Strategic Case Study Examination
May & August 2022
Pre-seen material

SNAKWHEEL

COVID-19 Statement

This pre-seen and the case study in general (while aiming to reflect real life), are set in a context where the COVID-19 pandemic has not had an impact.

Remember, marks in the exam will be awarded for valid arguments that are relevant to the question asked. Answers that make relevant references to the pandemic or social distancing will, of course, be marked on their merits. In most cases, however, candidates may find it helpful to assume that there are no restrictions to the movement of people, goods or services in place.

Contents

Introduction

Snakwheel is a quoted company that facilitates home deliveries on behalf of fast food companies across its home country. Consumers can order food by app or through Snakwheel's website.

You are a senior manager in Snakwheel's finance function. You report directly to the Board and advise on special projects and strategic matters.

Snakwheel is based in Westaria, a developed country that has an active and well-regulated stock exchange. Westaria's currency is the W$. Westaria requires companies to prepare their financial statements in accordance with International Financial Reporting Standards (IFRS).

Commented [TCS1]: Major competitors
- Munchbike and Truckbites (substitutes)

Commented [TCS2]: Quoted company
- Pros
  - Increased reputation
  - Greater access to capital
    - Strengths
- Cons
  - Compliance requirements
  - Shareholder pressure
    - Weaknesses

Commented [TCS3]: Senior manager
- Strategic focus (long term)
- Deals with the board
- Understands wider commercial context
- Actively provides leadership

Commented [TCS4]: • Heavily regulated
• Positive Macro factors (Opportunity)

Possible exam scenario: Corporate Governance & Ethics

The fast food industry

Fast food restaurants aim to serve food quickly and on demand. That can often be achieved by selling menu items that can be cooked in batches and then kept hot, often by keeping them under bright lamps that radiate heat. For example, a batch of fries can be kept hot and remains sellable for up to 10 minutes. Having such items ready-made, with fresh batches in preparation throughout the day, means that more customers can be served at busy times.

There are other fast food items designed to be quick to prepare. For example, pizza can be made by spreading a portion of sauce across a ready-made pizza base, sprinkling cheese and other toppings and baking the uncooked pizza in a preheated oven for just a few minutes.

Fast food restaurants are designed to serve customers as quickly as possible. Many have a counter that is designed so that staff can take orders, collect payment and deliver food as quickly as possible.

Seating may be provided so that customers can eat their meals in the restaurant, but it is generally designed to be slightly uncomfortable in order to encourage customers to leave as soon as they have eaten.

Meals are usually served in disposable containers. Customers are then free to take their food away and eat it elsewhere.

Customers who eat their meals in the restaurant can dispose of their containers in the bins provided before they leave. There is no need for staff to collect and wash dirty dishes. At most, restaurant staff will only have to remove any litter and wipe down tabletops with an antiseptic spray.

Fast food is also designed to be quick to eat. Making food easy to bite and chew encourages customers to eat more quickly. Again, that encourages customers to finish their meals and to leave to create space for more customers. Fast food items are generally made with little or no fibre in their ingredients and they usually contain sauces that make the food moist and so easy to chew and swallow. Bread used in sandwiches and burger buns tends to be baked so that it is light and airy.

Commented [TCS5]: Fast food industry: Dynamics

- Serve food quickly
  - Selling menu items
  - Cooked in batches
  - Heated when needed
    - Health issues?
- Uncomfortable seating arrangements
  - To ensure that customers leave fast
- Uses disposable containers
  - Sustainability & Environmental concerns?
- Food content
  - Easy to eat & chew
    - Little or no fibre
    - Heavy use of sauces
    - Baked bread or buns
- Price point
  - Cheaper than conventional restaurants
    - Due to efficiencies in preparation
- Promotions
  - Heavy advertising
  - Consistent branding
- Ownership
  - Independent outlets
  - National & Global chains

Real-life examples

- McDonald's
- Dominos
- KFC

Commented [TCS6]: Related and supporting industries

- Porter's Diamond Theory (E3)
- Collaborative business ecosystem (E3)
- Important connected stakeholder

The ease and convenience of purchase makes fast food popular. It can be purchased and eaten for lunch during the working day or for breakfast on the way to work. Consumers may also be keen to eat a quick meal to save time for some other reason, perhaps dinner on the way to meet friends.

Many consumers enjoy fast food because of the factors that make it easy to eat. The sauces that make it easy to chew also enhance the flavour. The lighter breads used in buns and sandwiches make for a more pleasant texture and also create the impression that the restaurant has been generous with the fillings.

The efficiencies associated with making and selling fast food means that it tends to be significantly cheaper than alternative forms of eating out. In addition, fast food outlets, unlike traditional restaurants, do not feel a need to incur unnecessary costs on creating a comfortable dining experience.

Fast food restaurants can operate as independent outlets, but many belong to national and global chains, with heavy advertising and a consistent brand image. Customers of chains often know the menus of their favourite chains and know what they will order before entering a restaurant.

There are many different varieties of fast food. These often vary according to local cultural tastes as well as the relative success of major brands in any given country. The following types of fast food are popular in Westaria:

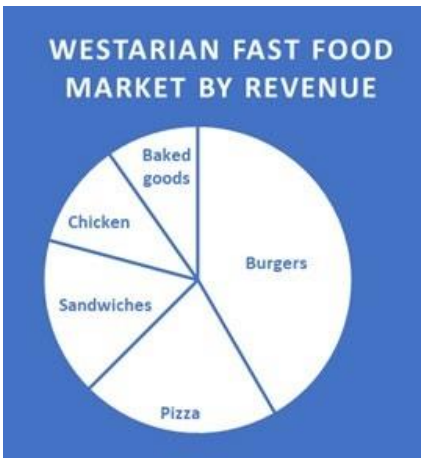
	Burger restaurants specialise in meat patties made from minced beef, chicken or fish that are fried or grilled and served in a bun, usually accompanied by fries.
	Pizza restaurants make their products from a flat base of pizza dough, layers of tomato sauce, grated cheese and toppings. Pizzas usually have to be made to order, which can be done very quickly. That makes it possible to offer customers a wide choice of toppings that can be ordered in any combination.
	Sandwich restaurants generally offer customers a choice of different types of sandwiches being made to order from the customer's choice of breads and fillings. Sandwiches are often sold cold, but some restaurants offer the option of having them toasted.

Commented [TCS7]: Food varieties offered
- Burger restaurants
- Pizza restaurants
- Sandwich restaurants
- Chicken restaurants
- Bakery chains
  - Popularity depends on
    - Alignment with cultural tastes
    - Success of the brand
  - Ad-ons are common
    - Soft drinks
    - Potato wedges
    - Fries
    - Desserts
      - Porter's Generic Strategy: Differentiation
  - Other food options
    - Meat-free
      - Vegan & Gluten free offers are popular
        - Porter's Generic Strategy: Focus

	Chicken restaurants sell pieces of chicken that have usually been dipped in batter and deep-fried until the chicken has been cooked and the batter has become crispy.
	Some fast food restaurants are associated with bakery chains that specialise in pastries, sausage rolls and similar products that are essentially pastry wrapped around a filling.

Most fast food restaurants also offer a range of soft drinks, side dishes such as fries or potato wedges and desserts. These generally share the characteristics of the main meal options in that they are quick and easy to prepare and are supplied in disposable packaging.

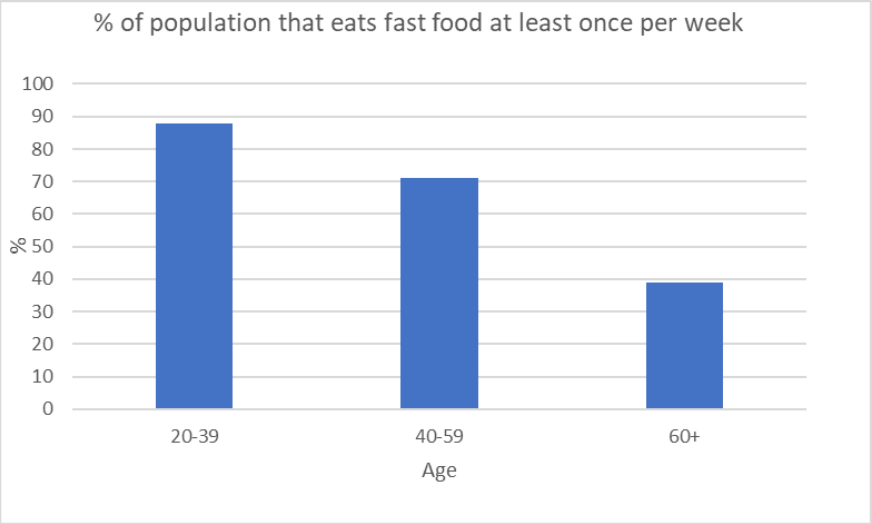
All restaurants offer a range of meat-free and other options to meet specific dietary needs of customers.



The Westarian fast food industry generated sales of W$172 billion during the year ended 31 December 2021, with sales from 55,000 outlets spread across the country. Fast food has grown steadily for many years. The number of outlets increased by 36% from 2011 to 2021.

Commented [TCS8]: Industry dynamics: Westaria
- Sales in (2021): W$ 172 billion
- Outlet growth (2021): 36%
  - Significant growth (Opportunity)
  - Revenue will keep increasing in future
- No. of outlets: 55,000
- Market is dominated by
  - Burger restaurants
  - Pizza restaurants
  - Sandwich restaurants

Industry surveys show that there are 70% of Westarians aged over 20 who eat fast food at least once per week and 23% eat fast food three times or more. Generally, younger consumers eat fast food more frequently than older.



Fast food home deliveries

The phrase "home delivery" applies to deliveries made to the customer's chosen location, regardless of whether it is their home address or places of employment, hotels and any other fixed locations that are safe and accessible.

Home delivery services started in the early 1990s, when a major burger chain created its own telephone ordering service that enabled customers to order food from the chain's menu and pay by credit card when placing their order. This was a major success and was soon copied by other fast food chains. Customers enjoyed the ability to obtain fast food from their favourite restaurants without having to leave their homes.

The market for home deliveries grew, driven in part by widespread ownership and use of smartphones and tablets with Wi-Fi connections. These gave customers access to restaurant websites that enabled them to place orders and pay online. They also enabled customers to download apps that simplified the ordering and payment processes further.

Snakwheel created Westaria's first independent home delivery platform in 2007. Previously, fast food chains that wished to offer home delivery had established their own delivery services, using their own websites and employing their own delivery staff. Snakwheel disrupted that approach to home delivery by creating a website that enabled customers to access several fast food chain menus. Food ordered through this website would be collected from a restaurant operated by the chain by Snakwheel's couriers and delivered to customers. This service proved attractive to both customers and restaurant chains.

Snakwheel has two major competitors, both of whom provide similar home delivery services. Munchbike was launched in 2009 and Truckbites in 2011.

Commented [TCS9]: Market dominated by youngsters: 20–39-year old

Commented [TCS10]: Home delivery: industry dynamics

- Delivering to the customer's chosen location
  - Home
  - Office
  - Hotel
- The industry is 32 years old
- Growth driven mainly by tech improvements
  - smartphones, tablets & wifi
- Purchase options
  - Website
  - App
- Snakwheel: 1st independent delivery platform
  - Disruptor and innovator
  - Embraced tech since inception
    - Strengths

Possible exam scenarios

- Change Management (E3)
- Risk Management (P3)

Real-life example: Uber

- Refer to Industry Analysis Slides

Snakwheel and its competitors describe themselves as “platforms” in recognition of the fact that platforms are defined as online or physical environments that connect different groups and offer benefits based on the participation of others in the platform.

Home delivery platforms share the following characteristics:

	Customers place orders online, using mobile phone apps, tablets or computers. Apps are promoted heavily through advertising and social media. Customers can create an account that includes their payment details, or they can pay for individual orders using their bank cards. It may be possible to pay by cash, depending on their location.
	Platforms offer access to a range of different restaurant menus, generally one from each major category of fast food such as burgers, pizza, etc. That means that a family or group of friends can order from different restaurants to suit their preferences, making just one payment and avoiding the inconvenience of placing separate orders with different restaurants.
	The platform’s software identifies the most suitable restaurant branches from which to fulfil each order. Details are transmitted to the restaurants, which then have responsibility for preparing the food and packing it ready for collection. The food is then collected by a courier (or couriers if the order is from two or more restaurants), who delivers it to the customer.
	Couriers are equipped with insulated boxes with battery-powered heating elements. These are mounted on the pillions of low-powered motorcycles or carried in small cars. The boxes keep the food hot on the journey from the restaurant to the delivery address. Couriers are required to provide their own vehicles. Platforms hold couriers responsible for ensuring that the vehicles are roadworthy and that they are insured for business purposes.
	Most platforms aim to ensure that food is delivered within 30 to 40 minutes of placing an order. If customers order from more than one restaurant then food may be collected and delivered by more than one courier.

Commented [TCS11]: Home delivery platforms
- Online order placement via;
  - Computers or tabs
  - Apps
- Payment options
  - Cash
  - Credit/debit cards
    - Risk of data breaches (P3)
    - Data privacy issues (E3)
- Functionality
  - Ability to purchase from multiple restaurants at once
    - Integration issues?
- Stakeholders involved
  - Customers
  - Restaurants
  - IS/IT services providers
  - Courier service providers
    - Couriers are controlled via apps
    - Use pillions, motorcycles, or cars (owned by couriers)
    - Food should be delivered within 30/40 minutes
      - Delays affect reputation of platforms
    - Couriers are responsible to ensure roadworthiness of vehicles used
      - Exposes platforms to operational risk

Possible exam scenarios
- Managing stakeholders (Power / Interest)
- Managing various risks

Platforms are sometimes referred to as "portals" to reflect the fact that they provide access to restaurant menus and can accept orders. They are also referred to as "aggregator portals" to reflect the fact that they "aggregate" or combine access to multiple restaurants through a single app.

Most platforms offer customers a range of payment options:

- Smartphone and tablet apps can be linked to customer debit and credit cards so that payment is taken automatically.
- Customers who do not link their cards can pay by inputting their card numbers through the app or the platform's website every time they order.

Some restaurants permit their couriers to accept cash payments for meals. Most platforms insist on payment by card or app because there are rarely suitable bases to which cash can be submitted.

The platforms track all sales made on behalf of each restaurant. The platforms are entitled to an agreed commission. The platforms track the amounts collected on behalf of each restaurant from card and cash payments and they remit the net amount due, after taking account of any charges such as commissions and any rent due for use of dark kitchens, on a regular basis.

Some platforms operate "dark kitchens", which are basically large storage and food preparation facilities that are rented to one or more fast food restaurant chains. These dark kitchens are divided so that each fast food chain has its own separate kitchen area for food storage and preparation. The fast food chains hire their own cooks to ensure that the food made at the "dark kitchen" is exactly the same as that from one of their restaurants.

Dark kitchens are not restaurants. They do not have any seating. They are designed to prepare food, ready for delivery. Platforms build dark kitchens in areas where the expected demand is sufficient to justify their construction. They are attractive to fast food chains that require additional capacity to relieve the pressure on the conventional outlets in busy areas. They can also be a cost-effective way to establish a presence and so generate revenues in areas that would not offer sufficient demand to construct a conventional outlet.

The platforms do not necessarily require a great deal of local infrastructure in the towns and cities in which they operate. Couriers operate remotely, with little or no direct supervision. Couriers are controlled by means of apps that they download to their smartphones. The platforms can use these apps to track their couriers' location and availability.

Commented [TCS12]: Remunerating restaurants (daily activity)
- Platforms track orders processed
- A commission is deducted
  - Source of revenue for platforms
- The net amount is remitted
  - Systems should work without issues

Commented [TCS13]: Dark kitchens
- Owned by platforms
- Operated by restaurants
- These are large food preparation facilities which are rented out to multiple restaurants
  - Source of revenue
- Beneficial to restaurants
  - Cost effective
  - Access to markets

Real life example: Uber's Dark Kitchens

Platforms generally use two approaches to staffing:

Employees 	Densely populated areas often generate sufficient demand to employ couriers on either a full-time or part-time basis. City centres usually have large numbers of office workers who wish to order fast food deliveries for lunch. Some residential areas have large numbers of fast food delivery customers. Employees are entitled to the various rights and protections afforded under employment law, including a contract, holiday pay and pension contributions. They are also issued with uniforms and insulated delivery boxes.
Independent contractors 	Most fast food couriers are independent contractors, who are paid a set rate for every delivery made. Contractors download an app to their personal smartphones and that enables the platform's software to communicate instructions to collect and deliver food orders. The contractors use the app to indicate that they are available for work. Incoming orders are offered to all suitably located couriers who are available. Platforms issue contractors with uniforms and with branded insulated boxes.

Couriers are not particularly well paid by the platforms, although it is customary for customers in Westaria to pay a gratuity for food deliveries, especially if the food is delivered promptly.

The performance of couriers is monitored closely. Customers are invited to rate their experience after each order and any complaints about the quality of the service provided are investigated and can result in dismissal.

Commented [TCS14]: Couriers: Staffing
- Employees
  - Recruited on full or part time basis
  - Enjoys rights & protections
    - Contract
    - Holiday pay
    - Pension
- Independent contractors
  - Majority of couriers fall under this category
  - Paid a set fee per delivery
  - Controlled via an app

Couriers: Remuneration
- Paid by platforms
  - Underpaid
  - Ethical issue (E3)
  - Employee rights upheld (contractors)?
- Customers pay a gratuity/ tip

Couriers: Performance Monitoring
- Via the app
- Based on customer feedback
  - Bad feedback leads to dismissal
    - Should handle redundancies ethically

Snakwheel

Snakwheel was launched as Westaria's first major home delivery platform in 2007. The founders were keen to exploit the complementary growth in both online shopping and consumer demand for fast food. Both of those trends were particularly associated with the same demographic, namely younger consumers, and so a website that offered immediate delivery of fast food was likely to succeed.

The company was quoted on the Westarian Stock Exchange in 2016.

Snakwheel remains Westaria's largest fast food delivery platform. It currently serves:

- 12,000 outlets (that is, branches of restaurant chains and bakery shops)
- 190 separate catchment areas, covering every town and city in Westaria (chains often have multiple branches in town and city centres and so Snakwheel does not have to serve every branch located within each of its catchment areas)
- 23 dark kitchen facilities, which accommodate a total of 68 separate dark kitchens operated by various fast food chains.

Snakwheel acts as a portal for the following restaurant brands:

Taystburger	Taystburger is Westaria's most popular burger chain, with 4,400 branches across the country. It is also the largest and most profitable fast food chain in the country. Most towns have several Taystburger restaurants. Taystburger has a breakfast menu that includes pancakes, eggs and coffee. It is available from 6.00am until 11.00am each morning. Taystburger sells items from its main menu from 11.00am onwards. These take the form of beef, chicken and fish burgers, all served in buns and usually accompanied by fries. Taystburger also sells desserts and a range of hot drinks and cold soft drinks. Most Taystburger restaurants are open from 6.00am until 10.00 pm, but some remain open for 24 hours every day. Taystburger restaurants are generally busy at all times of day and night, but are particularly busy from 6.00am to 9.00am, 12.00pm to 2.00pm and 4.00pm to 8.00pm when customers are ordering their breakfast, lunch or evening meal. Taystburger is a large, quoted company that has been at the forefront of developments in the fast food industry. It is constantly experimenting and looking for ways to develop revenue streams.
Steempizza	Steempizza is Westaria's largest pizza restaurant, with 2,400 branches. The restaurants open at 11.30am every day and close at midnight. Steempizza sells a wide variety of pizzas of different sizes. Customers can select from a range of popular topping combinations or they can specify their own

Commented [TCS15]: Snakwheel: Dynamics
- History of 15 years
- Quoted on the WSE in 2016
- First major home delivery platform
- Largest food delivery platform to date
  - Market leader (Strength)
- Freewheeling opportunism pursued
  - Exploiting a demand gap
    - Online shopping
    - Fast food
- Focused on younger demographics
- Operations
  - Outlets: 12,000
  - Catchment areas: 190
  - Dark kitchens: 23
- Deals with 5 restaurant brands (Oppurtunity)
  - Taystburger (Burgers)
    - Largest burger chain in Westaria
    - Branches: 4,400
    - Quoted company
    - Believes in innovation
    - Offerings
      - Breakfast menu
      - Main menu
      - Desserts
      - Drinks (hot or cold)
  - SteemPizza (Pizzas)
    - Largest pizze restaurant in Westaria
    - Branches: 2,400
    - Offerings
      - Pizzas
      - Drinks (hot or cold)
  - Bagetto (Sandwiches)
    - Second largest chain in Westaria
    - Branches: 3,200
    - Offerings
      - Sandwiches
      - Drinks (hot or cold)
  - Lusc chicken (Fried chicken)
    - Second largest chain in Westaria
    - Branches: 2,600
    - Offerings
      - Fried chicken
      - Fries
      - Drinks (hot or cold)
      - Desserts
  - Bonigans (Bakery)
    - Branches: 3,400
    - Offerings
      - Pastries
      - Ready-made sandwiches
      - Cakes

	combination of toppings, each of which is priced on the menu. The company also sells a range of cold soft drinks. Steempizza restaurants tend to be busy from 12.00pm to 2.00pm and from 6.00pm until 10.00pm.
Baggetto	Baggetto is Westaria's second largest sandwich chain, with 3,200 branches. It sells sandwiches made with freshly baked baguette rolls and various salads, cheeses and meats. It also sells a range of hot drinks and cold soft drinks. The restaurants open at 7.00am and close at 6.00pm. Baggetto's peak time is from 11.00am until 1.00pm, with customers buying lunch while at work. Restaurants also tend to be busy from 7.00am until 9.00am, with customers buying toasted sandwiches for breakfast to eat at work or buying sandwiches to eat for lunch later in the day.
Lusc Chicken	Lusc Chicken is Westaria's second largest chain of fried chicken restaurants, with 2,600 outlets across the country. Lusc Chicken sells fried chicken pieces, usually accompanied with fries. It also sells desserts, hot drinks and cold soft drinks. The restaurants open at 11.30am every day and close at 10.00pm. Lusc Chicken's busy time is from 11.30am until 2.00pm and from 5.00pm until 9.00pm.
Bonigans	Bonigans is a chain of bakery shops that sell sweet and savoury products that can be eaten immediately or taken home. It has 3,400 shops. Bonigans sells both hot pastries, including pasties and sausage rolls, for immediate consumption. It also sells a range of ready-made sandwiches that are wrapped in plastic film. The company also sells a wide range of cakes. The shops open at 8.00am and close at 6.00pm. Their food counters tend to be busy from 8.00am until 9.00am, with customers buying food for breakfast and wrapped sandwiches to eat during their lunch break at work. There is a second peak from 12.00pm until 2.00pm when customers buy pastries, sandwiches and cakes for lunch.

Overall Analysis

Commented [TCS16]:
Overall Analysis
- Working with market leaders and large players (Strength)
  - Good for reputation & revenue
    - Revenue depends on;
      - Derived demand
      - Collaborative relationships
- Overreliance on restaurant partners exposes us to reputational and operational risk (P3)
- Can't Snakwheel expand globally?
  - If so, Snakwheel will be exposed to Country, Legal & Forex risks

Snakwheel's IT system

Snakwheel has a highly integrated IT system that enables it to offer customers an efficient service. That integration involves extensive connectivity:

- Snakwheel has a data centre at a secure location, with significant high speed bandwidth for external communications. The data centre is backed up in real time to a hot backup site.
- Customers place orders using their smartphones, tablets or personal computers. Customers are required to install an app to each device that they intend to use to place orders with Snakwheel.
- Restaurants receive orders via a hardware device supplied by Snakwheel. The device is effectively a tablet that connects to Snakwheel's data centre using mobile phone networks. Restaurants can, if they wish, integrate their Snakwheel tablets into their point of sale software or they can use them as standalone devices.
- Snakwheel's couriers use a separate app to receive instructions and to return data to the company.

Snakwheel's data centre has two main functions:

Managing capacity	The data centre's software keeps track of the number of orders placed at any given restaurant that have not yet been despatched. The software uses an algorithm to estimate the despatch time for any further orders that are received for that restaurant. If the food will not be delivered on time then the software warns the customer and offers a choice between accepting the delay, cancelling the order or ordering from a different chain's menu. The software also keeps track of the availability of couriers who are available in each delivery district. The software uses a different algorithm to determine whether there are sufficient couriers online. If there are not, then the software invites additional couriers to make themselves available. In the meantime, customers will be warned of any expected delay in delivery.
Managing operations	The data centre manages the whole process of ordering and delivering food from the customer's initial order until the food has been delivered.

The following diagram is a simplified version of the data flows that occur when a customer orders food using the Snakwheel app. In this case, the order will be collected and delivered by Snakwheel's courier.

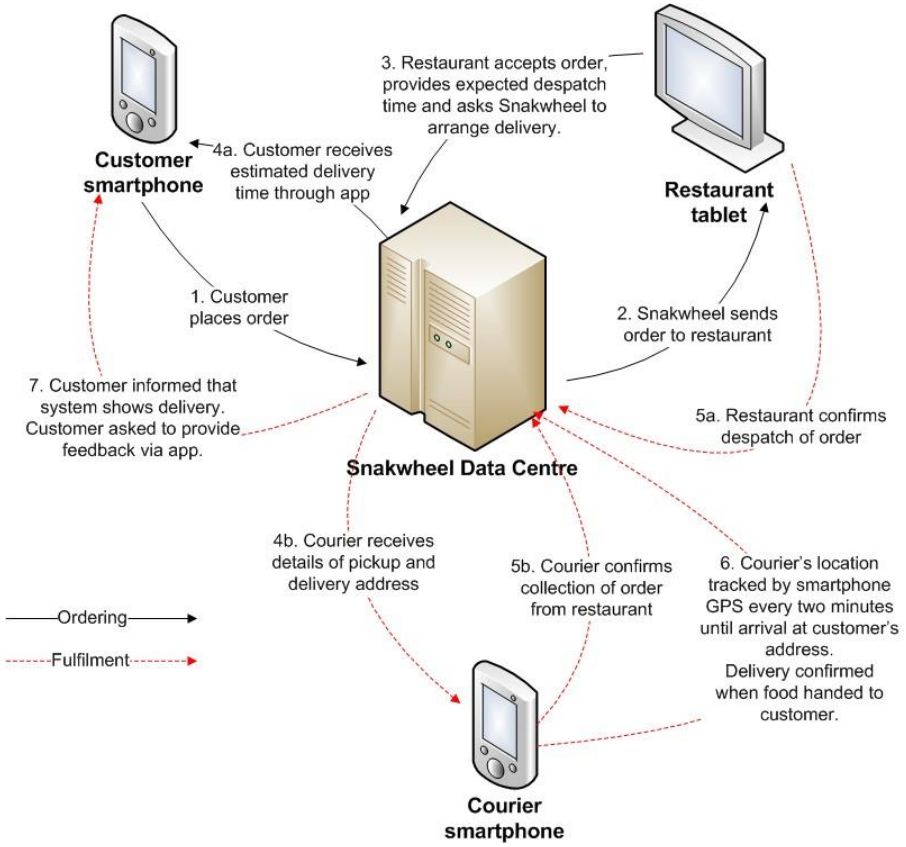
Some customers are located within the range of more than one branch of any given restaurant chain and so Snakwheel's software may have to select the most efficient allocation of orders, allowing for the location of available couriers and the demand at any given branch at the time of receiving the order. For example, Baggetto has several branches in some city centres and so it may be necessary to decide which will be used to fulfil a lunch order.

If a customer happens to be located in one of the few areas that does not have a local branch of each of the restaurant chains, then the app will restrict the customer's choice to chains that are within the delivery range. The app also takes opening hours into account. For example, Bonigans branches close at 6.00pm and so customers cannot place orders after that time.

Commented [TCS17]: IT System
- Highly integrated
- Aims to offer efficiency to customers
- Technical nitty-gritties
  - Data Centre
    - High-speed bandwidth used
    - Backed up in real time
    - Integrates Snakwheel with
      - Customers
      - Restaurants
      - Couriers
        - Data security risk
  - Sales driven via apps
  - Restaurants receive orders via tablets
    - Can integrate with their PoS systems
  - Couriers use a different app

Commented [TCS18]: Data Centre: Functions
- Capacity management
  - Tracking orders and dispatches
  - Algorithm are used to estimate;
    - Dispatch times
    - Order allocation
    - Delivery ranges
    - Delays in orders
    - Track courier availability
    - Sending courier invites
- Operations management
  - Order tracking
  - Delivery tracking

Overall Analysis
- Heavy dependence on the data Centre
- Heavy dependance on internet bandwidth
- Heavy dependance on algorithms used
- Disruptions of any leads to business failure
- Runs a centrally owned data center
  - Good for control and security



Snakwheel's operations depend heavily on 3 pieces of software:

Interaction with restaurant chains (steps 2, 3 and 5a)	The Data Centre runs a software package that was originally designed to support online retail. That package was recommended by a third-party IT consultancy, whose programmers adapted the software to meet Snakwheel's needs. The software package downloads customer orders to a tablet in each restaurant from which deliveries are made. Software in each tablet then uploads the order to the restaurant's own systems. Enabling that upload was complicated by the fact that each of the fast food chains served by Snakwheel has a different system. Fortunately, there were only 5 chains and so 5 different systems. Enabling the tablets to interact with restaurant systems prevents the inefficiency that would otherwise have arisen. Restaurant staff would have had to have constantly checked the tablet's screen in order to tell whether any delivery orders had been received. Snakwheel owns the rights to use this package, but it must pay a licence fee for any restaurant tablets that are added to the system. An IT consultancy conducts any routine maintenance on the system in return for a fee.
Interaction with customers (steps 1, 4a and 7)	Snakwheel's in-house IT staff have developed an app that can be downloaded from the company's website. The restaurant chains are responsible for updating menus and opening hours, accessing their own separate files at the Data Centre. That ensures that customers have the latest information about product availability and pricing. The information that is shared with the customer regarding estimated delivery times is based on data provided by the software package that powers interaction with the restaurant chains.
Interaction with couriers (steps 4b, 5b and 6)	Snakwheel's in-house IT staff have developed an app that updates couriers about collections and deliveries and tracks couriers' locations.

Commented [TCS19]: Interaction software used
- **Restaurant chains**
  - Online retail software
  - Owned by Snakwheel
  - A license fee is paid when integrating restaurants' tablets
  - Routine maintenance done by an IT consultant for a fee
    - Operational issues within consultant exposes us to integration issues
  - Functionalities
    - Download customer orders
    - Order placement to restaurants' system
      - 5 different systems used due to integration issues (Weakness?)
        - Probable inefficiencies due to duplication
- **Customers**
  - Via an app, built in-house
  - Functionality
    - Information sharing between customers & restaurants
- **Couriers**
  - Via an app, built in-house
  - Functionalities
    - Tracking couriers
    - Informing couriers about collections & deliveries

Overall Analysis
- Business operations heavily depend on use of integrated software
- A mix of in-house & 3rd party software used
  - Should we keep in-house/ outsource?
    - Be prepared to discuss relevance of either option
- High level of interdependence between various stakeholders & software
  - Close collaboration is key to avoid inefficiencies and conflicts

The data centre records significant amounts of data in respect of each transaction. For example, the company has a substantial database of data relating to delivery times, customer satisfaction responses, ordering patterns and so on. That data has been analysed extensively to give the company detailed insights into, for example, the impact of bad weather on delivery times.

The data centre maintains detailed records of customer feedback and of the activity on individual customer accounts. That data can be used to target customers who have not ordered recently, perhaps by emailing a discount voucher.

Snakwheel's data centre also processes payment requests from customers' banks and credit card companies, and maintains records of payments due to restaurants, net of commissions.

Commented [TCS20]: Data Centre: type of data recorded
- Delivery times
- Customer satisfaction
- Ordering patterns
- Weather conditions
- Customer tracking
- Payment requests
  - From customers' banks & credit cards
  - Payments due to restaurants

Overall Analysis
- Significant amounts of data gathered
- Data analytics improves decision making
- Should uphold
  - Data security
  - Data privacy
  - GDPR

Snakwheel's couriers

Snakwheel has 3,000 couriers who are full-time employees of the company and a further 23,000 couriers who work as independent contractors.

The full-time couriers are based in six major cities. They start work in time for breakfast deliveries on weekday mornings and finish in the late afternoon. Most of their time is spent on workplace deliveries to city-centre addresses.

Full-time couriers log in via an app on their smartphones at the start of their shift. The app confirms that they are within their designated areas of operation. Each courier then receives details of his or her first assignment, which involves collecting an order from a specific restaurant or dark kitchen and delivering it to the customer's address. In the interests of efficiency, couriers may be allocated additional collections while they are on the way to a restaurant. That enables them to make two or more collections from the same location and deliveries to addresses in the same neighbourhood. The smartphone apps show each courier as "occupied" until all assigned deliveries have been made. Then the cycle repeats itself, with further assignments for the remainder of the day.

Couriers log out of the system at the end of their shifts.

Snakwheel reimburses full-time couriers' expenses for the cost of using their own vehicles. Data collected from the smartphone apps enables Snakwheel to keep track of the distance travelled during each shift by each full-time courier. The company reimburses full-time couriers on the basis of a standard rate per kilometre.

Snakwheel's independent contractors have a little more flexibility over their working hours. Each is based in one of the cities or towns in which Snakwheel operates. Couriers use their smartphone app to indicate the days and times that they wish to work. Software at the data centre matches expected courier availability against forecast demand, based on historical data. The system adjusts staffing levels by inviting couriers to change to different times or to work additional hours so that a satisfactory number of couriers is available at any given time. Couriers who demonstrate flexibility are given priority in future requests for time.

Independent contractors are not employees. They can work as many hours per week as they wish, although Snakwheel expects contractors to commit to at least 10 hours per week if they wish to remain eligible to work for the company. Contractors are expected to inform Snakwheel if they plan to take a holiday or will be absent because of illness.

Snakwheel pays independent contractors a fixed fee for every delivery. The same fee is paid regardless of the time taken or the distance travelled. Snakwheel does not pay expenses, so the contractors are expected to meet the cost of running their personal vehicles from their fee.

Independent contractors use the same app as full-time couriers. They log on at the beginning of their agreed work periods and the system checks that they are in their assigned locations. The system allocates collections and deliveries in exactly the same way as for full-time employees, including attempts to enhance efficiency.

All couriers, whether full-time or independent contractors, are evaluated on the basis of factors such as feedback received from customers and the number of deliveries made during a shift or work period.

Commented [TCS21]: Couriers

- Full time employees: 3,000
- Independent contractors: 23,000
- Order collections & deliveries are allocated via the app
  - The same app is used on all couriers
- Performance evaluation (KPIs)
  - Customer feedback
  - Number of deliveries made
- **Full timers**
  - Work from morning until late afternoon
  - Controlled via an app
    - Assigning orders
    - Assigning additional orders on-the-go
    - Tracking couriers
  - Payments
    - Vehicle expenses are reimbursed
    - Reimbursed based on std. rate per km.
- **Independent contractors**
  - Flexible working arrangements
  - Should work 10 hrs. per week
  - Should inform Snakwheel before taking holidays or if sick
  - Preference given to readily available contractors
  - Controlled via the app
  - Payments
    - Vehicle expenses are not reimbursed
    - Fixed fee paid per delivery, regardless of distance travelled or delivery time
      - Could motivate couriers to not accept long distance deliveries

Extracts from Snakwheel's annual report

Snakwheel's mission and values

Our mission

Snakwheel's mission is to enable consumers to buy Westaria's best fast food without leaving their homes or workplaces.

Our core values

Our customers come first.	Snakwheel's customers are trusting the company to deliver delicious fast food quickly and safely.
We make life simple.	Snakwheel's customers can use a single app to order their favourite items from their preferred restaurants.
We are team players.	Snakwheel works closely with restaurant chains to create sustainable value for their stakeholders and for ours.
We make things happen.	Snakwheel has grown steadily since its creation. We are constantly improving our service and attracting new customers.
We take care of our employees.	Snakwheel provides challenging and secure employment.
We create opportunity.	Snakwheel offers an environment in which the independent contractors who deliver for us can flourish as individuals and work at a pace that suits their needs.

Commented [TCS22]: Mission: Reason for being
- Customer focused
- Main aim: offering convenience

Commented [TCS23]: Values: Norms or beliefs
- Customer first attitude
  - Deliver delicious fast foods
  - Quickly and safely
    - Probable KPIs
- Simplicity in operations
- Create sustainable value for all stakeholders
  - Customers
  - Restaurants
- Continuous improvement and value creation
- HRM
  - Employees
    - Job security
    - Challenging jobs
  - Independent contractors
    - Flexible working arrangements

Overall analysis
- Need to analyze stakeholders in relation to their power and interest (E3)
- Internal controls need to be imposed to ensure data security, data privacy & cybersecurity (P3)
- Should we consider sustainability (F3)?
  - GRI / IR?

Snakwheel's Board of directors

Esma Asil, Non-Executive Chair

Esma has had a long and distinguished banking career, rising to the main board of a major commercial bank. In addition to her role on Snakwheel's Board she serves on the Board of two major charities.

Esma joined Snakwheel's Board in 2018.

Ahmad Farah, Chief Executive Officer (CEO)

Ahmad has a PhD in software engineering.

Ahmad joined Snakwheel as a senior programmer in 2009. He was instrumental in developing the specification for a major update to the company's software. Ahmad was promoted to Head of Data Centre in 2014. He joined the Board as Chief Information Officer in 2016 and was promoted to CEO in 2019.

Eleni Sakellariou, Chief Operating Officer (COO)

Eleni joined Taystburger's graduate entry scheme after graduating from university. After a spell as assistant manager at one of the company's largest branches, she moved to the company's Head Office, specialising in logistics.

Eleni joined Snakwheel as Head of Fulfilment in 2014. She was promoted to the Board as Chief Operating Officer in 2017.

Peter Fodya, Chief Finance Officer (CFO)

Peter is a qualified accountant. He trained with Westaria Bread, a major food manufacturer. Peter subsequently held a number of roles, including a period as head of internal audit with a major airline.

Peter joined Snakwheel's Board as Chief Finance Officer in 2018.

Rashida Tull, Marketing Director

Rashida's background is in retail marketing. She has held several senior marketing positions, including Head of Promotion at Westaria's second largest supermarket chain.

Rashida joined Snakwheel as a senior marketing manager in 2016. She was promoted to the Board in 2020.

Joel Williams, Chief Information Officer (CIO)

Joel has held a number of senior IT roles, including Head of Software Development at a major manufacturer of mobile phones.

Joel joined Snakwheel as Head of IT Security in 2017. He was promoted to the Board in 2021.

Yu Tsai, Senior Independent Non-Executive Director

Yu has had a long and successful career in Westaria Rail. She started as a graduate trainee in Human Resources and worked her way up to a seat on the Board before retiring from full-time employment. She continues to advise the Westarian Government on matters relating to public transport.

Commented [TCS24]: Non-Exec Chair
- Former Banker (board member)
- Board member on 2 major charities
- Experience at Snakwheel: 04 years

CEO
- PhD is software engineering
- Experience at Snakwheel: 13 years
- Held many senior roles within Snakwheel
  - Senior programmer
  - Former head of data centre @ Snakwheel
  - Former CIO@ Snakwheel

COO
- Experience at Snakwheel: 08 years
- Former head of Fulfilment at Snakwheel
- Background
  - Food industry
  - Logistics

CFO
- Experience at Snakwheel: 04 years
- Background
  - Audit
  - Food manufacturing

Marketing Director
- Experience at Snakwheel: 06 years
- Background
  - Retail marketing
  - Former head of promotions in Westaria's second large supermarket chain
  - Former senior marketing manager at Snakwheel

CIO
- Experience at Snakwheel: 05 years
- Former head of IT security at Snakwheel
- Former Head of software development

SINED 01
- Experience at Snakwheel: 01 year
- HR background
- Experience in the transportation sector
- Advisor to the government

INED 01
- Experience at Snakwheel: 02 years
- Board experience at a major retailer

INED 02
- Experience at Snakwheel: 03 years
- Former Finance Director
- Experience in the leisure industry

General Analysis
- Heavily experienced Eds and INEDs
- Appropriate industry knowledge
- Appropriate experience within Snakwheel
- Good mix of INEDs
  - Strengths

Yu joined the Snakwheel Board in 2021.

Volodymyr Rizun, Independent Non-Executive Director

Volodymyr has served on the board of a major retailer. He has retired from full-time employment and was invited onto Snakwheel's Board as a non-executive in 2020.

Eliana Nakano, Independent Non-Executive Director

Eliana has worked extensively in the leisure industry. Her career has included 5 years as Finance Director of a major cruise line. She joined Snakwheel's Board as a non-executive director in 2019.

Areas of functional responsibilities

Ahmad Farah Chief Executive Officer			
Eleni Sakellariou Chief Operating Officer	Peter Fodya Chief Finance Officer	Rashida Tull Marketing Director	Joel Williams Chief Information Officer
• Order fulfilment • Human relations	• Financial reporting • Management accounting	• Advertising • Relationships with restaurants	• IT operations • Data management

Commented [TCS25]: Board composition
- Wide range of duties under the COO, CFO, CIO, and Marketing Director
- Appointment of a dedicated CIO is good for business
- Responsibility properly allocated

Membership of board committees

	Board committees			
	Audit	Risk	Remuneration	Nomination
Esma Asil Non-Executive Chair	♦		♦	♦
Yu Tsai Senior Independent Non-Executive Director	♦	♦		♦
Volodymyr Rizun Independent Non-Executive Director		♦	♦	♦
Eliana Nakano Independent Non-Executive Director	♦	♦	♦	

Commented [TCS26]: Board committees
- The Non-Exec Chair should not be in the Audit Committee
  - Governance Risk (P3)
- INEDs dominate all committees (Good)
  - Areas tested: Combined Code of Corporate Governance: UK

Snakwheel's principal risks

Risk impact	Risk mitigation
Consumer demand for the services provided by fast food platforms may decline.	Snakwheel advertises its service heavily in order to attract new customers. Delivery staff are required to complete online training in customer service before they can make their first delivery. Snakwheel makes heavy use of customer feedback to ensure that they are satisfied with their service. Snakwheel works closely with current and prospective restaurant partners to innovate in terms of updating menu options.
Restaurants may decide to terminate their arrangements with Snakwheel and rely on their own websites, apps and delivery services.	Snakwheel works constantly to develop ways to add value to the operations of its restaurant partners. Few restaurant chains, if any, could afford to create IT systems that would rival Snakwheel's in terms of the ability to gather data about customer behaviour and to expedite home deliveries. All historical data remains the property of Snakwheel.
Snakwheel depends on the brand reputations of the restaurants that it serves.	Snakwheel works with leading brands, who rely on their reputations to maintain their own businesses. Snakwheel provides feedback to restaurants on any issues that affect customer satisfaction, including delayed deliveries or problems with food quality.
Snakwheel's IT systems are complex and highly integrated. Orders cannot be processed if any part of the system fails.	Snakwheel has a dedicated Chief Information Officer (CIO) on its Board. The CIO provides strategic leadership on all aspects of IT operations and security. The company's Data Centre is staffed by highly qualified experts in their respective areas of specialisation. A hot backup site at a remote location mirrors the Data Centre at all times, thereby reducing the company's dependence on the primary site.
Customers can store personal data, including payment details, in their accounts. Any breach of privacy will impact customer confidence.	Snakwheel invests heavily in IT security. Customers receive regular messages concerning the security of their accounts.

Commented [TCS27]: Successful risk mitigation strategies adopted
- Heavy advertising
- Seeking customer feedback
- Close collaboration with restaurant partners
- Training delivery staff online
  - Is online training adequate?
  - Tech backed demand forecasting?

Commented [TCS28]: Appropriate risk mitigation strategies adopted
- Collaborate with partners to add value to their operations
- Historical data is owned by Snakwheel
- Betting on the inability of restaurants to invest on IT
  - Extremely vague
  - Solution: Provide ever increasing value to restaurants via IS and IT which is hard to replicate, thereby increasing their dependance on us

Commented [TCS29]: Successful risk mitigation strategies adopted
- Working with leading brands
- Keeping restaurants informed about issues

Commented [TCS30]: Successful risk mitigation strategies adopted
- Appointing a dedicated CIO
- Employing highly qualified experts
- Hot backup at a remote location

However, integration is heavily reliant on bandwidth (internet) services providers
- This risk has not been considered
- Solutions
  - Strong contracts (SLAs)
  - Monitor adherence to SLAs with heavy penalties for non-performance

Commented [TCS31]: Successful risk mitigation strategies adopted
- Heavy investments on IT security
- Informing customers about data security

Delivery services are heavily dependent on the recruitment and retention of couriers who can provide their own transport.	Snakwheel pays close attention to the numbers of applicants for courier positions, both full-time and as independent contractors. Remuneration levels are comparable with those offered by competitors.

Commented [TCS32]: Risk mitigation strategies adopted could improve
- Paying industry standard remuneration
  - Can we pay slightly higher remuneration to increase retention?
- Paying close attention to applicants
  - How?
    - Run extensive background checks
    - Determining appropriate controls
      - Use uniform KPIs to measure quality of deliveries

Financial Statements

Commented [TCS33]: Please refer to **the Financial Analysis Video** and **Slides** to gain an in-depth understanding of Snakwheel's & Munchbike's Financial Statements.

Snakwheel Group
Consolidated statement of profit or loss
for the year ended 31 December

	2021 W$ million	2020 W$ million
Revenue	1,264	1,062
Operating costs	(822)	(722)
Operating profit	442	340
Finance costs	(74)	(66)
	368	274
Tax expense	(52)	(38)
Profit for the year	316	236

Snakwheel Group
Consolidated statement of changes in equity
for the year ended 31 December 2021

	Share capital W$ million	Retained earnings W$ million	Total W$ million
Opening balance	1,000	5,160	6,160
Profit for year		316	316
Dividend		(110)	(110)
Closing balance	1,000	5,366	6,366

Snakwheel Group
Consolidated statement of financial position
as at 31 December

	2021 W$ million	2020 W$ million
Assets		
Non-current assets		
Property, plant and equipment	4,424	4,200
Goodwill	840	840
Software	1,896	1,809
	7,160	6,849
Current assets		
Trade receivables	108	92
Bank	237	228
	345	320
Total assets	7,505	7,169
Equity		
Share capital	1,000	1,000
Retained earnings	5,366	5,160
	6,366	6,160
Liabilities		
Non-current liabilities		
Borrowings	983	885
Current liabilities		
Trade payables	101	85
Tax liability	55	39
	156	124
Total equity and liabilities	7,505	7,169

Extract from competitor's financial statements

Munchbike Group
Consolidated statement of profit or loss
for the year ended 31 December

	2021 W$ million	2020 W$ million
Revenue	1,100	892
Operating costs	(737)	(523)
Operating profit	363	369
Finance costs	(96)	(108)
	267	261
Tax expense	(37)	(37)
Profit for the year	230	224

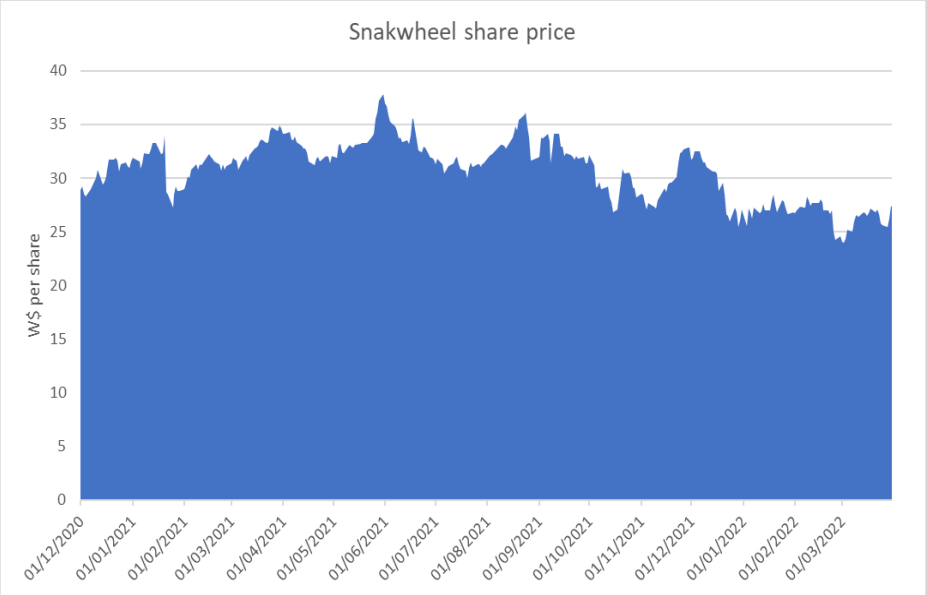
Munchbike Group
Consolidated statement of changes in equity
for the year ended 31 December 2021

	Share capital W$ million	Retained earnings W$ million	Total W$ million
Opening balance	700	4,305	5,005
Profit for year		230	230
Dividend		(113)	(113)
Closing balance	700	4,422	5,122

Munchbike Group
Consolidated statement of financial position
as at 31 December

	2021 W$ million	2020 W$ million
Assets		
Non-current assets		
Property, plant and equipment	3,893	3,747
Goodwill	300	300
Software	1,752	1,620
	5,945	5,667
Current assets		
Trade receivables	132	125
Bank	162	354
	294	479
Total assets	6,239	6,146
Equity		
Share capital	700	700
Retained earnings	4,422	4,305
	5,122	5,005
Liabilities		
Non-current liabilities		
Borrowings	960	991
Current liabilities		
Trade payables	121	116
Tax liability	36	34
	157	150
Total equity and liabilities	6,239	6,146

Share price history



Snakwheel's beta is 0.7.

Commented [TCS34]: Share Price Performance
- Highest: W$ 37
- Lowest: W$ 24
- Closing price: W$ 27
- Overall Analysis
  - Stable share price
  - The industry is mature
  - Well-regulated stock exchange
    - Refer to efficient market hypothesis (F3)

Commented [TCS35]: Beta of 0.7 implies that the company's shares are less risky relative to market average
- Easy to raise equity finance
- Attracts conservative investors

News stories

Happy Comic

Readers' questions

Question: My parents sometimes use the Snakwheel app on their smartphones to order food from Steempizza. They are complaining that they have to scroll down to get to the Steempizza tab on the app. It used to be near the top. Why is that?

Martine, age 12

Answer: Snakwheel allows you to order food from several different restaurant chains. The chains believe that they will sell more meals if their tabs are near the top when the app is opened. The restaurant chains pay a fee to be near the top. Presumably, one of the other chains offered to pay more for a better place and pushed Steempizza down the list.

All of the home delivery services do this.

If your parents like pizza then I am sure that they will be prepared to scroll down until they find Steempizza on the app.

Commented [TCS36]: • Additional revenue stream
• Industry dynamic

Happy Comic

Readers' questions

Question: My family was staying overnight at a hotel after visiting my aunt and uncle. My parents were ordering food on the Snakwheel app. I wanted a burger and fries from Taystburger and my sister wanted a cheese and tomato baguette from Baggetto. We couldn't find the Baggetto tab anywhere on the app. It was there next day when we got home and were ordering lunch. Why did Baggetto disappear from the app and then come back?

Tom, age 13

Answer: There are two possibilities.

Apps can track the location of the device that is being used to communicate with an IT network. Fast food delivery services like Snakwheel check the location of the user's smartphone or tablet when the user signs onto the app. Software identifies the restaurants that are close enough to the user to enable a delivery and only those menus are shown on the app. Perhaps you were within delivery range of the nearest Taystburger, but not the nearest Baggetto.

The app also checks which restaurants are open when the order is being placed. Baggetto's restaurants close at 6.00pm while Taystburger's are open until much later. The app will only display tabs for nearby restaurants that are actually open for business.

I hope that you enjoyed your burger and fries.

Commented [TCS37]: App uses location tracking
- Can adopt IoT to increase value to customers

Commented [TCS38]: Can't Snakwheels show info about restaurants, even if services are unavailable?
- Better to indicate the reason for non-availability, to better inform customers

Westaria Telegraph

The business of home delivery

The market for restaurant food has been transformed by the so-called platforms that offer online ordering and delivery. There is a growing trend for consumers to use those services as an alternative to visiting their favourite restaurant and eating there.

Restaurants are finding that this phenomenon is increasing total demand for restaurant food. Consumers enjoy the convenience, especially when the alternative is often to eat in a fast food restaurant that has been designed to look bright and inviting from the outside, but quickly proves to be designed to discourage customers from sitting and lingering over their meals.

Delivering food frees restaurants from the constraints imposed by the number of guests who can be seated at any given time. Most restaurant kitchens can cope with home delivery orders even when all of the tables are full. That can make busy periods, such as weekends, far more lucrative for restaurant owners.

85% of deliveries are to homes and 15% to work addresses. Weekends are significantly busier than weekdays.

Collectively, the food delivery platforms have achieved a 55% penetration of the total potential Westarian market for fast food deliveries. Industry analysts believe that the market is now mature and that penetration is unlikely ever to exceed 65%.

Consumers tend to be satisfied with the service that they receive but expect deliveries to be prompt. Delivery times of up to 1 hour are acceptable, especially at peak times, but any longer tends to cause complaints.

The vast majority of consumers use a single portal for all of their orders. Hardly any download two or more apps. Customers usually remain loyal once they have signed up. Fewer than 20% of those who sign up for a portal subsequently change to another.

Commented [TCS39]: Home Delivery: Industry dynamics

- The industry has positively impacted;
  - Restaurants (Increased sales)
  - No constraints in serving customers
  - Customers (Increased convenience)
    - The industry is a major innovator and disruptor (Opportunity)
- Deliveries
  - Homes: 85%
  - Offices: 15%
  - Weekends are busier
- Penetration to the fast-food deliveries market
  - Current: 55%
  - Future: Unlikely to exceed 65%
    - Mature market
- Customers prefer prompt deliveries
  - Acceptable delivery time (peak): 1 hr.
- High levels of customer loyalty
  - Most use a single platform
  - Less than 20% change to another portal

Extracts from Mo Terbike's Blog

Good night last night!

I have just broken my personal record for a single evening's earnings since I started delivering for Munchbike. I have lived in Newtown all my life and I was really excited when our local soccer team made it through to the Cup Final, but I decided that there would be lots of dedicated fans who wanted to watch the game on television and they would be too excited to cook.

I logged into the Munchbike delivery app at 3.00 in the afternoon and was given a job within 2 minutes. I made my collection and delivery and had another job within seconds of confirming that I was available again. It was like that all night! It was nothing like a typical midweek evening when it can take up to 20 minutes to be assigned a collection after confirming a delivery.

I didn't realise until much later in the evening that most of the other couriers in town had decided not to work because they wanted to watch the game. That meant that there was more than enough work to keep the few couriers who were working busy all night, which is great when you get paid a fee for every delivery.

Luckily for me, Newtown United scored a goal early in the match and were ahead all through the game. The customers were really happy and they were really generous with their tips!

I kept going until the last local restaurant closed at 11.00 that night.

COMMENTS

I wonder whether the customers would have been as generous if their team had been losing the game.

Burger Fan

I was also making deliveries, but in the hometown of your team's opponents. I was just as busy as you were.

Pizza Warrior

Courier blues

Munchbike asked me to work from 5.00pm to 10.00pm last night because their system reckoned that they would be short of couriers. I arrived in my district in plenty of time and logged in through the app. And then … nothing! It was 5.30pm before I was given my first delivery and work was slow all night. I'm not sure why people weren't ordering food for delivery, but I earned hardly anything. I only made 6 deliveries in the course of the evening.

The manager at Brineburger lets me sit in his restaurant when things are quiet and I spent the last 90 minutes of my shift just sitting there wishing that my phone

Commented [TCS40]: Experience of courier service providers
- Customers usually give generous tips
- Usually takes 20 to 30 minutes for an order to be assigned on a normal day
  - Availability of couriers affect order assigning
- Mo Terbike pays based on number of deliveries made
  - Platforms lose couriers if a low number of deliveries are made
  - Platforms are working to rectify the issue

Possible exam scenario: Courier issues

would ping to say that I had a collection. At least the staff took pity on me and gave me a free double burger and large fries at closing time, so I was well fed before I went home.

.

COMMENTS

I hate it when that happens. It is really boring when there is nothing to do and we only get fees and gratuities when we make deliveries.

Hotbox Hero

I have evenings like that too, although the platforms are getting better at making sure we're busy. They have worked out that they lose couriers when there are too many quiet shifts.

Speed Waiter