

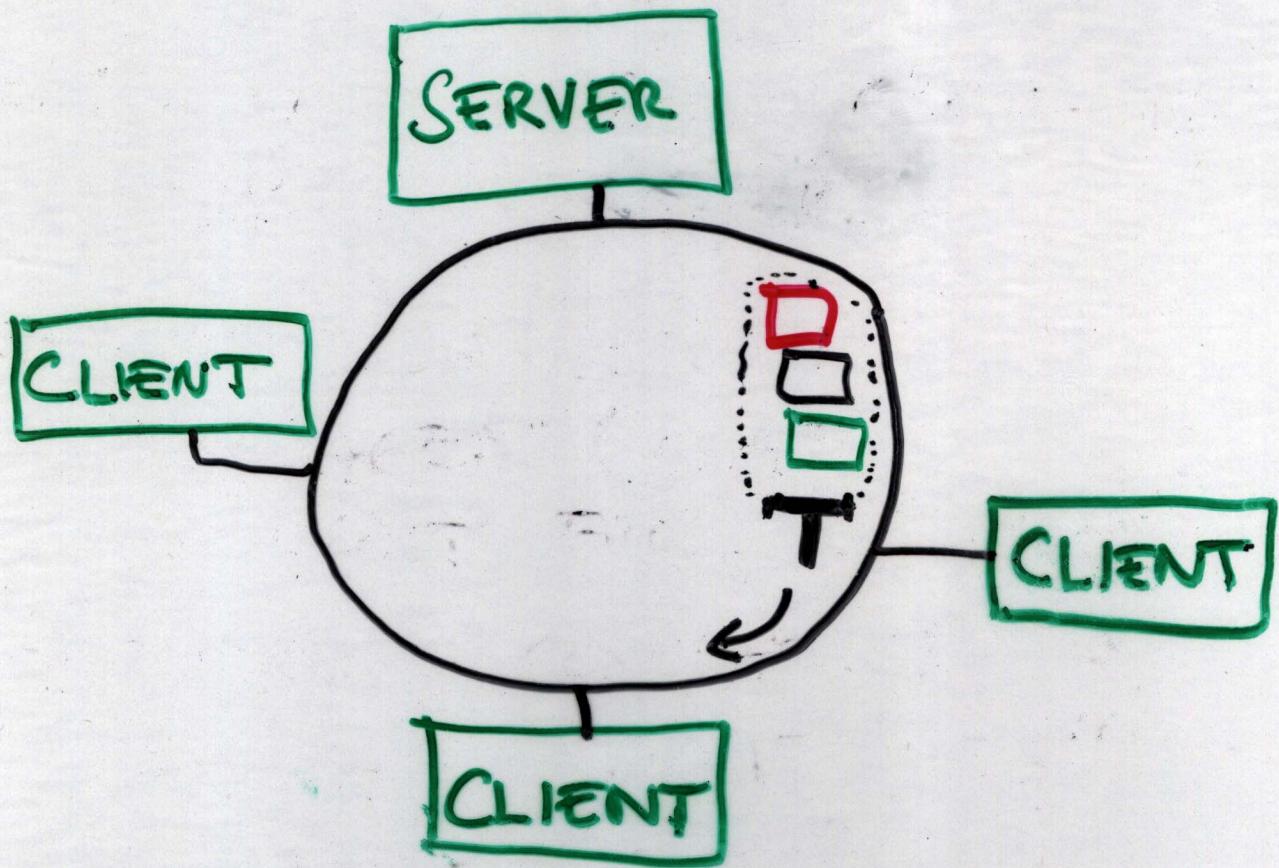
WHY WEBVAN FAILED:

IT WASN'T A
REAL INTERNET
COMPANY

... AND WHAT TO
DO WITH ALL THOSE
PLASTIC CRATES!

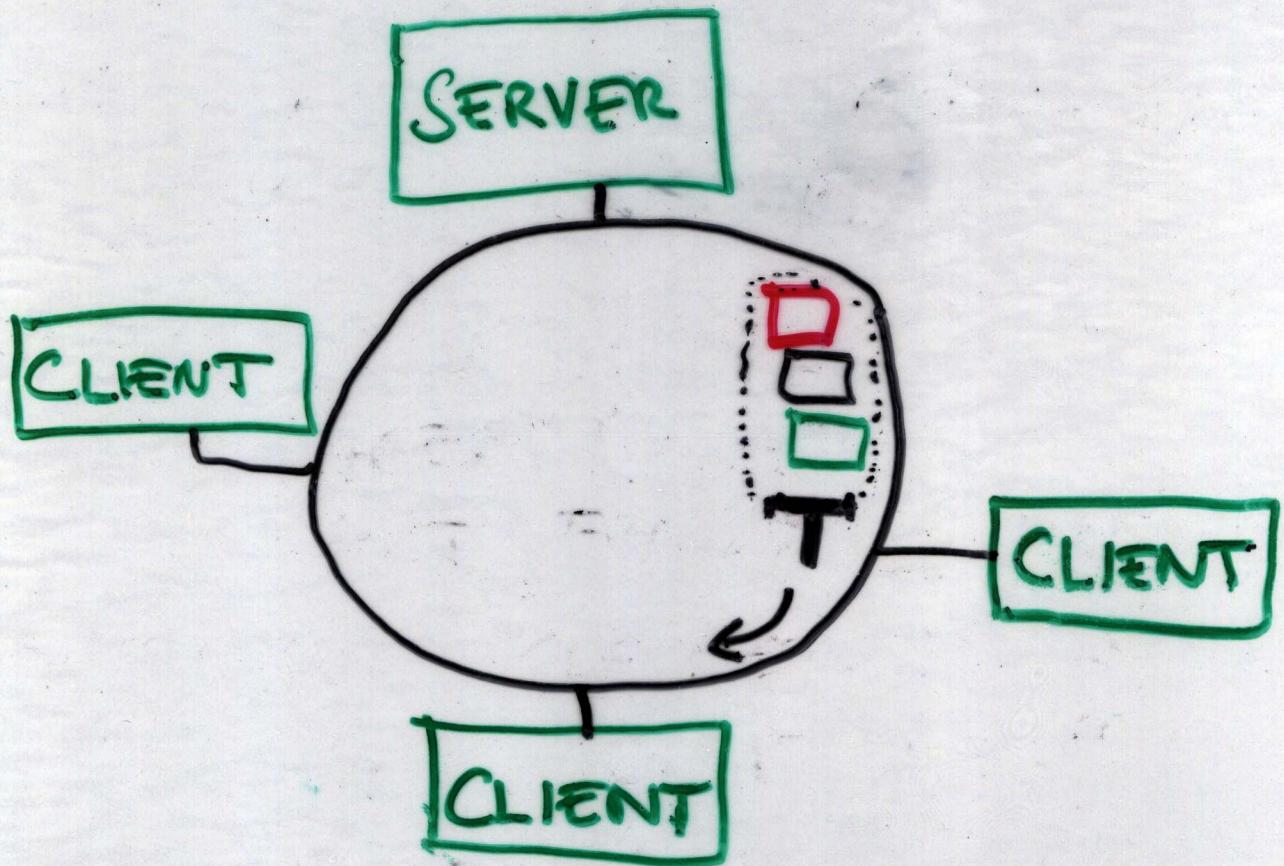
JEFF MOGUL
COMPAQ WRL

DIAGRAM OF WEBVAN DELIVERY NETWORK



T DROPS OFF FULL □□'S
AT CLIENT'S, PICKS UP
THE EMPTIES.

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AT CLIENTS, PICKS UP
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UGH, LOOKS LIKE TOKEN RING
-VAN SAYS THESE ARE BAD!

NEW INTERNET + LIKE

DESIGN FOR FOOD
DELIVERY

NEW INTERNET-LIKE

DESIGN FOR FOOD
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- ⊕ HOLLOW TUBES CONNECTING
CLIENTS, SERVERS

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- ⊕ TUBES CONNECTED BY "PACKAGE SWITCHES"
- ⊕ TO LIMIT CONGESTION, USE RED CRATES
- ⊕ RETURN EMPTIES WITH PAYMENTS (I.E., "ACKS")

RESEARCH CHALLENGES

- ⊕ DROPPED PACKAGES
 - WHERE DO THEY GO?
- ⊕ DELAY + JITTER
 - BROWN LETTUCE
 - EXPLODING SODAS
- ⊕ NACKS - A FORM OF CHEATING?
- ⊕ MTU ISSUES
 - HOW DO YOU FRAGMENT A LARGE FROZEN TURKEY?
- ⊕ VIRUSES
 - YUCK!