

All for users, Strive for more users



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EXECUTIVE SUMMARY

This article mainly analyzes the external and internal environment of Grubhub as a whole from the perspective of enterprise strategic management, combined with the research and understanding of Grubhub, an American enterprise, with DoorDash and Uber Eats in the same industry in the United States as a reference, summarizes the problems in Grubhub's strategic management, selects the strategy suitable for the future development of Grubhub, and puts forward some countermeasures to promote the smooth implementation of the strategy. The ultimate goal is to enable Grubhub to provide better services for signed merchants and consumers, so as to ensure Grubhub's future resilience and sustainable competitive advantage in the context of the pandemic.

Grubhub, NASDAQ stock code GRUB.US, founded by Mike Evans and Matt Maloney in Chicago, Illinois in 2004, is the earliest online food delivery & takeout platform enterprise in the United States, with more than 320,000 restaurant partners in more than 4,000 cities, website is <https://www.grubhub.com/>. In recent years, the company's market share in the United States has decreased year by year. In 2020, the company was acquired by European Just Eat Takeaway Company, which is now a wholly-owned subsidiary of it.

The strategic analysis methods used in this paper mainly include Porter's five forces analysis method and the SWOT analysis method. The Blue Ocean Strategy method is used to propose a strategic plan. The Five Cs are used to analyze strategy implementation. The overall framework is strategic analysis, strategic selection and strategic implementation.

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1 INTRODUCTION

Under the wave of "Internet+", a variety of life services have undergone disruptive changes, and the vigorous development of online food delivery & takeout is particularly noticeable. Especially under the impact of the epidemic since 2020, online food delivery & takeout is more critical to the catering industry. The online delivery & takeout industry in the United States is no exception. It is booming and deeply rooted in the people's hearts.

The important thing in the delivery & takeout industry is customers, which includes not only the merchants registered on the platform, but also consumers. both of which are indispensable. If the delivery & takeout enterprise wants to succeed, it must firmly grasp the key factor of customers.

Grubhub, founded in 2004, is the earliest food distribution and delivery platform enterprise in the United States. In recent years, its market share in the United States has declined year by year. In 2020, it was acquired by the European Just Eat Takeaway Company, which is now its wholly-owned subsidiary (Conger Kate, 2020). At present, DoorDash, a newcomer, accounts for 60% of the U.S. meal delivery market, Uber Eats accounts for 24%, and Grubhub only accounts for 13% (Satariano Adam, 2022). The customer loss is particularly serious.

What's the problem with Grubhub from the originator of delivery & takeout to selling for survival? How does it keep losing customers and markets? What kind of development strategy should it choose? How should it adjust and implement the new strategy?

Through a series of research methods of strategic management, this article will analyze the internal and external environment of Grubhub, select a strategy suitable for its

development, and propose some countermeasures to promote the smooth implementation of the strategy. The ultimate goal is to provide customers with better and more convenient services to win back lost customers and markets, and ensure Grubhub's future resilience and sustainable competitive advantage in the context of the pandemic.

2 MAIN FINDINGS

Analysis of Grubhub's external and internal environment

2.1 External environment analysis.

Porter's Five Forces Model is a common external environment analysis method in strategic management. It can be used to analyze the competitiveness of an enterprise. Michael E. Porter believes that there are five forces that determine the competitiveness and viability of an enterprise: Competition in the industry, Potential of new entrants into the industry, Threat of substitute products, Power of suppliers, and Power of customers (Michael E Porter, 1998, p.26).

2.1.1 Competition in the industry.

The key to successful strategic management is to collect industry information and understand the competitive dynamics between different companies in the industry (Dess Gregory and McNamara Gerry, 2018, p.41). Enterprises must pay close attention to the changes in the competitive environment, and understand their competitive positions and each other's strengths and weaknesses. Only by understanding themselves and each other can enterprises create sustainable competitive advantages (Hooley Graham,2011, p.263). At present, there are mainly three domestic industry enterprises in the United States: Grubhub, the originator of the American food delivery & takeout industry, founded in 2004, Uber Eats, founded in 2016, and DoorDash, founded in 2013. According to the second survey and statistics report of Bloomberg cited by the New York Times on July 7, 2022, Grubhub controls about 13% of the U.S. meal delivery market, while DoorDash and Uber Eats control nearly 60% and 24% of the market shares respectively, and Grubhob's per capita sales are lower than its main competitors (Satariano Adam, 2022).

※Uber Eats

Although the enterprise was established late, its parent Uber is very famous for its taxi APP. The biggest feature of Uber Eats is that it can use Uber's mature vehicle driver database and strong logistics capabilities to provide distribution services throughout the United States, including not only restaurant food, but also various retail groceries. It can be seen that the advantage of Uber Eats is that, whether the restaurant has a delivery fleet or not, it can provide the restaurant with the most extensive delivery network, which is very attractive to the restaurant. According to the financial report of Uber Eats, in 2021, it generated revenues of \$8.3 billion, up 72% year on year. In the first three quarters of 2022, the revenues were \$2.512 billion, \$2.688 billion and \$2.77 billion respectively. It can be seen that its income has been rising steadily (David Curry,2022).

※DoorDash

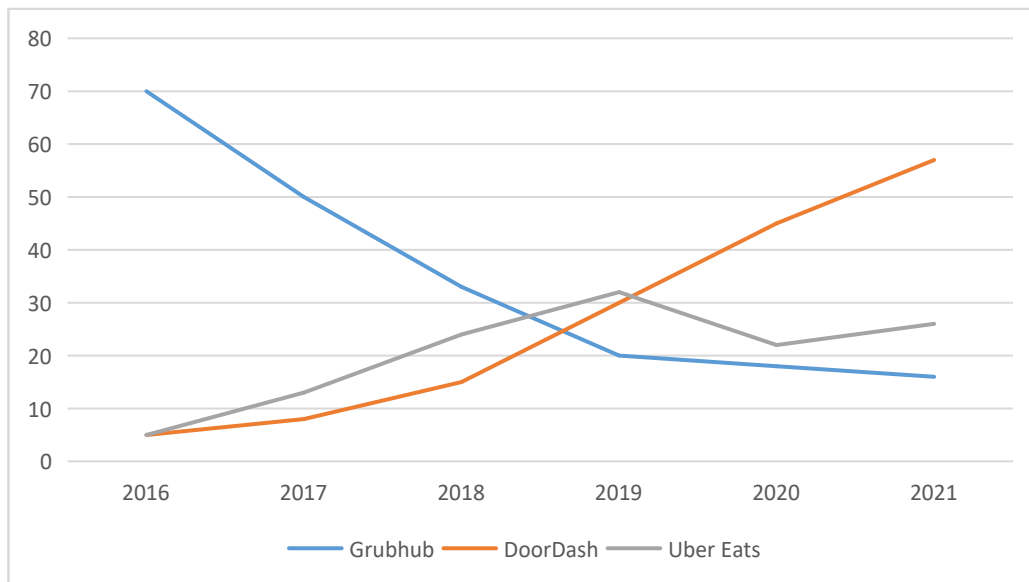
The enterprise was founded in a dormitory of Stanford University in 2013 by three Chinese students. Up to now, it has the largest market share among domestic food delivery & takeout enterprises in the United States. The biggest feature of DoorDash is that it pays attention to logistics and technology. DoorDash's meal ordering and distribution system can learn by itself and adjust based on the number, time point, estimated demand and other variables of the delivery staff; At the same time, DoorDash's technology has a good grasp of the preparation time of the restaurant's food to ensure that the delivery staff can arrive at the restaurant within the right time to receive the meal; In terms of distribution, DoorDash provides an automatic route planning algorithm to select faster routes. It can be seen that its biggest advantage is that it has applied popular technical means such as big data analysis and algorithms to the distribution business and has achieved great results, which has led to its market share and revenue rising sharply year by year. On August 5, 2022, DoorDash announced its financial report for the second quarter of the fiscal year 2022. The report shows that DoorDash's revenue

in the second quarter was \$1.608 billion, up 30% compared with \$1.236 billion in the same period of 2021(DOORDASH INC, 2022).

※Market share comparison of Grubhub, DoorDash and Uber Eats from 2016 to 2021.

According to the statistics of Bloomberg Second Measure, from 2016 to 2021, the market share of Grubhub will decline straightly year by year, from the industry leader to the enterprise with the smallest market share. DoorDash, on the other hand, has made rapid progress, with Uber Eats rising steadily. See the following figure for details (David Curry, 2022).

Figure 2.1: Market share comparison of Grubhub, DoorDash and Uber Eats.



2.1.2 Potential of new entrants into the industry.

When the prospect of an industry is optimistic and profitable, it will attract new competitive enterprises, which will increase the production capacity of the industry and require new market share and major resource division (Jean Garner Stead ; W Edward Stead, 2017, p.73). In addition, some large diversified enterprises often use their resource advantages to invade from one industry to another. Since 2020, in the context of the epidemic, delivery & takeout has gradually become an indispensable high-frequency

business in people's daily life. Many delivery & takeout enterprises have developed rapidly, obtained a large number of venture capital funds, and their market value has been rising rapidly. For example, China Meituan (Chiu Joanne,2021), the world's largest delivery & takeout platform, China Ele.me, an affiliate of Alibaba (The Economist, 2018, p.7), and so on.

To seize the market of other countries, large international delivery & takeout enterprises have taken such measures as acquisition and equity participation to enter the market. For example, Grubhub was acquired by Just Eat Takeaway, Europe's largest delivery & takeout enterprise. Some enterprises not in this industry before also want to share in this market. Uber Eat mentioned above is a newly established enterprise of Uber. Amazon and other enterprises with strong platforms and transportation capacity are also eyeing the industry. In addition, in the network era, technology is developing rapidly. Many companies seize the opportunity to grow rapidly with the strong investment of Softbank, Sequoia and other capital. DoorDash is an obvious example. All these bring risks and challenges to Grubhub's future development.

2.1.3 Threat of substitute products.

A substitute is a product that has the same nature as the original product and meets customer needs at the same time. It has characteristics or advantages in technology, price, quality and service. In particular, the following advantages of alternatives may affect the market: profitability of alternatives, business strategies of alternative manufacturers, switching costs of buyers, and buyers' preferences for alternatives (Robert M Grant, 2015, p.179).

For delivery & takeout enterprises like Grubhub, the biggest alternative is offline physical restaurants. The advantage of offline physical restaurants includes the following:

Consumers usually work under great pressure, or after staying at home for a long time, they will have a strong demand to go out and walk. After arriving at the physical restaurants, they can have multiple feelings of touch, hearing and smell, and obtain a state of mind that is different from their working state or home state, which is difficult for take-out food to provide. In addition, when people meet with their family, friends or business partners to have dinner in a restaurant, it is not important to eat, but to date and meet, which is irreplaceable for take-out food. Now many restaurants are also opened in shopping malls, shopping centers or commercial streets. Consumers usually shop at the same time after consuming in restaurants, which is also impossible for takeaway.

2.1.4 Power of suppliers

For delivery & takeout enterprises like Grubhub, Suppliers generally refer to restaurants registered on the platform.

According to Brett Helling's statistics, restaurants can choose how much commission they're willing to pay to use the Grubhub service, which ranges from 15 percent to upwards of 30 percent commission. In a nutshell, the more commission a restaurant pays from each order, the higher it will rank on Grubhub search listings. Restaurants with less than 15% commission can be listed on the platform, but these restaurants may never appear on the home page of search results in their region. Starting with a commission of about 20%, Grubhub will push the list to the top of its results. However, this does not mean that consumers will automatically log on to the home page. Restaurants can pay more commissions to Grubhub and lock in the ranking of these valuable search results. As a result, the highest ranked restaurants usually pay the highest service fees and usually get a 30% commission (Brett Helling, 2022). Cooperative restaurants usually hope that the platform can not only vigorously promote the restaurant, but also reduce or even

cancel the commission.

2.1.5 Power of customers

For delivery & takeout enterprises like Grubhub, Customers generally refer to consumers registered on the platform.

Grubhub's customers charge delivery fees every time they place an order. This fee will vary depending on the city they live in and the restaurant they order from. Typically, this shipping fee is between \$3.00 and \$10.00 (Brett Helling, 2022). Consumers generally hope that the platform will not charge delivery fee or charge little, and they also hope to get vouchers or discount coupons from the platform.

2.2 Internal environment analysis

The SWOT analysis method is an analysis method of its own strengths, weaknesses, opportunities and threats (Phadermrod Boonyarat; Crowder Richard M; Wills Gary B, 2019, p.195). SWOT analysis provides a good method for studying the internal environment of enterprises. It achieves this by assessing the strengths (what the organization can do) and weaknesses (what the organization cannot do) of the organization to match opportunities (potential advantages of the organization) and threats (potential disadvantages of the organization) (Pingali Venugopal, 2010, p.66). According to the analysis results, corresponding development strategies, plans and countermeasures are formulated. The strengths and weaknesses of Grubhub itself will be emphatically analyzed to find out its future development direction and propose strategies to reverse the decline of the enterprise.

2.2.1 Strengths

✕Long Industry Experience

Grubhub was established in 2004. After nearly 20 years of development, the enterprise's organizational management and operation model is relatively mature, with many loyal restaurants and consumers. In particular, older consumers tend to be nostalgic, prefer to use the original ordering mode and prefer to choose the original restaurant.

✂Relatively high profits

Grubhub adheres to the traditional delivery mode, that is, building a platform to attract restaurants, and matching consumers to complete transactions with the restaurant, but the delivery is completed by the restaurant itself. The advantage is that it will not need to invest a lot of money to hire and manage riders like DoorDash and Uber Eats. By getting rid of the uneconomic burden of rider expenditure, the company can maintain its gross profit margin.

✂New Acquisition Status

In 2020, after Grubhub was acquired by Just Eat Takeaway in Europe, the strength and influence of the enterprise were further enhanced. In July 2022, it cooperated with Amazon, the world's largest online shopping platform. Amazon acquired a 2% share of Grubhub, and Grubhub provided restaurant delivery services for Amazon Prime members, which will promote Grubhub to use Amazon's huge logistics network in the future, to expand distribution channels (Morales Christina, 2020).

✂Strong Brand Ranking

According to the article "Ranking List of the Best Delivery Service Applications" on the Digitaltrends website, Grubhub ranks first among similar applications in the United States (Erika Rawes; Jackie Dove; Erin Lawrence, 2021). This ranking makes the brand more famous in the online ranking, so that it can be found more by customers seeking meal delivery services.

2.2.2 Weaknesses

※Low market share

In the early stage of the incremental market, rapid accumulation of users and early establishment of barriers are far more important than profitability, especially for Internet enterprises. Grubhub has long insisted on making profits as its main goal, ignoring the core content of market share. With few platform concessions and less investment in distribution services, Grubhub's market share has plummeted in recent years, from 70% to 14% compared with 2016 (David Curry,2022).

※Weak delivery method

Grubhub didn't have a unified distribution system. The distribution of restaurants is independent. There is no standardized process for platform distribution. Consumers cannot know the distribution status in real time. The user experience and convenience are not comparable to those of platforms with unified distribution services. This leads to the lack of stickiness of the Grubhub platform, which makes it difficult to retain consumers. In the recent two years, Grubhub has had to compromise and adopt unified distribution in high-end cities, but it has missed the golden time to attract and retain users.

※Serious losses

Even in 2020, the year with the most serious epidemic and the hottest delivery industry, Grubhub also suffered a huge loss of 155.9 million dollars (Grubhub Inc, 2021), which led to its later having to sell itself for survival. Due to the limited cash flow, this may harm its daily operations. It may also limit its ability to obtain funds from financial institutions.

2.2.3 Opportunities

※Unprecedented growth in the industry.

In May 2021, the COVID-19 led to a 17% year-on-year increase in food distribution services. It is estimated that the distribution and takeout industry will grow to 200 billion dollars by 2025. From 2014 to 2020, digital food ordering and distribution increased by 300%; In addition, from February 2020 to April of the same year, the number of restaurants actively using online distribution and takeout services increased by 169%. With the new trend of the industry, GrubHub has huge growth opportunities (Business&Strategy Insights Team, 2022).

※Large incomes

Grubhub obtained new funds through the acquisition of Just Eat Takeout and Amazon to ensure their effective competition in the market. This can obtain the necessary solutions for enterprise operation to ensure higher customer satisfaction and the company's expansion strategy.

2.2.4 Threats

※Increased competition

The industry faces fierce competition from existing and new entrants to the market. GrubHub faces not only its main competitors DoorDash and UberEats, but also potential international well-known enterprises in the industry. In addition, e-commerce itself has been updated very quickly. These are quite challenging to the development of GrubHub, and they may lose everything if they are not careful. Failure to take a good step may lead to the destruction of the future.

※Shortage of unified distribution team

With the growth of the industry, the demand for standardized food distribution services has increased. Although GrubHub has tried to establish a unified distribution service in

some cities or certain fields in recent years, the shortage of riders and the high cost of management have threatened the company's continued existence.

3 CONCLUSION

Grubhub's future strategic choices

Grubhub should adjust its strategy to get out of difficulties and adapt to future development. Before determining the strategy, what is the strategic choice should be understood. The book *Exploring Strategy: Text and Cases* divides strategic choice into three parts: business strategy (business positioning choice relative to competitors), strategic direction (product, industry and market choice to pursue), and strategic approach (how to pursue strategy: organic, acquisition or alliance) (Richard Whittington; Kevan Scholes; Gerry Johnson, 2017, p.206). In determining strategic choices, some mistakes and misunderstandings should be avoided.

3.1 "Traps" of strategic choice

In the process of strategic selection, attention must be paid to prevent errors in the final implementation of the strategy due to incorrect guiding ideology, weak analysis and lack of creativity. A company can avoid these pitfalls by focusing on customers and clarifying the logic behind strategic choices (The Australian financial review, 2014, Volume 15). Experience shows that the following phenomena are very easy to make strategic choice mistakes for some enterprises and must be avoided.

3.1.1 Blind following

One sidedly imitates the practices of leading enterprises in the industry, while ignoring the reality that the market for similar products in the industry may have become saturated and difficult to re-enter. Obviously, hiring a large number of riders along the old path of DoorDash and Uber Eats is not desirable. This is bound to carry a heavy burden on the future development of the enterprise.

3.1.2 Sticking in the mud

Grubhub has indeed established a link between restaurants and consumers in the past. On the one hand, it earns commissions from restaurants and on the other hand, it earns consumers' subscription fees. The profits are indeed considerable. However, with the development of the times, other enterprises have adopted standardized distribution models, reduced restaurant spending, and introduced discounts to attract consumers. If Grubhub still sticks to its original strategy at this time, it will be eliminated over the times.

3.1.3 Arms race

To increase the market share of the enterprise, it ignores the possible price war and wages a fierce market competition with another enterprise. This may result in an increase in the sales of the enterprise, but the profit level of the profitable enterprise may decline due to the greater growth of advertising, promotion and other expenses, resulting in both losses and losses. So, should Grubhub continue to attract users at no cost by reducing the commissions of merchants, and issuing a large number of platform coupons? Obviously, this approach is not appropriate. After missing the golden growth period, venture capital funds cannot invest at such a high cost, and may not be able to win back the lost users.

3.2 Grubhub's strategic choices

Based on the analysis of the external and internal environment in the previous section, a preliminary conclusion can be drawn, that is, the enterprises that are beneficial to users finally succeed, and the enterprises that obtain users win the competition. Therefore, Grubhub's strategic choice must be based on "all for users, strive for more users". At the same time, it must find a new way to avoid blind following and arms race with DoorDash and Uber Eats.

3.2.1 Blue Ocean Strategy

W. Chan Kim mentioned "blue ocean" in Blue Ocean Strategy. According to the definition in the book, "Red Sea" is a known market space full of bloody competition, while "Blue Sea" is a new market space that has not been developed yet (W. Chan Kim; Renee Mauborgne, 2005, p.10). Only by breaking away from the "Red Ocean" competition, creating a "Blue Ocean" market and pursuing differentiated development can enterprises develop their strengths and avoid weaknesses, tap potential demands and seize the market.

3.2.2 Creating a "Blue Ocean" market

Therefore, the strategy Grubhub should choose in the future is to create a "blue ocean" market that has no positive competition with Uber Eats and DoorDash. At present, DoorDash and Uber Eats mainly focus on restaurants and food distribution. In fact, in addition to catering, consumers also buy vegetables (including fresh or semi-finished food), medicines (prescription drugs and over-the-counter drugs in pharmacies), and other local life services (including watching movies and shopping in supermarkets). If Grubhub online platform can integrate these functions and establish cooperation with supermarkets, pharmacies, cinemas, performance agencies, etc., it is similar to the cooperation with Amazon. It is not limited to ordering and distributing food from restaurants, but also ordering and distributing fresh vegetables, semi-finished food, daily necessities, medicines, discounted movie tickets, etc., turning the Grubhub online platform into a platform covering all daily consumption. It can greatly attract consumers' interest in registration, and also attract many businesses to register. Through good development, users and market share will likely continue to increase.

3.2.3 All for users

How does Grubhub win more users (not only consumers, but also businesses entering the

platform)? It should make corresponding changes in organizational structure, business process, capacity building, resource allocation, corporate culture, incentive system, governance mechanism, etc. and take corresponding actions to improve the service quality of the platform. Through using the latest technology, paying attention to the quality of merchants settled on the platform, focusing on diverse populations in the United States and so on, it will certainly increase the user's sense of trust and attract more users.

4 RECOMMENDATIONS

Grubhub's strategy implementation

After the internal and external environment analysis is clear and the strategic development direction is determined, the rest is to implement the strategy. Strategy implementation is the third stage of the strategic management process. In order to promote the implementation of the strategy, some specific measures must be taken to ensure that the operation of Grubhub does not deviate from the selected strategic direction.

4.1 Increasing the user's sense of trust

Choi Yongrok, Zhang Lige, Debbarma Jahira and Lee Hyoungsuk analyze the subject in an article "Sustainable Management of Online to Offline Delivery Apps for Consumers' Reuse Intention: Focused on the Meituan Apps" (DOAJ Directory of Open Access Journals Vol. 13, Iss. 7, 2021), they explored Meituan Apps based on five dependent variables, namely convenience, design, trustworthiness, price, and variety of food choices, and further analyzed how these variables influence the perceived value and the intentions to continually use the app. Results show that the trust of the user is the most influential factor in the food delivery business. For Grubhub, It is necessary to learn from the excellent takeout&delivery enterprise like Meituan, which rank first in the list, and take increasing users' trust as the primary strategic task. It needs to provide easier and more reliable access (convenience) with enhanced protection for money transfer or prevention of individual information leakage (safety) to increase the reuse intention of consumers; further, the app should provide long-term profit such as frequent mileage coupons (economy). Moreover, since consumers use the app for food delivery, their food must be delivered accurately (Accuracy) and at the earliest possible time (Speed).

4.2 Actively expanding various fields

In addition to catering, the Grubhub platform should also extend to all aspects of retail, hotels, pharmacies and local life services. Extensively establish deep cooperation with offline physical stores, Amazon and other large online platforms, and quickly launch a variety of formats on the Grubhub platform. For Example, Meituan, the world's largest delivery & takeout platform, Publicizes its corporate slogan: Delivering the world to consumers; We help people eat better, live better; Dine, leisure, fun, all on Meituan (Meituan, 2022). It should give the managers of each region the maximum decision-making power, and ensure to reach cooperation agreements with merchants in a short time. On the basis of continuing to maintain users in large cities, It should seize the huge market in small and medium-sized cities and villages.

4.3 Using the latest technology

As Grubhub is an enterprise based on mobile Internet technology, its strategic implementation process must be considered under the framework of digital marketing. Many strategic decisions based on digital marketing involve software or functions, hardware technology and resources to improve customer experience and provide infrastructure to obtain better results from digital channels (Chaffey; Dave; Ellis-Chadwick; Fiona, 2012, p.193). Widely apply big data, 5G and technical means to obtain and analyze the consumption habits of each consumer, optimize the platform functions, actively push and display the merchants that consumers are interested in, so that consumers can find the information they need rapidly; In the distribution stage, analyze and adopt the best distribution method by technical means to improve the transaction efficiency. Through a variety of ways, consumers' dependence on the platform is constantly established, so as to retain the registered users of the platform. In addition, drones, robots and autonomous vehicle are also the main forms of distribution in the future. Prime Air, a service in development at Amazon, is planning drone deliveries in cities across the U.S.,

with the goal of getting goods to doorsteps within 30 minutes of an order. The golf cart sized driverless car of Nuro Co., Ltd., a robot company in Mountain View, California, began to deliver Kroger's groceries in Houston in 2019, and increased Domino's pizza delivery in April last year. At the same time, sidewalk rovers like Amazon's Scout have been tested in Irvine, California, Atlanta, Georgia and other cities. Sensors help these small robots, such as ice coolers, avoid obstacles (Parker Will, 2022).

4.4 Boosting the quality of takeout food

Although appearance and presentation are important to consumers, the most important aspect of a good takeout dining experience is taste. According to Technomic's takeout and off-site reports, 60% of consumers said that the key factor in ordering takeout was that the taste of the food was as good as eating in a restaurant, and 45% of consumers said they wanted the taste of the food to be as fresh as eating in a restaurant. The restaurant needs to ensure that the appearance and taste of the order arriving outside the store are as good as those coming directly from the kitchen (Anchor Food Professionals, 2018). When customers order delivery, they want the food to arrive at the right temperature and in the right condition. Restaurant operators need to ensure their delivery framework can handle this, because consumers may not sit back quietly if they have a bad experience with a delivery order. Not only are they unlikely to order from the restaurant again, but they may tell others or post about it on social media, which can be detrimental to a restaurant's reputation. So Grubhub need to hone their delivery system to ensure food looks and tastes just as good when it is ordered for takeout—from using proper packaging to choosing the best ingredients for the job, each aspect should be carefully considered so that customer satisfaction is a given.

4.5 Pay attention to the quality of merchants settled on the platform.

With the widespread use of the COVID-19 vaccine, most indoor meals have returned.

Caboni and many other people have also quickly stopped taking out food and refocused on "normal" operations. This means that in many cases, consumers will have more dining options than before the epidemic. How to retain the consumers of the delivery platform, the choice of restaurants is crucial. For example, the legendary pizza Bianco in Phoenix, which was rated by many critics as one of the best pizza stores in the United States, started the frozen sale of thin crust pies. Pizzeria Bianco pie can be purchased through Goldbell, the largest iconic restaurant food retailer in China. The list of famous chefs offering delicious food on the website has soared (Olmsted Larry,2021). Since the first day of delivery & takeout, the quality of restaurants has been the focus of both inside and outside the industry. Among them, there are also many delivery & takeout platforms exposed by the media to have problems such as black workshops. The root of this problem lies in a delivery & takeout platform's check on merchants and whether there are strict standards for screening and auditing. Especially when developing the user market, quality can be said to be a stepping stone. Only by pursuing quality as always, rigorous audit and dynamic supervision can the competitiveness of the takeout platform in the user group be ensured.

4.6 Improving the service quality of the platform

Increase customer stickiness through self media publicity such as email or Twitter. E-mail and Twitter are online media that almost everyone pays attention to every day, and they play a very important role in propaganda. Grubhub should often send customers emails containing restaurant coupon offers and potential restaurant recommendations. These emails are also a good way to strengthen customer retention. At the same time, loyal customers should be provided with specific discounts based on their order history so that they can use the service more. Besides, in online ordering, customers often inquire about products, place orders, logistics, after-sales, refunds, and other information, which require customer service to answer and deal with. The customer service work is arduous,

boring, and highly repetitive. In reality, manual customer service often fails to deal with customer problems in a timely manner, which leads to reduced customer satisfaction, loss of customers, and impact on sales performance. Therefore, artificial intelligence-oriented customer service robot products for Grubhub should come into being. The e-commerce customer service robot frees the customer service from a large number of repetitive mechanical answers, and handles complex problems in a timely manner. In addition, it can often self-learning and enhance the ability to understand and deal with problems. As a result, it can improve customer satisfaction while reducing business operating costs (Wei Dongmei, 2021, p.11).

4.7 Focusing on diverse populations in the United States

The United States is a country of immigrants. Mobile platforms developed by enterprises should focus on all kinds of immigrants. They can choose all kinds of languages, not just English. For example, many elderly Chinese immigrants cannot understand English and need to have a Chinese ordering platform. In addition, Consumers with low income should be able to push and provide them with certain platform coupons. For white-collar workers, especially white-collar workers in office buildings, the platform should be able to push various afternoon tea, coffee, flowers, etc. for them to ensure that they can order takeout without going downstairs. "Zabar's is a food store in the Upper West District. Depending on the distance, it will provide various snacks at the price of \$300 to \$400. Obviously, money is not a problem for white-collar workers," said Scott Goldshine (Scheiber Noam; Schwartz Nelson D; Hsu Tiffany, 2020).

4.8 Strengthening organizational management

Establish a scientific management mode and efficient operation mechanism, establish a coordinated and efficient process and organizational structure system that takes users as the center, markets as the guide and benefits as the goal, and fundamentally ensure the

improvement of the core competitiveness of enterprises. More specifically, the three dimensions of the organization are determined to be particularly important for innovation in strategic implementation: culture, leaders, and teams. Culture shapes the motivation for innovation and improves the impact of innovative prescriptions. Leaders directly influence the innovation process. Leadership behaviors may encourage or discourage risk-taking and innovation. Innovation is mainly carried out by the team (Mark Dodgson; David M Gann; Nelson Phillips, 2013, p.483). In Strategic Management, White Colin proposed five Cs in strategy implementation, namely coordination, communication, command, control and conflict/concern. The requirement for implementing a successful strategy is to focus on the five Cs, which is the basic requirement for any organization to keep independent units working together to achieve strategic objectives (White Colin, 2004, p.361). Grubhub should pay close attention to Five Cs in the process of management.

4.9 Establishing customer oriented KPI performance indicators

Because the organization is an open system, changes to any part of the organization will affect many individuals and groups. Some affected people may not be employees of the organization (Hayes John, 2002, p.106). Therefore, The performance management objectives corresponding to the strategic choice should be established to ensure the smooth implementation of the strategic objectives. That is, all users are the center. "Striving for users" and "user satisfaction" are the KPI indicators for performance management. The management personnel are mainly assessed for their "striving for users", especially the expansion of new areas outside the restaurant; The "customer satisfaction" of riders or delivery personnel is mainly assessed. In order to urge all employees to work hard around the enterprise's strategic decisions.

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