TigerTooth.com
http://campuscgi.princeton.edu/~wseblen/ORF401/final/index.html

an online food delivery service

ORF401 FINAL PROJECT
May 13, 2001

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Scott Eblen
Maryam Kamvar
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Mission:
- To provide a customer-friendly food delivery service which utilizes e-commerce technology to improve upon TigerFood’s existing framework
- To provide participating restaurants publicity and increased revenue
- To improve and expand our business as better technologies (e.g. wireless capabilities) yield more opportunities for growth

Background:
TigerTooth plans to use and extend the existing food delivery framework provided by the student agency TigerFood. TigerFood currently services three restaurants in the Princeton area: Karen’s Chinese Restaurant, George’s Roasters and Ribs, and Soonja’s Café. Princeton students call TigerFood, are directed to the restaurant of their choice, and then can place an order directly to the restaurant. Students may pay either by cash, U-Store card, or credit card. TigerFood hires one driver to sit at each restaurant and to deliver orders from that restaurant as they are ready. The drivers collect payment from the students. At the end of the week, TigerFood manually totals the money owed to each restaurant and pays each by check.

TigerFood is open nightly from 7pm – 1am. Drivers work 3 hour shifts (7-10 or 10-1) and are paid a portion of the delivery fee as well as tips. If this amount is less than $8 / hr, TigerFood makes up the difference. In addition to part of the delivery fee, TigerFood is paid up to 25% commission on each order.

TigerFood handles 50 orders per night on average, Sunday being its most popular night and 10pm-1am the most popular shift. However, the number of orders can generally range anywhere from 20 to 80.

Problems With TigerFood’s Model:
Although TigerFood currently runs a successful food delivery business, certain inefficiencies in its financial, operational, and informational sectors inhibit the company from achieving optimal profitability.

FINANCIAL INEFFICIENCIES –
TigerFood’s reliance on manual processes and its inflexibility cause problems in the financial sector. First, TigerFood pays an accountant to manually keep track of its books and pay the restaurants on a weekly basis. This is time consuming, susceptible to human error, and expensive. Second, TigerFood has experienced many instances in which students give false U-Store card numbers. Because TigerFood is obligated to pay the restaurants at the end of the week, the company suffers the losses from these false accounts. Moreover, these are very hard to trace, so TigerFood rarely recovers its losses. Finally, TigerFood incurs sizable losses on slow nights. Not only do they have fewer deliveries and thus are not able to collect as much revenue from delivery fees and commission, but TigerFood is also obligated to pay drivers an hourly fee to compensate them for the slow night. On an average or busy night, drivers are paid only from their portion of the delivery fee and tips; however, on a slow night, they must be paid so that their total (including delivery fee, tips, and TigerFood’s hourly pay) equals at least $8/hr. The reasons for this inefficiency are better explained by examining TigerFood’s operational structure.
OPERATIONAL INEFFICIENCIES –

TigerFood’s current system requires that one driver remain at each restaurant, and that driver handles all of the orders from that particular restaurant. This is extremely inefficient for two reasons: first, it restricts the number of restaurants that TigerFood can service, and second, TigerFood cannot adjust its labor costs according to demand and is forced to adopt a model wherein its highest labor costs are experienced when its revenues are the lowest. Many restaurants have expressed interest in partnering with TigerFood because of the increased demand TigerFood would bring them; for example, Hoagie Haven used to subscribe to TigerFood’s service. However, it is only profitable for TigerFood to enter contracts with restaurants that bring enough demand on their own to support stationing a driver there every night. Although TigerFood currently has partnerships with three restaurants, it is considering the termination of its contract with its least popular restaurant. Not only does this prevent restaurants from sharing TigerFood’s benefits, it leaves students fewer delivery options and thus decreases TigerFood’s demand potential. As mentioned before, the “1-Driver-Per-Restaurant” rule has a second downside. Under its current system, TigerFood requires that one driver sit at each restaurant regardless of the demand for that restaurant’s service or of total demand. Thus, on slow nights, drivers are essentially paid for doing nothing. This contributes to the financial problem referred to above, where TigerFood’s lowest revenue occurs in conjunction with its highest labor costs. Conversely, drivers assigned to the most popular restaurant, Karen’s Chinese, and the most popular time slot may receive so many orders that the delivery process can be extremely backed up. This makes customers frustrated and less likely to order from TigerFood. The final operational inefficiency alludes to an entirely different area of its business model. Because orders are called directly into the restaurants, TigerFood is unable to capitalize on some of the benefits of advance ordering. When restaurants receive orders, they immediately begin cooking, which can lead to significant delays on busy nights. A web-based ordering process facilitates the use of advance ordering to prevent such delays. The advance ordering problem feeds into the final category of TigerFood inefficiencies: those in the informational sector.

INFORMATIONAL INEFFICIENCIES –

This category actually focuses more on unrealized opportunities than on inefficiencies. An online component essentially fulfills two functions: first, it increases the amount of information available to TigerFood, its partner-restaurants, and its customers, and second, it enables the company to explore a variety of innovations previously impossible or difficult, such as advance ordering. Without an online tracking and ordering system, TigerFood and its partner-restaurants lack important demographic information that could allow restaurants to tailor their prices and allow TigerFood to individualize its website in order to increase customer demand. Currently, TigerFood has an online component which gives information about its hours, prices, and the menus of its restaurants; the site can be found at http://www.princeton.edu/~studage/food. However, the site is not well-known, and the menus are static; therefore, TigerFood must pay expensive advertising costs whenever menus change. It is thus unprofitable for restaurants to include daily specials or for TigerFood to update its menu often. Essentially, these problems reflect the inflexible nature of an offline delivery agency. Expensive
advertising costs and insufficient means of transferring large amounts of information prohibit TigerFood from enjoying the benefits of innovation.

Although TigerFood’s problems can be partitioned into three principal areas, they all reflect the following inefficiencies: inflexibility, tediousness of manual processes, and restrictions on potential growth.

TigerTooth proposes to eliminate many of these inefficiencies while maintaining the successful portions of TigerFood’s business. This will allow TigerTooth to experience higher revenues, lower costs, and an increased potential for growth.

The TigerTooth Solution:

Through the use of e-commerce technology, TigerTooth plans to solve TigerFood’s current problems on all of its three major platforms: customer, restaurant, and delivery.

CUSTOMER INTERFACE –

TigerTooth’s website offers its customers the following benefits: a dynamic menu, an online credit card ordering system, and personalized memberships. Our menu, accessible by all users, reflects the current menu items and prices and can be searched through a variety of fields including the following: type of food, menu item, restaurant, and maximum price. Checkboxes next to each item allow a customer to order a particular quantity of the desired items. These items are held in a shopping cart and may be added or removed until the customer is ready to “check out.” TigerTooth’s online ordering system prevents orders from being misheard or mis-copied. Because our online delivery system requires credit card payments, we require that those who order from our service become “members.” Membership is free; it will give customers certain benefits such as personalized websites denoting specials according to member preferences, optional emails promoting certain discounts, a program which rewards frequent users, and one-step ordering for repeat users. We currently have the basic membership framework in place. While customer membership helps to individualize a customer’s TigerTooth experience by targeting his or her preferences, it also gives the restaurants important demographic information. Participating restaurants can thus benefit from the TigerTooth solution.

RESTAURANT INTERFACE –

As mentioned above, TigerTooth’s customer membership program enhances the profitability of participating restaurants by providing them vital demographic information. Restaurants can then use this information to provide discounts on less popular nights or to showcase popular menu items. This capability, however, is dependent upon restaurants being able to update their menus at any time and immediately transfer that information to their consumers. Our website provides the mechanism through which a restaurant can change and update its menu. Thus, restaurants can take advantage of such demographic information and can advertise nightly or weekly specials. Also, because our business model requires that customers pay by credit card, restaurants can be automatically paid rather than waiting for the TigerFood accountant to manually
tally bills and send checks. The flexibility of our website will also enable customers to order in advance, which allows restaurants to more efficiently manage orders and cook popular items in bulk rather than cooking each individually. Finally, restaurants with sufficient internet access can view orders as they come in rather than spending time on the phone; they have to deal only with the order information and can leave delivery information to TigerFood.

Crucial to the success of our and TigerFood’s operation is the efficiency of the delivery service. Although our current framework does not implement our ideas about the extension of TigerFood’s delivery service through wireless technology, we hope to implement such technology when it becomes financially feasible and prudent.

DELIVERY INTERFACE: AN EXTENSION —

Many of TigerFood’s current inefficiencies reside in the inflexibility of its current driver routing system. Its “One-Driver-Per-Restaurant” results in two principal problems: TigerFood’s inability to support additional restaurants, despite restaurant demand, and the high costs involved with TigerFood’s inability to tie its labor needs to the demand on any given night. TigerTooth’s interactive ordering system provides opportunities to correct this inefficiency through a variety of alternatives: FIFO, Driver’s Decision, Closest Contact, and Neighborhood Assignments. Under the FIFO system, drivers are assigned orders as they come in such that the driver who has been waiting the longest receives the next order and so forth. Ideally, drivers would have wireless internet devices in their cars to show them the details of their next order (what time the order came, for which restaurant(s), where to deliver, etc); however, a FIFO system could also be implemented wherein the TigerFood manager calls the drivers to inform them of their next orders. While this system ensures that no one driver is idle, it can cause delays if an order is made from multiple restaurants or if participating restaurants are far from each other. A second solution is Driver’s Decision, wherein drivers again have wireless internet devices that inform them of incoming orders, and drivers “claim” orders if they are idle or near the relevant restaurant. While this system is generally more efficient than FIFO, it lends the possibility that an order could be unclaimed. Most efficient but also most expensive is the Closest Contact solution. This idea requires that each driver have not only wireless internet capabilities, but also GPS systems which can track the position of each driver in order to determine which driver(s) is (are) closest to the restaurant(s) from which an order has been placed. These Closest Contacts would then be assigned to the order or to a particular portion of the order. Essentially, this is an automatic and more precise version of the Driver’s Decision idea. Finally, the Neighborhood Assignment idea is similar to the current system in that each driver is assigned a particular geographic area from which to pick up orders. However, by extending the area from one restaurant to a slightly larger “neighborhood”, a driver can cover more than one restaurant on slow nights, thus enabling TigerTooth to include more restaurants in its delivery service.

Although the FIFO and Neighborhood Assignment systems can be implemented without equipping drivers with wireless internet technology that enables them to view orders, such technology would greatly improve the efficiency of our operation.
One of the things which makes TigerTooth.com unique is the fact that every page is dynamically generated based all proceeding input. This is achieved through the use of hidden fields which pass information from page to page and then using that data to query various databases to obtain further information. A major advantage to this approach is security. It would be very difficult to forge your way into a state on our site where you did not belong because the pages themselves (not cookies) record information about you and your shopping experience. In addition, it becomes very easy to tailor the site around each user which improves each visitor's experience and helps business.

**WIRELESS CONSIDERATIONS –**

Although very little relating to wireless communications was implemented at this time, planning was done to make this adaptation possible in the future. In particular, the database was designed to include a very small 3 digit code which uniquely identifies every food item. This, along with the number of each item could be transferred very quickly to a wireless device which would allow the delivery people to read orders and users to check the status of their order. The 3 character codes could be adapted to include information about which restaurant the food comes from which would be beneficial as well.

The management of TigerTooth expects that our “Solution” will not only bring innovation and efficiency to TigerFood’s current structure, but also increase its profit by boosting demand and lowering costs. The following section details our financial plan.

*TigerTooth Income and Expense Expectations:*

In many respects, TigerTooth will retain TigerFood’s current financial structure; thus, it is relevant to outline TigerFood’s revenue sources, demand, and costs.

**DEMAND STATISTICS: TIGERFOOD –**

On average, TigerFood takes 50 orders per night. Typically ½ of those orders come from Karen’s, ¼ from George’s (open only from 7-11pm), and ¼ from Soonja’s. Typically, the 10pm-1am shift is more popular than the 7-10.

On a weekly basis, Sunday is the most popular night, followed by Monday, Tuesday, and Wednesday. Thursday is the slowest; business picks up slightly on Friday. On Saturday, TigerFood is only open from 7-10pm. These statistics are fairly consistent throughout the year, so it is fair to assume that on average, TigerFood handles 50*7 = 350 orders per week.

**REVENUE SOURCES: TIGERFOOD –**

TigerFood has two sources of revenue: commission and the delivery fee. Typically, TigerFood takes a 25% commission on each of its orders; the average order is $15. Additionally, TigerFood imposes a $1.50 delivery charge for each of its orders; $1.00 goes to the driver, and $0.50 to TigerFood.

Thus, TigerFood’s typical weekly revenue:

\[
350 \text{ orders} \times [0.25 \times $15/\text{order} + $0.50] = $1487.50
\]
COSTS: TigerFood –

Labor and advertising comprise TigerFood’s costs. The manager is responsible for paying drivers, the nightly manager, and the accountant. The accountant is paid $70/week primarily for inputting each of the orders into an excel spreadsheet. The nightly manager is paid $30 per night for ensuring that the business runs smoothly on any given night. Drivers are typically paid through their portion of the delivery fee and tips; therefore, TigerFood typically does not incur any costs. However, if this amount is less than $8/hour, TigerFood compensates the drivers up to $8/hr. 6 drivers work every night, each working a 3 hour shift at one of the restaurants. Finally, whenever a menu is changed TigerFood must advertise by placing flyers on doors; this is typically done 4 times per year and costs $150 each time.

According to the earlier demand schedule, we must make certain assumptions in order to determine weekly cost:

ASSUMPTIONS: 15% tips, $15 orders, nightly demand as follows

<table>
<thead>
<tr>
<th></th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand</td>
<td>80</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>30</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td>Tips+Delivery Fee/Driver</td>
<td>$43.33</td>
<td>$32.50</td>
<td>$32.50</td>
<td>$32.50</td>
<td>$16.25</td>
<td>$21.67</td>
<td>$10.83</td>
</tr>
<tr>
<td>Amt TigerFood pays ea Driver</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$7.75</td>
<td>$2.33</td>
<td>$13.17</td>
</tr>
<tr>
<td>Total Driver Cost</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$46.50</td>
<td>$13.98</td>
<td>$79.02</td>
</tr>
</tbody>
</table>

Total Weekly Driver Cost = $46.50 + $13.98 + $79.02 = $139.50 ~ $140
Total Weekly Cost = $140 (drivers) + $30*7 (nightly manager) + $70 (accountant) + $600 / 30 (advertising / # weeks of operation) = $440

Total Weekly Profit = $1490 - $440 = $1050

THE TigerTooth difference –

TigerTooth expects both to increase revenue and to decrease costs, thus greatly increasing total profit. Because TigerFood is an established business, the only initial costs of setting up TigerTooth are the initial advertising and labor costs for a Web Designer to set-up the site. Because our site enables restaurants to update their menus on the website themselves, the Web Designer only needs to update the site whenever TigerTooth implements a new service; thus, he would only be hired and paid to implement services which we expect to increase TigerFood’s revenues.

Other than the previous initial costs, TigerTooth will increase revenues and decrease costs. Student polls have shown that roughly 70% of students would order from TigerFood more often if TigerTooth’s service were implemented. These students were primarily influenced by TigerTooth’s flexibility in allowing students to order from multiple restaurants at a time and in creating memberships that promote special fees for frequent users and that ease the ordering process by saving payment and member information. TigerTooth can further capitalize on this information by targeting particular customers’ preferences. Other web-based incentives can encourage students to spend
more money on each order. TigerTooth can provide specials for large orders, or even forfeit the delivery charge for orders over a certain amount.

Although TigerTooth expects to increase revenues, it is difficult to predict the effect. Costs, on the other hand, are much easier to predict. Because orders will be placed online and compiled into a database, the accountant is no longer necessary. Also, TigerTooth can cut its advertising costs in half due to the dynamic menus on the web and due to TigerTooth’s membership system which requires everyone who orders from TigerFood to input his or her email address. Thus, TigerTooth can attract returning customers through email without cost. Therefore, TigerTooth can reduce the number of times it posts flyers by one half.

Finally, an online ordering system enables more efficient means of driver routing. TigerTooth’s options as described in a previous section - FIFO, Driver’s Decision, Closest Contact, and Neighborhood assignments – vary greatly with respect to feasibility, amount of intermediation with the Nightly Manager, and efficiency; however, every option would increase driver routing efficiency by enabling TigerFood to increase the number of restaurants it serves and to change the number of drivers on any particular shift according to demand. Initially, the expense of obtaining GPS software for each driver would preclude the Closest Contact model. Also, FIFO requires drivers to commit to a particular order, disregarding whether the entire order came from one or all three restaurants. This can be time consuming and even less efficient than the current system. Driver’s Decision makes it possible that an order could be overlooked. Therefore, initially the Neighborhood Assignments method is the most logical. TigerFood hires a particular number of drivers for a given shift according to expected demand. Those drivers are each stationed at a “neighborhood” of restaurants and serve all orders within their “neighborhood.” The makeup of restaurants included in a neighborhood can vary based on the shift and day of the week. Ideally, each driver would have a wireless internet device that notifies him or her of the orders in his or her area. The Palm viix Handheld includes wireless internet and costs $199; however, TigerTooth would prefer a bigger model (easier to see) without many of the extra functions. Therefore, TigerTooth might prefer to custom-order its wireless devices.

The Nightly Manager receives all incoming orders through his database. Restaurants can either view this database directly, be faxed each order automatically, or the Nightly Manager can call the restaurant when an order comes. This choice depends on the restaurant’s technological capabilities, and the restaurant can be charged higher or lower commission depending on the amount of work required by the Nightly Manager. The Nightly Manager may require higher compensation for his extra work; assume that his compensation will be $40/night.

Disregarding initial set-up costs, TigerTooth can vastly decrease its costs by varying the number of drivers with demand. Assume it takes each driver 15 minutes to fulfill an order; therefore, a driver could technically take 4 orders/hr * 3 hrs = 12 orders. Allowing a cushion to ensure that hold-ups do not occur, assume each driver is capable of fulfilling 10 orders in a night.

Thus, TigerTooth must hire the following number of drivers: (assume at least 2 drivers must be present for each shift)

<table>
<thead>
<tr>
<th>Demand</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
</tr>
</thead>
<tbody>
<tr>
<td>80</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>30</td>
<td>40</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>
We can now compare weekly costs of TigerFood and of TigerTooth.

<table>
<thead>
<tr>
<th>Weekly Costs</th>
<th>TigerFood</th>
<th>TigerTooth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drivers</td>
<td>$140</td>
<td>$0</td>
</tr>
<tr>
<td>Night Manager</td>
<td>$210</td>
<td>$280</td>
</tr>
<tr>
<td>Accountant</td>
<td>$70</td>
<td>$0</td>
</tr>
<tr>
<td>Advertising</td>
<td>$20</td>
<td>$10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$440</strong></td>
<td><strong>$290</strong></td>
</tr>
</tbody>
</table>

Thus, it is obvious that the TigerTooth web-based solution will decrease costs.

In order to objectively weigh TigerTooth’s financial benefits, we must consider our potential competitors.

*Competitors:*

Currently, disregarding certain pizza restaurants, TigerFood holds a monopoly over food delivery service in the Princeton Area. Although potential online competitors exist, TigerFood’s recognition gives it a significant competitive advantage, both among students and restaurants. 90% of Princeton students, according to our survey, have used TigerFood before, and virtually everyone is aware of TigerFood. Restaurants are similarly aware of TigerFood; many restaurants not currently included in TigerFood’s repertoire are interested in the service. However, as mentioned before, certain online food delivery services are expanding their scope geographically and could potentially enter the Princeton marketplace. While such a move could threaten TigerTooth, hopefully our online memberships with special discounts would encourage loyalty among our consumers. Sites that pose a potential threat include the following:

**FOOD.COM –**

Based in San Francisco, Food.com has not yet entered the Princeton market, with the exception of Papa John’s (a pizza restaurant that delivers on its own). Like our site, Food.com has a membership program to individualize and facilitate its customers’ preferences, as well as recipes online. Although Food.com is not yet a competitor, it is growing quickly and has a patent for an online ordering system that uses geocodes to match vendors and consumers.

**WAITER.COM –**

Also based in San Francisco, Waiter.com is primarily a delivery service for the Bay Area, although it is expanding to other parts of the country. Waiter.com has a system of WaiterPoints similar to frequent flyer miles that accumulate with each order and can be redeemed for free meals. Currently, Waiter.com only services one restaurant in the entire state of New Jersey, so it is unlikely that Waiter.com will become a threat soon.
CampusFood.com –

Started by students at the University of Pennsylvania, CampusFood.com caters directly to colleges. Customers must first select a college and then can browse menus of restaurants in their area and order from those restaurants. While CampusFood.com includes the menus of several Princeton area restaurants, delivery service is limited to those restaurants that deliver food themselves. Because TigerFood services restaurants that typically do take-out but do not deliver, CampusFood.com does not threaten the restaurants that TigerFood currently serves. However, CampusFood.com provides a viable alternative to Tiger Food because its partner-restaurants extend beyond those that Princeton students would normally order from. Furthermore, CampusFood’s target market is identical to that of TigerFood; therefore, CampusFood poses the largest threat. TigerTooth can contain this threat by increasing the number of restaurants it serves to widen the variety from which a student may select.

_The Future of TigerTooth.com:_

While we have created a service that solves many of TigerFood’s current issues regarding flexibility and efficiency, our service provides avenues for growth heretofore unavailable to TigerFood. Technologically, wireless communication systems can enable our drivers to view orders and use GPS systems to find directions to delivery sites. This system can be further utilized by customers to track their orders. As restaurants gain greater access to internet technologies, cooks can immediately view orders and can signal drivers through the internet when orders are finished. Other technologies currently available allow our company to expand our product base past pure delivery services. Automatic emails to encourage follow-up customers and giving customers the option to be “reminded” to order food for special dates and events provide greater opportunities for revenue growth. Other conveniences such as the ability to update orders or transferable gift certificates, either to restaurants participating in our delivery service, other Princeton restaurants, or our delivery service, increase customer loyalty and satisfaction. The online gift certificate creates an opportunity for our company to expand our partner base beyond our delivery restaurants to other restaurants. We could then offer services such as online reservations to local restaurants. Additionally, we could amplify the scope of our delivery services either to other types of restaurants such as coffeehouses, liquor stores, or supermarkets or to other industries such as video rental, apparel, or school supplies. Finally, we could increase our customer base to include town residents, other schools, or businesses. The customized nature of a website enables us to cater toward each of our markets separately and thus successfully target extremely different clientele. Essentially, our web-based product provides much room for technological and product innovation.

_Potential Pitfalls of TigerTooth.com:_

Currently, the only barriers to the use of our site are the lack of internet access and the inability to pay by credit card; our current market, consisting of Princeton students, does not face either of these issues, and it is unlikely that either will be a major issue if we were to extend to other markets.

As far as restaurants are concerned, the online ordering system is most successful if restaurants have online capabilities as well. However, as TigerTooth does not require
its participating restaurants to have internet access, it will simply adjust its commission according to how much work is involved in notifying restaurants of orders. Looking into the future, restaurants will have increasing internet capabilities, so issue will not plague TigerTooth’s profitability in the long run.

Finally, our innovative ideas about improved driver routing systems basically require that drivers have wireless internet capabilities and perhaps even GPS systems. Although some of our driver routing ideas can improve upon the TigerFood model without requiring wireless internet, the system is much more efficient and long-run cost effective if each driver has a wireless device through which he or she can view orders.

Generally, though, our company’s services are specifically tailored to its market and its participating restaurants, so we ensure that neither customers nor restaurants are barred from our service.

**Conclusion:**

Although TigerFood is generally a successful company, its inflexibility, manual processes, and operating inefficiency prevent it from achieving maximum profitability. The TigerTooth Solution provides a web-based solution to TigerFood’s problems which enhances profits. Our flexibility, automatic orders and bookkeeping, more efficient and cost-effective routing, dynamic updates, and personalized memberships enhance TigerFood’s current framework. Customer research and feedback from the TigerFood manager have proven that if implemented, our site would increase the demand for TigerFood, increase the size of orders, and reduce labor and advertising costs. Although certain online competitors may begin to threaten TigerFood’s monopoly over food delivery in the Princeton area, TigerFood’s established reputation and recognition among students award it a sizable competitive advantage. Finally, our business provides room for growth and innovation as technology enables our delivery service to enact new ideas that further expedite the delivery process. Our model can also be used in a variety of industries and products. By incorporating TigerFood’s established framework, we can ensure immediate profits while our e-commerce solutions provide new avenues for growth.
## The Project: Distribution of Duties

<table>
<thead>
<tr>
<th>Person</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seton Marshall</td>
<td>collected student surveys to determine interest in our site</td>
</tr>
<tr>
<td></td>
<td>talked extensively with Jamie Coughlin, ’02, the manager of Tiger Food to obtain much of the information regarding their business and financial plan</td>
</tr>
<tr>
<td></td>
<td>wrote 2 pg summary of information from Jamie Coughlin, along with revenue and cost calculations for TigerFood</td>
</tr>
<tr>
<td></td>
<td>wrote ¼ of the presentation (slides about revenue and cost, as well as the flow charts)</td>
</tr>
<tr>
<td></td>
<td>obtained menus from local restaurants and compiled menu database</td>
</tr>
<tr>
<td>Sarah Cross</td>
<td>talked further with Jamie Coughlin about TigerFood</td>
</tr>
<tr>
<td></td>
<td>wrote initial project proposal and most of progress report</td>
</tr>
<tr>
<td></td>
<td>created and wrote ¾ of the presentation (all slides other than Seton’s)</td>
</tr>
<tr>
<td></td>
<td>wrote this write-up</td>
</tr>
<tr>
<td></td>
<td>researched possible competitors and assessed their potential to threaten our market</td>
</tr>
<tr>
<td></td>
<td>created ideas for routing alternatives</td>
</tr>
<tr>
<td></td>
<td>created the majority of the ideas about future extensions</td>
</tr>
<tr>
<td>Scott Eblen</td>
<td>Designed/implemented following aspects of website</td>
</tr>
<tr>
<td>Maryam Kamvar</td>
<td>- database search tools for a food database.</td>
</tr>
<tr>
<td></td>
<td>- password protection and user registration</td>
</tr>
<tr>
<td></td>
<td>- database search tools for a user database for registration info</td>
</tr>
<tr>
<td></td>
<td>- dynamic pages for searching, adding, and purchasing items</td>
</tr>
<tr>
<td></td>
<td>- manager’s site to monitor orders by sorting them according to time and grouping them according to restaurant.</td>
</tr>
<tr>
<td></td>
<td>- manager’s tools for getting order specifics and deleting them once they have been delivered</td>
</tr>
<tr>
<td></td>
<td>- interface for restaurant’s to update their menus</td>
</tr>
<tr>
<td></td>
<td>- javascript error checking programs for input verification</td>
</tr>
</tbody>
</table>