



Product Section

Introduction

Introducing Bulky Bytes, a revolutionary new food delivery platform which changes the way consumers think about takeaway: We offer our users unbeatable prices while simultaneously bringing more revenue over towards local businesses. To accomplish this, our service takes advantage of discounts offered for bulk food orders, catering to both individual customers and corporate events.

Current delivery services are expensive.

Ordering food through popular apps such as UberEATS, Deliveroo and Just Eat commonly is associated with a hefty premium: In 2021, Which? compared the costs of ordering meals for 2 – 5 people from 5 different restaurants and cafes. Delivery apps were on average 23% more expensive!

It was also uncovered that restaurants paid a whopping 15% to 35% of the value of the total order in commission to the delivery apps (Loth, S., 2021).

Further to this, within a study conducted in 2021, 42% of respondents agreed that delivery fee was the biggest factor in choosing a food delivery service, while 30% agreed that the most important factor was having access to a discount (Lyon, J., 2015). We directly remedy both of these issues, offering a discount to the items within orders in addition to the delivery fee – which is similarly split amongst everyone.

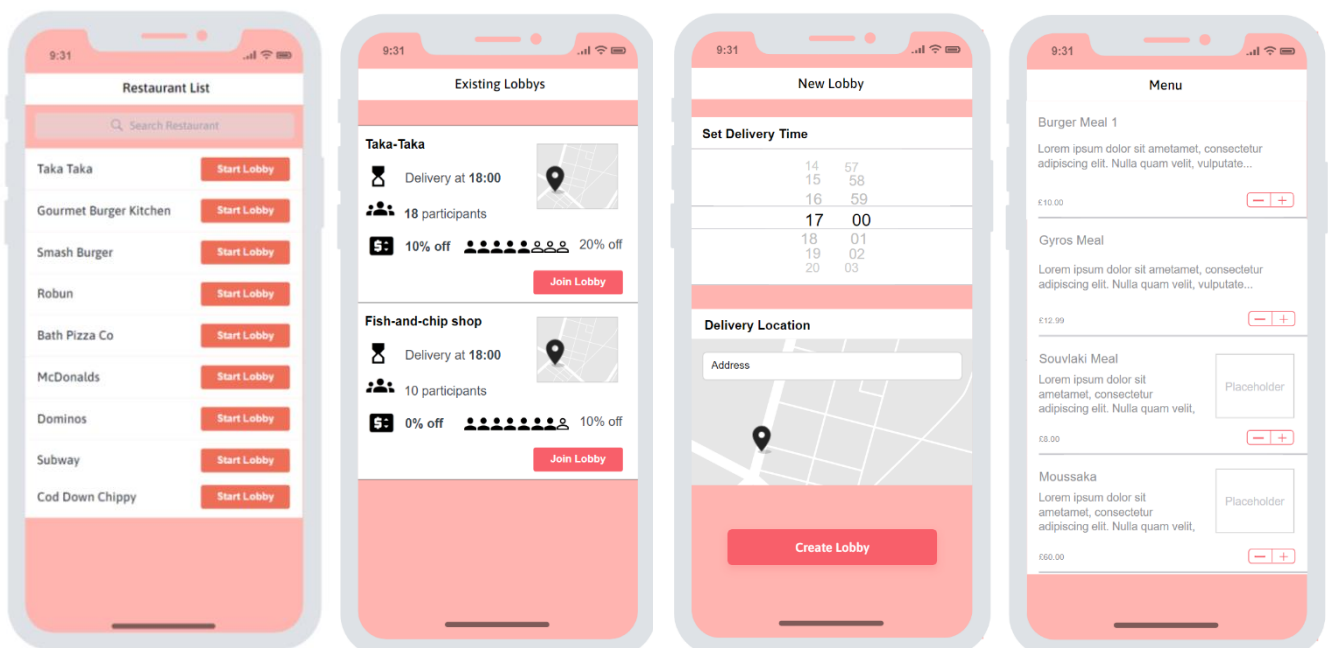


Figure 4: Starting a new Lobby – choosing a restaurant.

Figure 3: Lobbies Screen.

Figure 2: Starting a new Lobby - choosing delivery details.

Figure 1: Restaurant Menu

A way to get into groups with those nearby.

As it stands, bulk discounts are not particularly accessible to the masses – the number of people needed to obtain them is typically only seen in the context work functions, parties or other similarly large social gatherings. It is in this way that Bulky Bytes innovates upon existing delivery apps – providing a means for our users to connect with those nearby where they can form these groups.

Within our platform, this takes the form of our lobbies feature; users can form groups that are: **Within a reasonable distance of each other** – users should not be more than a 5-minute walk from each other to make the delivery process feasible. **All ordering from the same place** and **not too big!** – restaurants will decide the possible sizes of these lobbies' dependent on their capacity.

Making a new lobby

Any user can trigger the creation of a new lobby for a restaurant; to do this, a user simply needs to: navigate to our restaurants page, choose one and select to start a lobby (as seen in Figure 4). The user will then be prompted to choose the location for their lobby – they may be at home but want to form a lobby near work – as well as a delivery time. Upon completion, a new lobby will then exist, and the user will be directed to select what they want from the restaurant's menu Figure 1.

Lobbies can be made a considerable period prior to the delivery time – allowing groups to be larger. Particularly, we foresee this happening within local communities, i.e., where families living on the same road could all get together for dinner.

In the earlier stages of our launch, we realise that it might be challenging for our participants to find sizable enough groups and to achieve the best possible saving – particularly on shorter notice orders where our smaller customer base will have more of an impact. To this end, our platform will send push notifications – informing people about the lobbies in their vicinity – as and when they are made.

Joining Lobbies

As seen in Figure 3, if another user has already started a lobby, it is easily possible to join it through the existing orders menu. The user simply needs to select the "Start Lobby" option next to the restaurant they have chosen, where they will then be directed towards the restaurant's menu (Figure 1) where they then can make their order as normal. Once they have done this, the restaurant will appear within their existing orders screen as a Lobby they are already a member of.

As we previously mentioned, our lobbies will not be too large – where the maximum number of members is determined by the restaurants. For those businesses which can handle and benefit from larger order sizes, we incentivise lobbies to recruit more members: the discounts provided to the members of a lobby becomes increasingly higher as more members join, and participant thresholds are reached (which are once again, set by businesses). This can be seen in Figure 3 where the progress bar indicates how close a lobby is to the next tier of discount.

Finalizing an order

The final step in this process will be the completion and fulfilment of an order. This will happen once the delivery time is reached, at which point we will take payment from each of the members in the lobby and provide order details over to restaurants.

The lobby members will each be able to see the status of the order live: being notified as the order surpasses each of the various phases involved within its preparation (first received by restaurant, being prepared, cooking, out for delivery, ...).

Once the order is in the hands of the delivery driver, customers will be provided with a central location to meet: this is ideally the location specified during the lobby creation (Figure 2) but may differ for practicality purposes (should the provided location prove inaccessible to the driver)

When the driver has reached this location, it will be their responsibility to distribute items in the order to participants within the lobby. We foresee this being a relatively simple process where the driver simply hands over labelled containers to respective participants. Furthermore, this process should be significantly easier for drivers – other apps already demand they manage distributing multiple customers orders at once at different locations, our platform only requires drivers to do this distribution at one place, saving a significant amount of time.

Customer Complaints:

As with any food-delivery service, we realise that we will encounter dissatisfied customers occasionally – however rarely this may be. To tackle this, our platform also contains a complaints facility allowing users to engage in a live chat with a real person, who can resolve their query, be it about: the actual food they received, the delivery, their payment or something else. This will be overseen by a CSR (Customer Service Representative) team: an approved agency who we will outsource this process to. By making serious consideration of this, we strive to minimise the workload restaurants have to contend with: in dealing with logistical issues and large order simultaneously. We similarly aim to showcase our commitment to our customers, in demonstrating our commitment to making their ordering experience as seamless as possible.

The findings of (Lahiri, S., 2016) and (Lyon, J., 2015) suggest this could lead to a set of various other complications – in the way of data protection and different countries having different laws, hence this outsourcing is merely a step we will take during the early stages of our platforms launch. When we reach a more stable, and mature stage of development, we look forward to having own customer service department, with our own staff.

Future Features: Auctioning

A final, yet exciting future feature we aim to eventually offer is auctioning: this feature involves our customers defining a budget for an occasion / social gathering, and essentially placing an advertisement out to restaurants. Restaurants (with the required serving capacity) could then see these adverts and make offers – bids – to customers with potential deals they could provide for the budget – i.e., for £500 a restaurant might offer 30 pizzas, whilst another might offer 50 falafel meals.

We envision this feature working in one of two ways – directly, as we have described above, where restaurants actively make bids for offering things within given customer budgets, or indirectly where restaurants define what they could offer for budget ranges in advance, and we automatically handle this bidding process in a way that benefits them the most. In doing this, users will still the same thing – what products they can get for their budget – and this feature will act as more of a tool for our restaurants to use.

Market Section

Size of the food delivery market

To begin with, we examined the extent of people's engagement with existing food delivery systems across the UK. We found that in 2021, the value of the food delivery market was placed at £10.5 billion, growing to £13.3 billion in 2022 and forecast to hit £14.6 billion by 2025! (Statistica, 2017)

Furthermore, in 2022 the top three most downloaded takeaway delivery services were: Uber Eats, Just Eat and Deliveroo (Office for National Statistics, 2023). All three of these offer almost identical

services, meaning that a new product that offers an improved service for customers could begin to take some of the predicted £14.6 billion pound market value by 2025.

Analysing our competitors.

Several platforms exist that offer a similar service to what we propose – doing so with offerings of products rather than food.

Bulk Ordering Systems

Boxed is an online wholesale retailer that enables consumers to buy large volumes of household goods (such as groceries, cleaning supplies, and office supplies) at a cheaper price than they could in a supermarket. They do this in a similar way to the likes of Costco and make their primary selling points: convenience – Boxed is all online and gets delivered to you hassle-free – and having no membership fee – something Costco does require, which can be significant. Notably, boxed also offers a “Group Order” facility which enables their customers to make these large orders together and essentially acts as a way of dividing payments based on who ordered what at the end. (Boxed, 2023)

The model adopted by Boxed was met with significant success – seeing revenue of \$40,000 in 2013 which rose to over \$100 million in 2016; Boxed accomplished this success chiefly by capitalising on economies of scale – buying cheaply from warehouses and reselling at a higher, yet still cheaper, price to their customers – and by offering clean, simplistic and convenient user interfaces. This goes to show the market potential there is for something leveraging the bulk-purchasing model in general: our platform fundamentally operates a highly similar model and should appear comparably attractive. (CNBC, 2019)

Furthermore, since our platform also includes incentivisation features in addition to this baseline high-quality experience, we believe there is much headway for us to appear as even better options, by going the step further than Boxed.

Food Delivery Systems

UberEATS is a food-delivery app, allowing customers to order food from a wide range of restaurants. Some functionalities it offers include customisable meal orders and tracking the status of the order and the approximate location of the delivery driver in real-time. Additionally, they offer special perks for enterprises through the exclusive service “Uber for Business.” This lets employees create shared group orders for team lunches and comes along with many supplementary features such as methods of providing meal stipends for employees who are travelling / attending events and conferences (Uber, 2023).

Deliveroo is another similar food-delivery platform. They fundamentally aim to do the same thing as UberEATS, and have similarly been met with much success, seeing rapid expansion where they are now operating in 11 markets worldwide and serving millions of customers. Deliveroo has over 160,000 partners in the restaurant and grocery industries. Deliveroo also makes extensive use of intelligent machine learning algorithms, such as Frank, to find the best way to connect stakeholders and improve service (managing issues like the duration required by a restaurant to prepare a meal and delivery durations at various times of the day). Finally, much like “UberEATS for Business,” Deliveroo offers a similar service Deliveroo for Work, equip with a highly similar offering (Deliveroo, 2023).

Just Eat Takeaway.com is a leading global online food delivery marketplace. Its global and vast network of more than 692,000 partners provides customers with an extensive range of food options. They are more oriented towards collection (facilitating orders and payments) however do still offer

delivery services too: this is done through a hybrid model, meaning some orders are delivered by restaurants, and others by themselves, where and the rest are picked up by the customers. In addition, they also collaborate with various food chains like Dominos and Subway who have their own delivery services. (Just Eat Takeaway.com, 2023).

The food-delivery business discussed above represent the current frontiers within this market space. We see that within each a high value is placed on offering the end-user a seamless and easy experience – all the apps offer well designed User Interfaces and offer a great deal of responsivity with live tracking features. As a result, our app mirrors these effective features, with our facilities of live-tracking, live-chat complaints and ultimately a simplistic and familiar user interface design.

Likewise, we see the pull for a platform with offerings for businesses in the way of corporate lunches and the like. Our platform should easily be able to penetrate this marketplace too, as our offerings are primarily focused on large orders – the typical demand for these consumers.

Overall, we found that none of the systems we examined (of those here and those elsewhere) possessed the same offerings of both bulk ordering and food delivery. Our system clearly brings about a unique and promising offering that could prove a substantial player within the market space.

Interviews

One method of our market research was conducting interviews with potential customers of our app. In general, we treated these as unstructured, flexible, informal conversations with our stakeholders; in doing this, we believe we were able to explore a much broader range of topics, touching issues that we previously may have not considered. We conducted these first, and then went on to make surveys based on what we learned: Broadly, we found that interviews gave us higher quality responses in comparison to those we saw in our surveys as we did not rely on sufficient response rates to validate our results.

With customers

Our customer base potentially includes a wide variety of groups; as such, the interviews we conducted involved a similarly broad range of people, with the main demographic having been students. We put together a series of questions to determine current engagement with food delivery apps.

From doing this, every single person interviewed agreed they would change from their most used food delivery app to something which provided them with cheaper food. Most of those interviewed agreed that the service charge and delivery fees charged by leading food delivery apps were too high - where they would order more often if these charges were lower. They similarly agreed that they tend to order more frequently when they have access to a discount code. This clearly shows a market for our app and that customers would be willing to make the switch as we are directly relieving a pain of theirs by offering cheaper food delivery. Some interesting, additional problems were also found from these interviews. We put these together along with some potential solutions:

Limited Customer Base

Not enough people will use the app meaning those that do will not be able to get a discount. This can be solved in a variety of ways for example an aggressive marketing scheme targeting students (target market see market section) will increase the apps popularity, particularly if the app is created for initial use in Bath, it will be easy to spread knowledge of this around the university. Another solution is to allow for the scheduling of orders, if I wanted to do a group order at 8 PM and it was mid-day, I could create this order on the app, giving others in my area 8 hours to join, this would allow restaurants more time to prepare and customers more time to consider joining an order.

Delivery drivers won't be paid enough.

The platform is centred around fulfilling large orders, and as such involves fewer individual trips for drivers; usually, a driver would get paid a delivery fee for each customer they delivered to during a round, however with our setup they would make less trips (within a given area). To mitigate this, and make this fee fair, we propose to deduct a fee to the driver from the discounted order cost, giving them a fairer price for delivery; this should result in a negligible price increase for each consumer however would collectively amount to a lot more. For example, if a group of people were to order from a restaurant offering 20 percent off for large orders, each member of the group would be offered a 15 percent discount on the app and the 5 percent difference would be given to the driver.

Who delivers the food?

Who supplies the delivery drivers? The app itself could pay drivers by giving a percentage of the discount to the driver as payment (as mentioned above) which could give the app another functionality, allowing drivers to sign up to be Bulky Bites drivers. In the short term, it would make sense to only allow businesses with their own drivers to sign up to Bulky Bites as this would allow the functionality and market potential of the app to be displayed to investors and other restaurants, before scaling the business and allowing independent drivers to sign up.

Survey Results

In total 39 people took our survey. 92% of those interviewed selected Uber Eats, Deliveroo or Just Eat as their most used food delivery apps (Figure 5). This identifies the companies that are currently our competitors in the industry. Knowing who they are and how we can improve upon or differentiate ourselves from them is crucial because we will be directly competing with them for a part of the food delivery market. 100% of those who took the survey agreed that the price of food on these apps is more expensive than if they were to eat in the restaurant (Figure 9). This is useful to know as our system will be able to offer a lower price than existing apps and potentially the same as eating in a restaurant which should give attract new customers. 57.5% agreed having access to a discount code is the biggest factor when deciding which app to use (Figure 6). This shows the potential we must take customers from our competitors as we will be offering discounts for each restaurant available on our app. 10% also stated that delivery fee is the biggest factor when deciding which app to use, which is another pain our system is solving. 65.9% stated they ordered more often from large chain businesses such as Dominos and Pizza Hut, whereas 35.1% stated they ordered more from local businesses (see Figure 7). Our app will focus mostly on increasing traffic to local businesses, so offering discounts for local businesses should incentivise people who order mostly from large businesses to change, whilst simultaneously decreasing prices for those who order more from local businesses, giving them reason to order more often. 95.1% of those ordering stated they will be willing to order takeaway as part of a group if it meant they received a discount, which tells us customers would not be worried about being part of group orders as they would benefit from the group discount (Figure 8). One drawback of our surveys and interviews is that they were mainly completed by university students as this was the demographic we had the easiest access to, so the results from these may be biased. However, the secondary research conducted accounted for all age groups so this can be used for a broader view of the market.

Restaurants

In a similar fashion to our customer interviews, we reached out to several of Bath's local food businesses to gauge the potential interest of restaurants in adopting our platform. We spoke with the director / owner of a pizza company within Bath. We asked a variety of questions primarily aiming to determine: any times of lesser demand; experiences in working with existing delivery apps and their capacity they had to fulfil large orders.

In asking about how demand changes depending on the time / day, the owner described how 52% of all the business they conducted occurred on Friday and Saturday nights. Particularly, they emphasised how 75% of their total revenue came from sales made after 5pm, where to this extent they frequently face a bottleneck in their capacity for service. Furthermore, in asking the owner about what their quieter times looked like, they described how – as a result of COVID – lunchtimes regularly proved to a time demand was hard to source: they speculated this to be as result of an increase in working from home, where people who would've previously been in their offices and visited for lunch now are absent. In considering this, we clearly see a need for a more consistent demand – rather than extreme peaks – which our system could offer by driving more sales during quieter hours.

Subsequently, we asked the owner about the capacity their business had to cope with large orders. They emphasised to us that very large orders – in the realms of 50+ people – would be an infeasibility as they would face the same issues they do during their busiest periods: being bottlenecked by a limit in production capacity. In this stead, they discussed their inclination to outright avoid offering bulk discounts, veering instead towards offering alternative “loyalty perks” like throwing in some additional, free garlic bread pizzas with an order. The owner highlighted that their preference for doing this as being due to a far lower incurred cost – these extra items incur far less cost to their business yet offered a similar value for their customers. We followingly asked about whether this preference would still hold true in quieter times – i.e. lunchtimes, as they mentioned before. The owner conceded that they likely would – once again mentioning the impact of covid and bringing forward the detriment they had experienced over the past couple of months.

Finally, we asked about the owner about their current interaction with existing food delivery systems. They showcased the business end of Deliveroo – and highlighted its successful features in the way of making bundle deals easy to access (i.e., buy one get one free – as they mentioned previously). The repeatedly underlined convenience as one of the leading features existing systems brought in. We concluded in asking about the potential for adopting an additional food delivery system – in addition to the ones they currently incorporated: they laid out how they would expect to see a marked increase in demand as doing so would involve additional training of staff, infrastructure and a disruption to their workflow. Overall, we see that pushing bulk discounts will likely prove to be a more challenging sell for restaurants: particularly within the scope of smaller, local business it seems bulk discounting means there is more to lose – the same sales could instead be made leveraging alternative strategies, such as bundle “loyalty perks.” The importance of proving the traction in any new system we propose is similarly clear: we see that it will be important to provide a material guarantee that our system will bring in more demand. Furthermore, this shows the importance of usability within our system. Our competitors (like Deliveroo and Uber Eats) have had an established market for years and as such, staff have reached a point where accommodating a new user interface would be an additional effort on their side and allocating resources to train them would be a hard sell towards restaurants. To mitigate, we have decided to develop an accessible UI which offers strong familiarity to pre-existing platforms. As an additional point, it is important to note that the UI of our competitors do have noticeable flaws (Escoffier Online International Culinary Academy, 2019), (Momin, 2022) and resolving them in our design would make new restaurant owners much more likely to prefer us over others.

Strategy Section

Our initial strategy will focus on gaining traction with customers in Bath. We aim to heavily target students in the university (who will be our early adopters) and use this as case study for proving our

customer base, the willingness of people to switch to our platform; also, we aim to learn what kind of advertising campaigns are more effective. Once we have established a solid market in Bath, we will look to expand to more major cities in the UK such as Bristol, Manchester and London before expanding overseas. Our service is both a business to business and business to customer, so we realise we face the challenge of having to convince both to use our platform.

Appealing to Customers

Successfully capturing the interests of our customers will require a strong online presence. We plan to achieve this through social media platforms such as TikTok, Instagram and Facebook. Using these will allow us to reach students and restaurants and young people easily; particularly, since young people will be more likely to adapt to a new platform (especially considering our USP) this will be an effective way of recruiting a large group of early adopters. Relatively cheap and effective promotion can also be achieved through the backing of influencers on these platforms, alongside our own advertisements. Targeted adverts will bring in new customers from our key demographic and this can be achieved through Google ads, TikTok ads and Facebook ads. Once the product begins to gain traction, word of mouth will also be a powerful tool because the product providing cheaper takeaway than existing systems means it is likely to be recommended by users and this will help bridge the gap between our early adopters and our late adopters/laggards. Our USP is that the service we provide is cheaper than existing services, so this message will be at the core of our advertising campaign. Repeating this will be essential as we will need to take customers away from platforms that they are comfortable with. In order to retain customers, we will allow restaurants to provide reward schemes for users that order multiple times. This will incentivise users to order more since they will pay less than the amount they usually do – the rewards will be more achievable.

Appealing to Businesses

Gaining the trust of local businesses will involve careful planning and discussion so we can determine the extent of discount each can offer and the number of delivery drivers they have available. Despite this, getting businesses to sign up to our service should be very possible as we can fundamentally promise them a substantial increase in customers with no risk to their existing customer base.

As discovered within our interviews, convenience is a high value asset: It will be important to show businesses our product can seamlessly integrate within their current workflows – particularly where having “another iPad to fiddle around with” was laid out as a major pain. As a result, our strategy for integration will be to almost replicate how existing delivery services work with businesses (e.g., using the same code numbers for each order, using the same pick-up spot) to avoid inconvenience. A further incentive for businesses is our capability to provide a lower commission per item of food sold compared to our competitors (Uber Eats takes 30% we plan to take 20% - see financial section). This makes us a significantly more attractive option as we can offer greater profit margins.

Finally, as we are a young team with good interpersonal skills, we foresee new businesses being more cooperative with us than existing large businesses. As we grow and we expand to the whole of the UK, continued online targeted adverts will be of key importance in the cities we are expanding to, along with TV and radio ads to increase our reach. Later, as we provide these businesses with more customers, we believe we will prove our ground, and gain interest of large chains as opposed to solely small businesses; this would then mean could include offerings from larger restaurants on our platform too which would in turn attract more customers.

Our team

Our team is comprised of four keen Computer Science students: Luke, Ioana, Daniel and Sanjay. We all have experience in web-app development from our previous studies and personal projects.

Within the team we have each undertaken different responsibilities which can be seen in our appendix: Table 1.

Initial funding and resources

Initially we require very little funding, as our only costs will be advertising, server upkeep and our third-party complaints service. As a result, we plan to source our funding from our own finances during the very beginning. To supplement this, we also aim to make use of Bath SetSquared, a business incubation and acceleration program, for additional funding toward our advertising campaign. The program offers funding, access to investment networks, training and office space to start-ups and new businesses.

Revenues

As we previously highlighted, the primary source of our revenues will be from transaction fees we charge to the restaurant for each food item that is ordered; since we intend to offer cheaper takeaway than our competitors, we aim to set this so the sum of it and our other running costs — the costs of delivery, maintaining our platform, etc. — is considerably less than our competitors. Uber Eats for example takes 30 percent commission per item, so we plan to take 20 percent, making us more attractive to new businesses, whilst still profitable. After we have successfully established our customer base in Bath, we intend to provide a subscription-based service in the same way to some of our competitors such as Uber One or Deliveroo plus where our customers will pay a small monthly fee to get free delivery. Our aim is that this will work in the same way as the Planet Fitness model, which relies on a subscription service that is cheap but heavily underused, meaning the value gained from our subscribers is more than the cost of offering the service.

Expenditures

To develop traction for our platform, and to form an initial customer base, we initially expect that advertising to be our largest cost. As our initial rollout will solely be within Bath, we plan to do this by placing a banner on the university's SU website. The charge for this is a fixed amount, rather than the likes of google advertising which charge per every click. Since the background of all our team members is within the field of computer science and software development, we plan to develop and handle all technical aspects of the platform ourselves. As a result, we expect that the costs of maintaining our platform will be marginal, only including fees relating to hosting, and webspace. Once our platform is more established, we expect deliveries will encompass a similarly large segment of our costs. To begin with, we plan to approach only restaurants with the capability to deliver themselves however to expand our reach, we aim to operate in the same way as current, well established food delivery apps recruiting and overseeing our own force of drivers.

Projections

According to KPMG, the average spend per person on takeaway food from restaurants in 2019 was £452, rising to £641 in 2021 (KPMG UK, 2021). We assume our early adopters will spend more (as they are students) and that the takeaway market size will increase (as the market size is projected to increase) so this is a lower estimate of our revenue projections. In the first year assuming we can take 20% our customers yearly spend we will be making £128.20 per customer. We predict our service will have over 10,000 users by the end of the first year of our platform's creation. This would mean our revenue for the end of the first year would be at a minimum of £1,282,000. With the market value of takeaway predicted to reach £14.6 billion by 2025, if we can grow to have a share of 1% of this (after expanding to other cities and increasing our advertising) we can expect to have a value of £146 million. 0.1% of this market share by year 2 equates to a value of £14.6 million.

Operational Strategy:

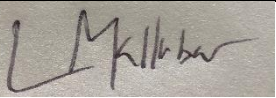



Our small team, all based in Bath, will meet 2-3 times per week until we complete our degrees. Then we will be able to treat the project as the equivalent of a full-time job, meeting as much as is necessary to develop and maintain our platform. We have the programming skills to create the system without hiring additional developers. We plan to finish the creation the platform by the end of September 2023, as this will also allow us adequate time to meet with local businesses and establish connections, whilst also creating our advertising campaign. Our advertising campaign will commence over the beginning of September 2023 – around a month before the platform has been released. This will attract early adopters so that there will already be a substantial user-base, which will resultingly appear more attractive towards restaurants and on-the-fence users the day of release. This also coincides with the start of the academic year, allowing us to target freshers. We will keep expanding our customer base in Bath and restaurant recruitment efforts roughly a year; if we have seen enough interest and capital to expand to Bristol or further, we will.

Risks and mitigations

Our business plan's main risks, as identified by our SWOT analysis (Table 1) . The most obvious of these is the not having enough customers using the platform: meaning our business costs are greater than our revenue. We have good evidence from our surveys and interviews to suggest that this will not be the case, however this is a possibility all businesses face. To keep our business profitable, we plan to use our advertising campaign and introduce a reward scheme to keep a recurring customer base (detailed in our marketing strategy section). Another risk is the possibility of a larger business such as Deliveroo (the current dominator of the food delivery market in Bath) implementing a similar idea. Our plan to mitigate this is to focus on relationships local business, so we can establish a loyalty to our platform, and attract customers before larger platforms could.

We also might consider selling or merging the business once it becomes large enough to the extent expansion is the next step. Joining with a larger, established company may make this process smoother – provisioning us with advice and access to the skilled labour we need to expand. Our team is comprised only of students in their final year of university, meaning there is a risk that members of the team will leave, or they may have other priorities that stop them dedicating the necessary time needed for the business to succeed. To mitigate the this, plan to prioritise our studies and exams first, where we will later dedicate much more time and attention to this business. Additionally, since we have no experience running a business, we anticipate being prone to making many mistakes and oversights; we accept this is all part of the learning process however, and what will matter more is our passion for the business and our belief in its success. Customer complaints and refunds are a direct threat to our financial and marketing strategy: We must avoid accumulating negative reputation by providing good service and timely refunds. To combat this, we will have a 24/7 customer service representative. We will shop around for a suitable third-party complaints service that suits us. We will also analyse complaints data to drop restaurants that consistently provide poor service.

Contributions Split

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Appendix

Which food delivery app do you use most often?

41 responses

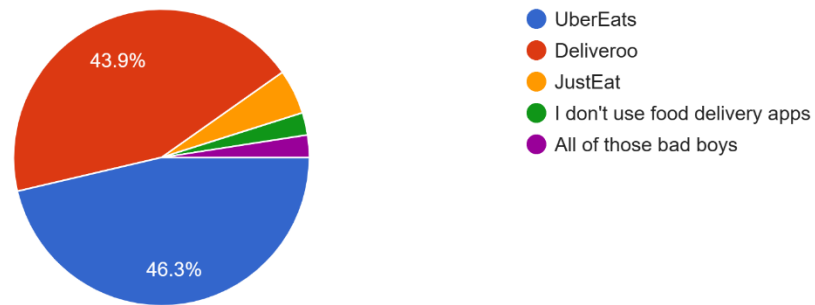


Figure 5: Which delivery app do you use most often?

What is the biggest factor when deciding a delivery which delivery app to use?

40 responses

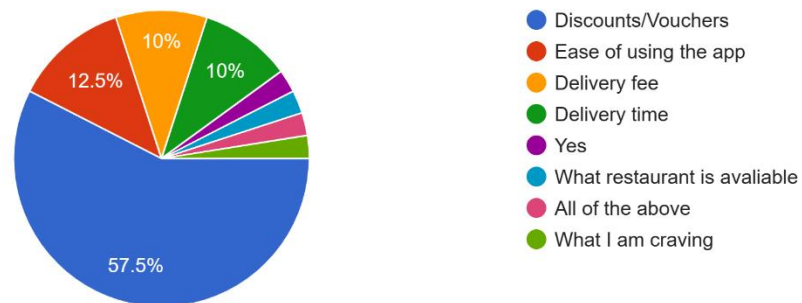


Figure 6: Biggest factor in deciding on a delivery app

Do you order more often from large chain business (Dominos, Pizza Hut etc) or from local businesses?

41 responses

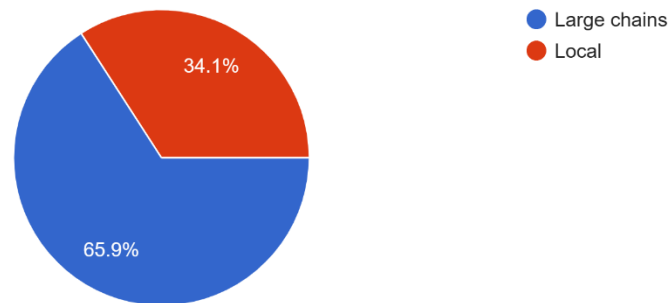


Figure 7: Ordering from larger chains vs local business.

Would you be willing to order takeaway as part of group if it meant you received a larger discount? (the group may contain people you do not know but are in a location near to you)

41 responses

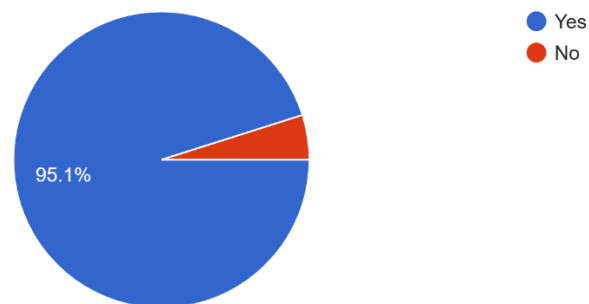


Figure 8: Willingness to engage in group ordering.

How do you feel about the price of these apps compared to collecting/eating in?

41 responses

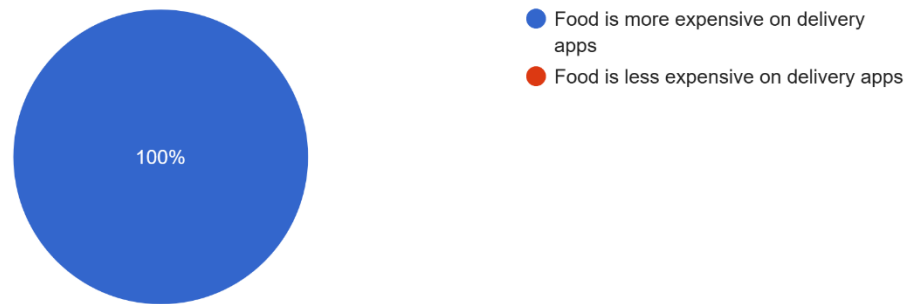





Figure 9: Eat in vs using a delivery app.

Table 1: Food-delivery apps vs Direct Ordering

The same order from a Lebanese restaurant

We break down the cost differences for the same order, depending on how you have it delivered.

	Direct order and delivery by the restaurant			
Chicken shish	£12.95	£14.95	£13.95	£13.95
Mixed grill	£16.95	£17.95	£16.95	£16.95
Subtotal	£29.90	£32.90	£30.90	£30.90
Discount	£5.98 (-20%)	-	-	-
Delivery fee	£2	£3.49	£2	£3.49
Service fee	50p	£1.65	50p	-
TOTAL	£26.42	£38.04	£33.40	£34.39

10

Table 2: SWOT Analysis

	Helpful	Harmful
Internal	Strengths <ul style="list-style-type: none"> Innovative product with USP that will attract new customers (proven by survey, interviews, and secondary research) Young team with a passion for the product, means the project will receive full attention from its core members. Technically able team that can either develop or oversee development of the app. Target market is easy to market to, allowing for quick adoption of new customers. 	Weaknesses <ul style="list-style-type: none"> Lack of experience in running a business, could lead to oversights or poor decision making. Saturated market, getting customers to switch from similar well-established services could be difficult. Lack of funding, advertising campaigns will be needed to attract new customers.
External	Opportunities <ul style="list-style-type: none"> Easy access to new customers (students who attend the University of Bath) will allow for fast early adoption. Growing market with projected £14.6 billion value to take a percentage of Local businesses wanting to increase sales makes us an attractive prospect. 	Threats <ul style="list-style-type: none"> A larger business taking our idea and using it more effectively, as they already have a solid customer base and greater outreach. A startup with a more skilled team creates the same product and can roll out their version faster. Customers not happy with order timing or food quality leave bad reviews, leading to our app getting a negative reputation meaning potential customers driven away.



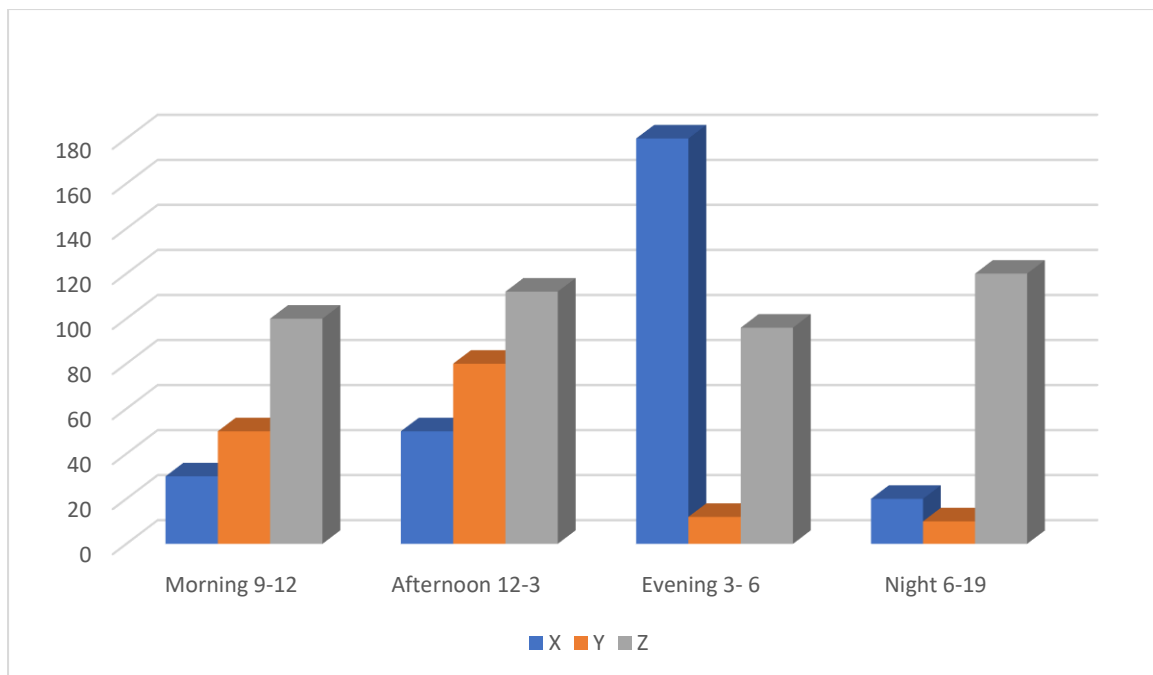
Figure 11: Our team

Table 3: Our Team

Our team	Skills
Luke – Chief Financial Officer	Relevant experience: Love of money, ex bar tender
Ioana – Chief Marketing Officer	Relevant experience: Academic Rep, Made posters for the CS department, ex Social Media Manager for BCSS, ex Social Secretary for WiT
Daniel – Chief Technical Officer	Relevant experience: experience in developing full-stack web-apps, coffee addiction
Sanjay – Executive in Charge of Customer Service	Relevant experience: ex-CSR member , exhibits effective networking capabilities, speaks 3 languages



Source: <https://www.justeattakeaway.com/what-we-do>



Hi,

My team and I are Computer Science students at the University of Bath. We are in the early stages of developing a product and are doing research into local food businesses.

Specifically, we are hoping to learn more about:

- How number of sales vary depending on the day/time.
- Any trends in the demographics of customers you serve (primarily locals, students, ...).
- Whether you offer any discounts for bulk purchases and if so how these may vary depending on the orders made.

We would greatly appreciate the opportunity to meet with you and have a chat — please get back to me at this address if you would like to get involved!

We look forward to hearing from you!

Best Wishes,

...

Figure 12: Email to local food businesses

Plan / Questions

Delivery Apps

(are they even the kind of stakeholder we're looking for in our project)

- do you make use of any delivery apps at the moment (yes / no)

(our competitors / things that work well that we could attempt to mirror)

- which ones primarily if there are many?

(what are the service charges)

- In terms of deliver do you think delivery partners cost you more?
- Do you feel that there are any problems with the way this process works.
- Can you walk us through the process of fulfilling an order using one of these

Demand / Time of day

(could we get people to order more on particular days / times)

- What times of day do you see the most footfall
- Are there any days of the week you see more footfall than others?

(do people attend in person on special occasions - does that mean there is more headroom for serving takeaway then)

Are there any times of day you would like to see more demand / that you don't

Bulk Orders

- Do you have the capability to fulfil bulk orders
- how many orders do you think would be feasible to fulfil at once.
- have you done this in the past
- For customers doing this, would you them offer a discount

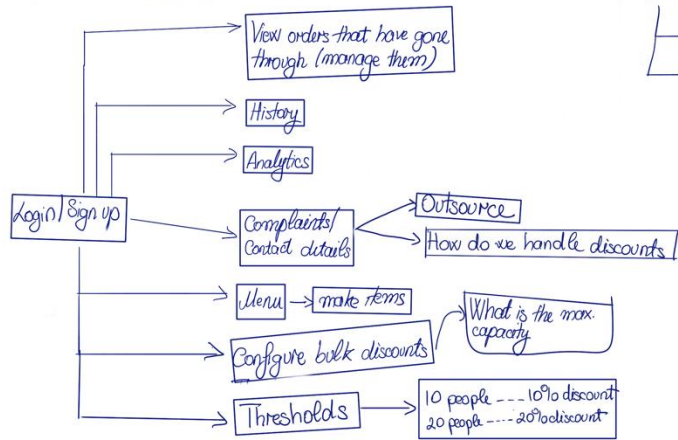
End / final questions

(things we haven't considered before)

- Are there any other big issues / problems you're facing that come to mind
- Do you already use or would be willing to use apps which people can use to place bulk orders?

Figure 13: Interview (mom-test abiding) questions

RESTAURANT VIEW



CAPITAL



USER VIEW

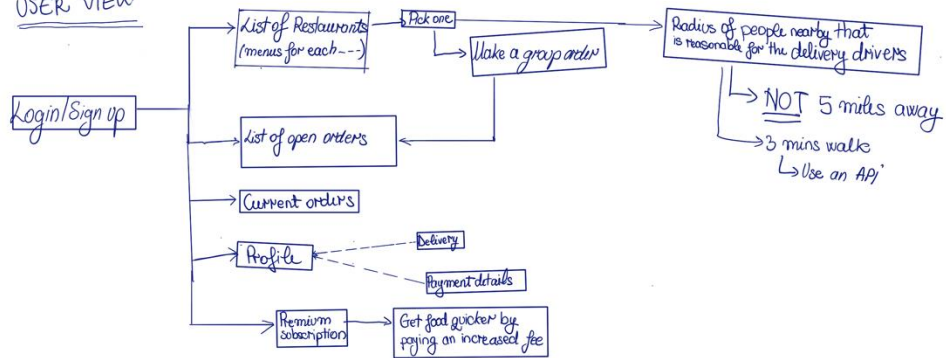


Figure 14: Sketching our UI