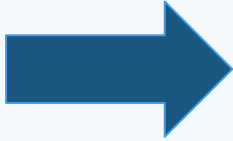
Next steps:

- Plan the gradual rollout of the successful programs to additional regions, considering factors such as demographics and market potential
- Scale up the initiatives based on lessons learned from the initial implementation, refining processes for better efficiency

If the launch fails:

- Identify and analyze the reasons for the experiment's failure, whether in merchant adoption, technical issues, or customer resistance
- Gather insights from data, feedback, and observations to understand the shortcomings

Next steps:

- Iterate on the programs to address identified shortcomings and challenges
- Before scaling up, conduct smaller-scale retests in a controlled environment to validate the effectiveness of the adjusted programs
- Consider engaging with pilot merchants or customers for direct input and feedback

Thanks!

Any questions?