

Customer Perceptions of Restaurant Delivery

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Executive Summary

A survey of 224 Internet users found that all had ordered delivery by an app or online and that 58% ordered delivery at least once per week. Most delivery orders were placed on a smartphone and less than half of delivery orders were placed through third party delivery companies. The single most important attribute of ordering for delivery is accuracy, followed by convenience and timeliness of the order.

Factors affecting future intention to use delivery varied by order frequency and gender. Female frequent users were most affected by the convenience associated with delivery, while male frequent users were most affected by the control and accuracy associated with delivery. Conversely, female infrequent users were most affected by the speed of ordering, while that of male infrequent users was most affected by trust.

Customer Perceptions of Restaurant Delivery

To start the discussion, I will first give a brief overview of the U.S. restaurant industry's usage of delivery as well as a short summary of how customers view delivery. I'll next present the descriptive results from the survey followed by a brief literature review and an analysis of factors affecting customer usage of delivery. I will conclude with specific recommendations on how restaurant operators and delivery providers can use the study results to help develop a successful delivery strategy.

Background

In 2016, 46% of the \$518.8 billion in U.S. restaurant sales were consumed off-premises.¹ As Andrew Charles of Cowen stated, "Dining in is the new dining out."² The key forms of off-premises dining include delivery and meal kits.³

While meal kits make up a small percentage of off-premises dining, comprising less than 1%,⁴ delivery has dominated the segment. Delivery was traditionally offered by pizza restaurants, but the growth of multi-restaurant companies like Grubhub and specialized delivery companies like

DoorDash, Postmates and UberEats, have given both consumers and operators a surfeit of options to facilitate delivery. Restaurant delivery grew by 8% from 2013 to 2017⁵ primarily driven by the 47% growth in delivery from non-pizza limited-service restaurants.⁶ Looking forward, projections indicate that traffic for restaurant delivered meals, excluding pizza, in 2022 will be 20% greater than in 2016.⁷

Andrew Charles of Cowen⁸ predicts that delivery will account for 30% of restaurant sales growth between 2017 and 2022.⁹ He also predicts a 79% surge in the total U.S. food delivery market by 2022, from \$43 billion to \$76 billion.¹⁰ Nigel Travis, the CEO of Dunkin' Brands, agrees: "I think the holy grail in the next few years ... is going to be delivery. And, that's going to be a global trend, not a trend just here in the U.S."¹¹

While some restaurants operate their own delivery service, most restaurants offer delivery through third-party delivery services, as noted above. Third party delivery companies typically charge restaurants a 20–25% commission. In exchange, the restaurant's menu is listed on the company's app or website. Consumers can then choose the food they want and, if desired, can order from multiple restaurants.

¹ "The Flavor Experience." Technomic, 2017, p 11.

² Charles, Andrew "Dining in is the new dining out," Cowen Equity Research. 3/20/18

³ A meal kit usually refers to a subscription service that sends customers pre-portioned food ingredients and recipes to prepare their own meals. Services that send pre-cooked meals are called meal delivery services. (<https://www.fool.com/investing/2018/07/07/should-you-invest-in-meal-kits.aspx>)

⁴ <https://www.forbes.com/sites/brittainladd/2018/12/03/amazon-icon-meals-and-mercatus-how-these-companies-are-driving-change-in-the-grocery-industry/#104e4af67d5b>

⁵ "Driving growth with digitally enabled convenience," NPD Group, March 2018, p 19.

⁶ "Driving growth with digitally enabled convenience," NPD Group, March 2018, p 19.

⁷ "Driving growth with digitally enabled convenience," NPD Group, March 2018, p 20.

⁸ <http://www.cowen.com/profile/andrew-charles/>.

⁹ Charles, Andrew. "Dining in is the new dining out," Cowen Equity Research. 3/20/18

¹⁰ <https://www.cnbc.com/2017/07/12/home-food-delivery-is-surg-ing-thanks-to-ease-of-online-ordering-new-study-shows.html>.

¹¹ <https://www.cnbc.com/2017/07/27/dunkin-is-on-a-quest-for-the-holy-grail-of-food-service-delivery.html>

Postmates and UberEats have seen strong growth, led by consumers born after 1980, who are more likely to use these services than consumers born before 1980.¹² While sales have increased for all restaurants adding delivery as a revenue generator, margins are typically higher for companies who handle their own deliveries, avoiding commissions and maintaining control over the customer experience.

Consumer surveys have also indicated that people value the convenience and time savings of having their food delivered to them. For example, half of respondents to one survey who ordered food for delivery said they do so in order to not have to leave home.¹³ About a third (38%) justified their use of delivery by noting that having food delivered is easier than cooking.¹⁴ More than a quarter of respondents (28%) indicated that they chose delivery because it is faster than cooking.¹⁵ In addition, many office-workers prefer the convenience of having food delivered to them rather than going out for lunch.¹⁶ Meal delivery services have also become more prevalent in the hotel industry as hotel guests order food for delivery rather than ordering from room service.¹⁷

The top three things that consumers think about when ordering food for delivery are (i) the type of food they want, (ii) from which restaurant they want to order and (iii) the quality of the food.¹⁸ Food quality expectations are extremely high. Of those ordering from a third party delivery service, 37% state that they expect the food quality

to be even higher than if the food was consumed in the restaurant. In addition, whenever there is a problem with a delivery, users are more likely to blame the restaurant (44%) than the delivery service (25%).¹⁹

The Study

I had last conducted a study on online ordering in 2011,²⁰ but given the rapid growth of online ordering and delivery, I decided to conduct a similar study that would have more of a focus on delivery. In June 2019, I conducted an online survey of 224 US residents over the age of 18. The survey was distributed through a company that works with a panel of consumers. As a consequence of the nature of an online survey, this survey only includes respondents who use the internet. The survey included a variety of questions on respondent's delivery ordering behavior, several items on their use of various distribution channels, and a series of questions designed to measure perceived control, perceived convenience, need for interaction, satisfaction and intent to use delivery or recommend it to others.

The survey's demographic questions found a fairly even split by gender (with slightly more women, at 54.5%). The age distribution was fairly representative of the US population (18 – 34, 50.5%; 35 – 64, 42.9%; 65+, 6.7%). The majority of respondents lived in suburban (44.6%) and urban (33.0%) areas, with 22.1% from small towns and rural areas.

¹² “The Flavor Experience,” Technomic, 2017, p. 15.

¹³ “Driving growth with digitally enabled convenience,” NPD Group, March 2018, p. 19.

¹⁴ “Driving growth with digitally enabled convenience,” NPD Group, March 2018, p. 19.

¹⁵ “Driving growth with digitally enabled convenience,” NPD Group, March 2018, p. 19.

¹⁶ <https://www.wral.com/why-uber-eats-and-grubhub-partnerships-are.../17449097/>.

¹⁷

<http://www.hotelnewsnow.com/articles/266528/Outside-food-delivery-services-gain-traction-at-hotels>.

¹⁸ “The Flavor Experience,” Technomic, 2017, p. 17.

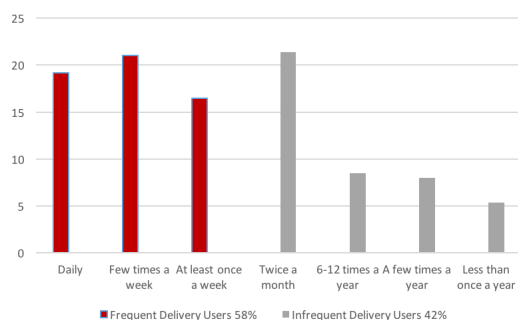
¹⁹ “The Flavor Experience,” Technomic, 2017, p. 18.

²⁰ Kimes, 2011. *Op.cit.*

Results

All respondents had used their computer or laptop to order food for delivery at least once a year (this is in contrast to the 48.5% who had used their computer or laptop to order food for takeout or delivery in the 2011 study).²¹ The majority of respondents (approximately 58%) ordered at least once a week (daily, 19.2%; a few times a week, 21.0%; at least once a week, 16.5%). I refer to these respondents as ‘frequent delivery users’ (Exhibit 1). The remaining 42% ordering less than once a week (at least twice a month, 21.4%; between six and twelve times per year, 8.5%; a few times a year, 8.0%; and less than once a year, 5.4%). I refer to these respondents as ‘non-frequent delivery users.’

Exhibit 1: Order Frequency



Characteristics of Frequent Users and Non-Frequent Users

I tested to see if frequency of using delivery varied by age, location and gender. There were no significant differences by location and gender, but younger respondents were significantly more likely to have used their smartphone or computer to order food for delivery (Exhibit 2). Over 60% of respondents were under the age of 50 (18-24,

²¹ Kimes 2011., *Op.cit.*

68.4%; 25 – 34, 60.7%; 35 – 49, 60.3%) were frequent delivery users while the remaining 40% of users 50 and over (50 – 64, 36.4%; 65+, 26.7%) were frequent delivery users.

Exhibit 2: Demographic Differences in Frequent Delivery Usage

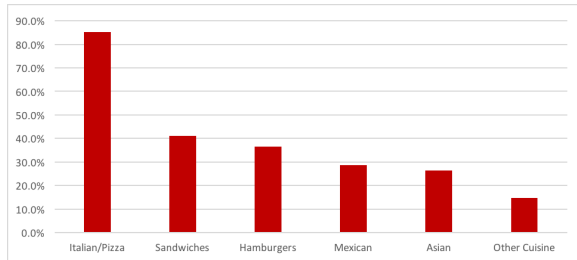
Variable	Description	% of Frequent Users
Gender	Female	49.4%
	Male	49.65%
Locale	Suburban	58.1%
	Urban	63.0%
	Small towns	35.7%
	Rural areas	53.0%
Age	18-24	68.4%
	25 – 34	60.7%
	35 – 49	60.3%
	50 – 64	36.4%
	65+	26.7%

Delivery Ordering Behavior

Respondents were asked to indicate the types of cuisine that they had ordered for delivery (Exhibit 3). The large majority of respondents had ordered pizza or Italian (85.3%); followed by sandwiches (41.1%), hamburgers (36.6%), Mexican (28.6%) and Asian (26.3%). Approximately 14.7% indicated that they had ordered some other cuisine.²² About half (50.2%) of orders placed in the previous 6 months had been for pizza.

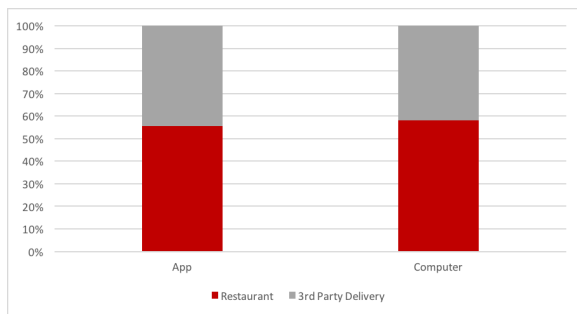
²² The numbers do not sum to 100% because respondents could choose more than one type of cuisine.

Exhibit 3: Cuisine Ordered



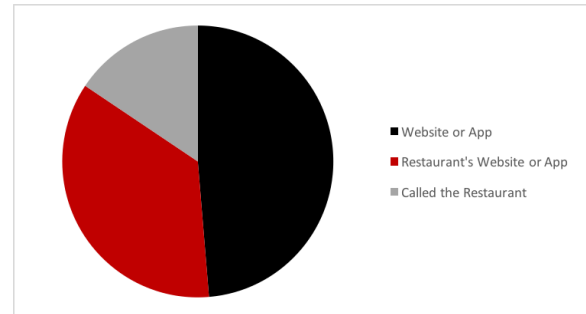
The majority of respondents (72.8%) used some sort of smartphone-based app to order their food (Exhibit 4). Of the 27.2% of respondents who used their computer to order, 57.0% went to the restaurant's website, while the remaining 41.1% went to the third party delivery company website. Of those who used an app, slightly over half (55.6%) used the restaurant's app while 44.4% used the third party delivery company app.

Exhibit 4: How Ordered



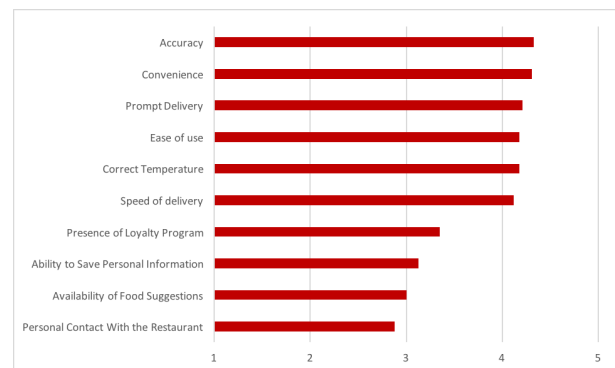
Respondents were asked what they did once they found a restaurant from which to order (Exhibit 5). About half (48.66%) ordered it directly from the website or app; 35.7% went to the restaurant's website or app and 15.6% called the restaurant. If the restaurant they wanted was not on the website or app, about 40% (39.7%) said they were still likely to order food from that restaurant. About 35% (35.3%) indicated that they were unlikely to order from that restaurant.

Exhibit 5: Actions After Finding a Restaurant



Respondents were asked (on a 1 to 5 scale) to indicate the importance of various reasons for ordering food for delivery (Exhibit 6). The most important reasons were accuracy (4.33/5), convenience (4.31), prompt delivery (4.21), correct temperature (4.18), ease of use (4.18) and speed of delivery (4.12). Reasons considered to be unimportant were personal contact with the restaurant (2.88 out of 5), the availability of food suggestions from the site/app (3.00), the ability to save their personal information (3.13) and the presence of a loyalty program (3.35).

Exhibit 6: Reasons for Ordering Food for Delivery



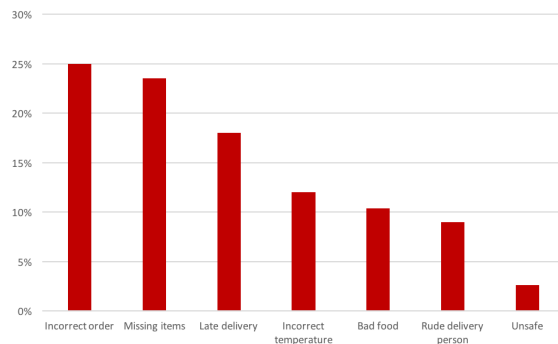
Respondents were also asked why they used their computer or an app on their phone to order food for delivery. The most important reason was convenience (35.2% of respondents), not wanting to cook (23.9%),

not wanting to go out (20.7%), liking the variety (13.2%) and liking the associated loyalty points (7.4%)

What If Something Goes Wrong?:

About 40% (40.3%) indicated that they had had a problem with a delivery order. The most common problem was an incorrect order (25.0%), followed by missing items (23.5%), late delivery (18.0%), incorrect temperature (12.0%), bad food (10.4%), rude delivery person (9.0%) and unsafe experience (2.6%) (Exhibit 7).

Exhibit 7: Incorrect Order Reasons



Respondents were also asked who they would blame if they used a third party delivery service and encountered a problem with their delivery order. The large majority (70.1%) said that they would blame the restaurant and only 29.9% would blame the delivery company.

What Drives Customers to Use Delivery?

In our previous studies on online ordering,²³ Joel Collier and I studied the impact of a number of factors, including perceived

convenience and control, had on satisfaction with online ordering and intention to use online ordering in the future. In the 2011 study,²⁴ I studied consumer usage of online ordering through restaurant and multi-restaurant sites and found that slightly less than half of consumers surveyed had ordered online, but only 38% of orders were made in this fashion. The key factors driving their satisfaction with online ordering were perceived convenience and control.

In a follow-up set of studies in 2013,²⁵ Joel Collier and I delved more deeply into the relationships among the factors affecting both users and non-users of online ordering. We found that convenience had a strong positive effect on perceived accuracy, speed and intention to use online ordering in the future. User satisfaction was enhanced by focusing on accuracy and exploration. Conversely, for non-users, accuracy and exploration increased trust in online ordering.

In our 2015 paper,²⁶ Collier and I compared consumer perceptions of online ordering with those of restaurant operator perception of consumers who used online ordering. Again, we found that convenience was the primary reason that consumers chose to use online ordering and that this gave them not only an increased sense of perceived control, but also enhanced their perceptions of accuracy. Restaurant operators tended to underestimate the impact of this, particularly on accuracy.

²³ Kimes 2011. *Op.cit.*; Collier and Kimes, 2013, *Op.cit.*; Kimes, Sheryl & Collier, Joel, 2015. "How Customers View Self-Service Technologies," *MIT Sloan Management Review*. 57: 25-26.

²⁴ Kimes, 2011. *Op.cit.*

²⁵ Collier and Kimes, 2013. *Op.cit.*

²⁶ Kimes and Collier, 2015. *Op.cit.*

Exhibit 8: Statements Used²⁷

Construct	Statement
Control	I feel in control when I order food for delivery
	Ordering in this way lets the customer be in charge
	I feel decisive when I order in this way
	Ordering in this way gives me more control over the food that I order or
Convenience	I can order whenever I want
	I can order at a time that's convenient for me
	I like being able to order from wherever I want
	I like the ability to order food without leaving home.
Exploration	I like browsing to get new ideas of food to order
	I like browsing to see what new food items are available
	I enjoy browsing through the offers provided
Speed	It's fast
	Ordering in this way saves me time
	Ordering in this way lets me complete my order quickly
Accuracy	My order will be accurate
	I will get good information about the menu items
	I am confident that everything will be correct with my order
	The information on my order will be correct
Trust	I trust that my personal information will be safe
	I feel safe giving them my credit card
	I feel safe ordering in this way
Satisfaction	I am happy with the service I get
	I am happy with the quality of the service
Behavioral Intentions	I am likely to order this way in the future
	I will probably order in this way again in the future
	I will tell my friends that they should order in this way

²⁷ The measures for constructs were adapted from existing self-service research and were only altered to fit the setting of the study (Baumgartner and Steenkamp 1996; Collier and Sherrell 2010; Dabholkar 1996; Parasuraman, Zeithaml and Berry 1988; Seiders et al. 2007). Based on the Cronbach's

alphas, the scales were all highly reliable (Control, .838; Convenience, .879; Accuracy, .828; Trust, .776; Exploration, .807; Speed, .815; Satisfaction, .780; Behavioral Intention, .848)

User and Non-User Attitudes Toward Delivery

The questionnaire presented respondents with eight statements on perceived control and perceived convenience that were used in my 2011 study.²⁸ In addition, they were presented with thirteen statements that were used in one of our follow-up studies.²⁹ In addition, they were presented with five statements on their satisfaction with delivery and their intention to use or recommend delivery in the future (Exhibit 8). Respondents were asked to indicate their agreement with each question on a 1 through 5 scale (5 = strongly agree).

I tested to see if levels of perceived control, perceived convenience, speed accuracy, desire for exploration, trust, satisfaction and behavioral intention varied by order frequency and by gender. Results are summarized in Exhibit 9.

Perceived Control

Higher levels of perceived control have been shown to lead to increases in satisfaction and intent to use or recommend in the future.³⁰ Interestingly, there was no significant difference between frequent delivery users and infrequent users (Frequent, 3.95; Infrequent, 3.89) but perceived control did vary by gender. Female respondents had significantly higher perceived control scores than male respondents (Female, 4.08; Male, 3.71).

There were no significant differences by age or location.

Exhibit 9: Constructs by Order Frequency and Gender

Construct	Order Frequency		Gender	
	High	Low	Female	Male
Control	3.95	3.89	4.08*	3.71
Convenience	4.41	4.12	4.40*	4.05
Speed	4.19	4.06	4.24*	3.95
Trust	3.97	3.88	4.08*	3.72
Accuracy	4.00	3.82	4.01*	3.76
Exploration	3.95	4.05	4.16	3.82
Satisfaction	4.19	3.88	4.16*	3.83
Behavioral Intention	4.09	4.00	4.19*	3.84

- Statistically significant difference

Perceived Convenience

Research has shown that when customers perceive a self-service technology (SST) as convenient, that they are more likely to be satisfied with their service and more likely to use it again in the future.³¹ Frequent Delivery Users felt that ordering for delivery was significantly more convenient than Infrequent Users (Frequent, 4.41; Non-Users, 4.12).

Female respondents had significantly higher perceived convenience scores than male respondents (Female, 4.40; Male, 4.05), but

²⁸ Kimes 2011. *Op.cit.* Kimes and Collier, 2015. *Op.cit.*

²⁹ Collier and Kimes, 2013. *Op.cit.*

³⁰ Dabholkar, Pratibha A. 1996, "Consumer Evaluations of New Technology-based Self-service options: An Investigation of Alternative Models of Service Quality," *International Journal of Research in Marketing*, 13 (1), 29-51; Collier, Joel E. and Daniel L. Sherrell (2010), "Examining the Influence of

Control and Convenience in a Self-service Setting," *Journal of the Academy of Marketing Science*, 38 (4), 490-509.

³¹ Meuter, Matthew L., Mary Jo Bitner, Amy L. Ostrom and Stephen W. Brown (2005), "Choosing Among Alternative Service Delivery Modes: An Investigation of Customer Trial of Self-Service Technologies," *Journal of Marketing*, 69 (April), 61-83; Collier and Sherrell 2010. *Op.cit.*

there were no significant differences by age or location.

Speed

Speed of transaction has been frequently mentioned since the earliest qualitative studies on self-service technology as an important consideration to customers. Studies such as Langeard et al.³² and Bateson³³ argued that time savings was a primary concern to users of self-service technology. Lovelock and Young³⁴ noted that some customers prefer a self-service experience simply because of the reduced time in the service delivery. Additionally, numerous qualitative studies of self-service technology have listed speed as an important factor.³⁵ Speed of transaction in a self-service experience is defined as the time it takes to actively complete a transaction via an SST.³⁶

There were no significant differences by frequency (Frequent Delivery Users, 4.19; Infrequent Users, 4.06), but female respondents were significantly more likely to believe that their order would be accurate than male respondents (Female, 4.24; Male, 3.95). There were no significant differences by Age or Location.

³² Langeard, Eric., John Bateson, Christopher Lovelock and Pierre Eiglier, P. 1981. "Marketing of Services: New Insights from Consumers and Managers," *Marketing Science Institute, Cambridge, MA*, pp.81-104.

³³ Bateson, John .E.G. 1985, "Self-Service Consumer: An Exploratory Study," *Journal of Retailing*, 61 (3), 49-76.

³⁴ Lovelock, Christopher H. and Young, Robert F., 1979. "Look to Consumers to Increase Productivity," *Harvard Business Review*, 57(3), pp.168-178.

³⁵ For example, see Meuter, Matthew L., Amy L. Ostrom, Robert I. Roundtree and Mary Jo Bitner (2000), "Self-Service Technologies: Understanding Customer Satisfaction with Technology-Based Service Encounters," *Journal of Marketing*, 64 (July), 50-64; Pujari, Devashish (2004), "Self-Service with a

Trust

Trust in a self-service context refers to the subjective belief that a technology will perform a particular transaction according to customer expectations, in an environment characterized by uncertainty.³⁷ Since the customer and service provider are separated during a self-service transaction, trust must be present to lower the potential risk of that service experience. Ha and Stoel³⁸ proposed that trust played a pivotal role in the intent to use a technology again in the future.

There was no significant difference between Frequent Delivery users and Infrequent users (Frequent, 3.97; Infrequent, 3.88), but as with Control and Convenience, there was a significant difference by gender. Female respondents were significantly more likely to have trust in delivery than male respondents (Female, 4.08; Male 3.72). There was no significant difference by age or location.

Accuracy

Accuracy or the ability to process a transaction to the exact specification of the customer is an important evaluating factor to

Smile? Self-service technology (SST) Encounters Among Canadian Business to Business," *International Journal in Service Industry Management*, 15 (2), 200-19.

³⁶ Dabholkar, Pratibha A. (1996), "Consumer Evaluations of New Technology-based Self-service options: An Investigation of Alternative Models of Service Quality," *International Journal of Research in Marketing*, 13 (1), 29-51.

³⁷ Ba, Sulin. and Paul A. Pavlou, 2002. "Evidence of the Effect of Trust Building Technology in Electronic Markets: Price Premiums and Buyer Behavior," *MIS Quarterly*: 243-268.

³⁸ Ha, Sejin and Leslie Stoel. 2009. "Consumer e-Shopping Acceptance: Antecedents in a Technology Acceptance Model," *Journal of Business Research*. 62(5): 565-571.

the quality of a service experience.³⁹ Using a SST can give customers the ability to verify orders and avoid the perceived time pressure from other customers. For instance, with an online ordering application for a restaurant, customers can take their time placing their order and verify all the information is correct before finalizing the transaction.

There were no significant differences by Frequency (Frequent Delivery Users, 4.00; Infrequent Users, 3.82), but female respondents were significantly more likely to believe that their order would be accurate than male respondents (Female, 4.01; Male, 3.76). There were no significant differences by Age or Location.

Exploration

In a retailing context, the ability of customers to explore and browse through the content of the store has been widely supported as a crucial component in maximizing a customer's experience.⁴⁰ With an SST, if customers are not willing to explore the technology to understand all the options available, there are no employees available to explain additional alternatives. The need for exploration is particularly important with self-service technology because formal directions are rarely given and customers are often expected to find their way through the technology to understand all the potential applications.

³⁹ Bienstock, Carol C., John T. Mentzer, and Monroe Murphy Bird. 1997. "Measuring Physical Distribution Service Quality." *Journal of the Academy of Marketing Science* 25(1): 31; Mentzer, John T., Daniel J. Flint, and John L. Kent. 1999. "Developing a Logistics Service Quality Scale." *Journal of Business Logistics* 20 (1).

⁴⁰ Babin, Barry.J., William R. Darden, and Mitch Griffin, 1994. "Work and/or Fun: Measuring Hedonic

There were no significant differences by Frequency (Frequent Delivery Users, 3.95; Infrequent Users, 4.05), but female respondents were significantly more likely to believe that their order would be accurate than male respondents (Female, 4.16; Male, 3.82). There were no significant differences by Age or Location.

Satisfaction and Behavioral Intentions

Frequent Delivery Users were significantly more satisfied with delivery than in Infrequent users (Frequent Users, 4.19; Infrequent Users, 3.88) but there was no significant difference in the likelihood to use delivery again in the future or to recommend delivery it to others (Frequent Users, 4.09; Non-Users, 4.00). Female respondents were significantly more satisfied with delivery (Female, 4.16; Male, 3.83) and more likely to use it again in the future (Female, 4.19; Male, 3.84). There were no significant differences by age or location.

Predicting Future Use

I was interested in developing regression models to predict whether someone was likely to use delivery in the future. I developed two different models: one for Frequent Users and one for Infrequent Users. The dependent variables were Behavioral Intentions while the independent variables were Control, Convenience, Speed, Trust, Accuracy and Exploration (Exhibit 10).

and Utilitarian Shopping Value," *Journal of Consumer Research*, 20(4): 644-656; Chandon, Pierre, Brian Wansink, and Gilles Laurent. 2000. "A Benefit Congruency Framework of Sales Promotion Effectiveness," *Journal of Marketing* 64(4): 65-81.

Exhibit 10: Regression Model for Frequent and Infrequent Users

	Frequent Users	Infrequent Users
Variable	Coefficient (Beta)	Coefficient (Beta)
Constant		
Convenience	0.043	-0.133
Control	0.277*	0.265**
Trust	0.220*	0.206*
Accuracy	0.191	0.298**
Browse	0.172*	-0.104
Speed	0.042	0.386**

**Significant at $p < 0.01$
 * Significant at $p < 0.05$

For Frequent Users, the intent to continue using and recommend delivery was primarily determined by perceived control, trust and the ability to browse. The model was quite robust ($R^2 = .762$). This indicates that if restaurants or third party delivery companies want to keep their current Frequent Users (or perhaps even increase their order frequency), focusing in on ways to improve perceived control, enhancing trust and either providing more choices through which to browse or making it even easier to browse is important.

Future intent to use for Infrequent Users was determined by perceived control, trust, accuracy and speed of the transaction. The model was robust ($R^2 = .505$). Similarly, if restaurants or third party delivery companies want to encourage their Infrequent Users to order delivery more often that they should, like with Frequent Users, they should focus on enhancing perceived control and trust. In addition, they should emphasize the accuracy of their orders and perhaps remind the users of the speed of their transaction.

Enhanced Models

Given that female respondents displayed significantly higher ratings for Convenience, Control, Trust, Accuracy, Ability to Browse and Speed, I decided to develop specific models by gender and order frequency. The models for Frequent Users (Exhibit 11) suggest that restaurants and third-party delivery companies seeking to increase the order frequency of female Frequent Users should focus on highlighting the convenience of ordering and delivery. Conversely, for male Frequent Users, they should emphasize the control associated with ordering and delivery along with the accuracy of orders.

Exhibit 11: Frequent User Models

	Female (n=65)	Male (n=54)
Variable	Coefficient (Beta)	Coefficient (Beta)
Constant		
Convenience	0.351*	0.222
Control	0.174	0.371*
Trust	-0.120	-0.013
Accuracy	0.239	0.336*
Browse	0.178	0.129
Speed	0.072	-0.052

The models for Infrequent Users (Exhibit 12) imply that if restaurants want to increase the order frequency of female Infrequent Users that they should focus on highlighting the speed of ordering. In contract, in order to increase the order frequency of male Infrequent Users, they should emphasize Trust.

Exhibit 12: Infrequent User Models

	Female (n=48)	Male (n=36)
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Variable	Coefficient (Beta)	Coefficient (Beta)
Constant		
Convenience	0.093	0.410
Control	0.160	-0.355
Trust	0.095	0.429*
Accuracy	0.000	-0.017
Browse	0.187	0.126
Speed	0.419*	0.299

Discussion

This study has shown that the factors affecting future intention to use delivery vary by order frequency and gender. As discussed above, female Frequent Users are most affected by the convenience associated with delivery, while male Frequent Users are most affected by the control and accuracy associated with delivery.

Conversely, the intention of female Infrequent Users to increase order frequency is most affected by the speed of ordering, while that of male Infrequent Users is most affected by trust.

While these findings are interesting, the key question is one of how a restaurant operator or delivery provider should use them. I will first review ways in which to increase potential order frequency for Frequent Users and then cover methods in which order frequency might be increased for Infrequent Users.

Frequent Users

Given that female Frequent Users are most affected by convenience, emphasize the convenience afforded by ordering delivery. First of all, make sure that your delivery ordering system is easy to use and navigate. Have clear guidelines on what these customers are supposed to do. In addition,

as discussed in the 2011 study,⁴¹ let customers save their favorite orders so that they can just click a button to re-order it again. Similarly, make it easy for customers to save their address and payment information so that they do not have to re-enter it.

For male Frequent Users, focus on the control that ordering will provide them and emphasize the accuracy of your delivery orders. An easy way to increase the perceived control of delivery orders is to offer choices, so that customers can easily customize their order, choose their payment method and determine their delivery options. In addition, letting customers choose when they want to order and when they want their order delivered will also increase perceived control.⁴²

To enhance the perceptions of the accuracy of your delivery orders, provide visible assurances that the order will be accurate. For example, consider listing the items in the order so that the customer can see the 'shopping cart', allow customers to review, change and confirm their order before submitting it, send an email or text confirmation that lists the ordered items and provide a print or electronic copy of the order in the customer's delivery order.

Infrequent Users

Future intention to order delivery for female Infrequent Users is most affected by the perceived speed of the delivery order. In order to enhance perceptions of speed, first be sure that your online delivery ordering is intuitive and easy to use. In addition, consider emphasizing the amount of time that customers have saved by ordering in this way. For example, Instacart, an online grocery ordering and delivery system in the

⁴¹ Kimes, 2011. *Op.cit.*

⁴² Kimes, 2011. *Op.cit.*

US and Canada, visibly displays the time savings associated with ordering through Instacart.

respondents may have systematic differences from restaurant customers who do not use the internet.

Future intention to order delivery for male Infrequent Users is most affected by trust in the delivery order. Trust can be emphasized by highlighting your payment card industry standards (PCI) compliance, by providing a graphic that indicates that credit cards are safe and by stating that customer information will not be shared with outside companies.⁴³

Conclusion

This study found that ordering delivery via app and computer is extremely popular among U.S. residents who use the internet, given that all had used delivery and 58% order food for delivery at least once a week. This study has shown that the factors affecting future intention to use delivery vary by order frequency and gender. Female Frequent Users are most affected by the convenience associated with delivery, while male Frequent Users are most affected by the control and accuracy associated with delivery. Conversely, the intention of female Infrequent Users to increase order frequency is most affected by the speed of ordering, while that of male Infrequent Users is most affected by trust. The suggestions made here are intended to help managers better understand their customers and develop strategies for increasing delivery frequency of their customers.

As with all studies, this one is not without limitations. The study was only conducted in one country (USA), and the findings might not be generalizable to other parts of the world. Although the research was conducted with a representative national sample, it was conducted online, and

⁴³ Kimes, 2011. *Op.cit.*
