

# Group Project Report: Marketing Strategy for GLOVO App

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# Contents Page

Contents Page	Page 1
List of Illustrations	Page 2
Executive Summary	Page 3
About the Company	Page 3
More about Context and Company Overview	Page 4
External Analysis: PESTLE	Page 7
Internal Analysis: Category and Competition	Page 10
Internal Analysis: Company and Potential Collaborators	Page 12
Skill Set	Page 13
Internal Analysis: Potential Customer Segments	Page 14
Internal Analysis: SWOT	Page 16
Target Market	Page 16
Positioning Statement	Page 17
Marketing Mix	Page 18
Brand Identity	Page 19
IMC Mix	Page 20
Synergy of the IMC Mix Elements	Page 21
Specimens of communication	Page 21
References	Page 24
Appendix	Page 26

# **List of Illustrations**

<b><u>Illustration</u></b>	<b><u>Page</u></b>
Fig. 1: Glovo App Overview	Page 5
Fig. 2:Key Success Factors	Page 6
Fig. 3: PESTLE Analysis	Page 7
Fig. 4: Positioning Map	Page 11
Fig. 5: Main Skillset	Page 13
Fig. 6: Segmentation Process	Page 14
Fig. 7: SWOT Analysis	Page 16

# **Executive Summary**

This report details a full marketing plan to introduce GLOVO App on the New Zealand market. It will include an extensive analysis of the existing market and the external context that will determine the success of the business in the new market. Then, after identifying and analyzing the company's resources, skills, opportunities and strengths, the report will focus on the segmentation process, the target market and how to develop a marketing mix strategy to create a competitive advantage in the minds of the selected targets. Finally, with two specimens of communication, we will illustrate our brand and how we deliver the message.

## **About the company**

Glovo is a revolutionary delivery application that provides on-demand service to buy, pick up or receive any product in less than sixty minutes. The products are delivered by independent couriers called Glovers. Through its different categories such as restaurants, snacks, pharmacy products, gifts, markets or “whatever”, the application solves the user’s daily needs in a fast and affordable way. The App also works as a courier, allowing customers to send documents or any other item according to their needs. Once the order is placed, customers can track it in real time due to the geolocation system included in the software (See Fig.1).

The platform provides benefits to all the parties involved. First, by joining the Glovo’s partner network, physical shops can expand their covered area, reach new clients and therefore, increase their level of sales. Second, e-commerce businesses can integrate the Glovo on-demand express delivery service into their own applications, also enhancing their sales by facilitating the delivery of their products. Third, the service generates new employment opportunities for people looking to work part time or freelance with high flexibility. Finally, by receiving whatever they want and whenever they want in less than an hour, the application transforms the way consumers access local goods and benefits them by facilitating their shopping experience, especially when under time constraints.

Glovo will be launched in the main cities of New Zealand, where kiwi high life quality could be threatened by the increasing size and population of its main cities. In addition, e-commerce, m-commerce and delivery services are increasing dramatically as a response in changes of lifestyle of New Zealanders, who are also following similar worldwide trends.

Early adopters will be mainly busy professionals and students, but once established, retired people and busy parents will also benefit from our application. Our strong financial resources, highly trained team, success factors in previous markets and continuous improvement and collaborating culture, will help us to firmly stand in this new market and to face our competition with confidence.

In order to reach our selected targets, our IMC will be based on a Pull/Push communication strategy with a strong emphasis on Advertising, Sales Promotion and Personal Selling in the first stages. Direct marketing will be important on later stages.

After doing all the extensive analysis, our team will recommend the company to focus on three main actions. First, to start partnering with key players of the food industry which are already working with the company abroad and to work hard to design a convincing strategy to partner with The Warehouse and Trade Me. Both kiwi brands have delivery limitations and Glovo can definitely be a key player for them. Second, we recommend focusing the advertising campaigns on telling the story of the company, and to teach users about the benefits of this application, and make them understand how the App can add value to their lifestyles. And finally, due to a potential shortage of Glovers, specially at the beginning, the company will have to hire personnel until the brand gets strong enough to attract and generate its own independent Glovers.

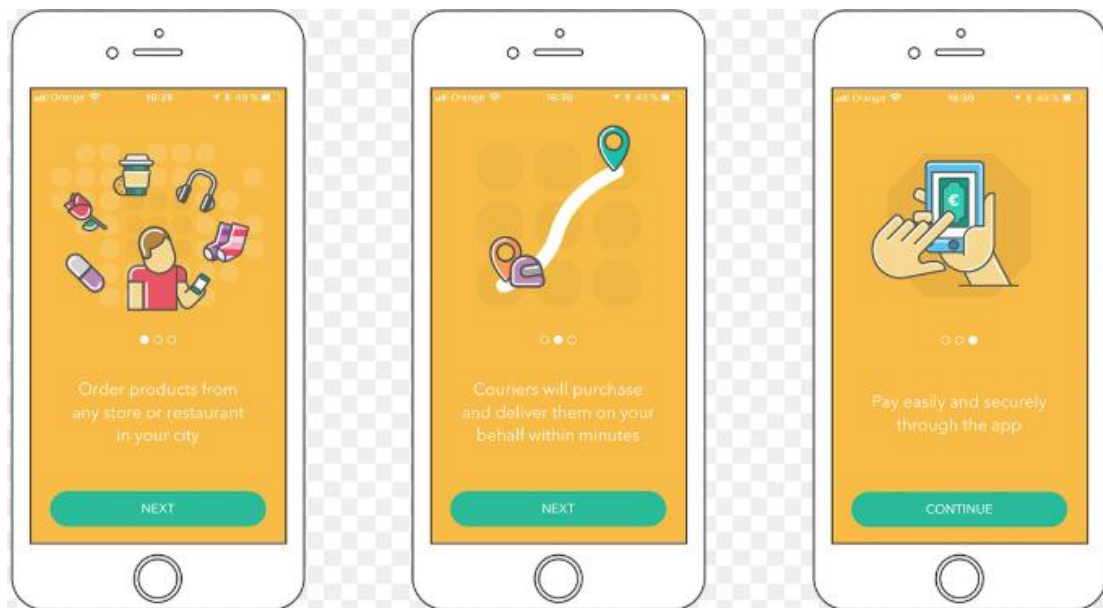
## **Marketing Strategy**

### **More about Context and company overview**

Glovo was founded in Barcelona in 2015, and during its first year, the company operated exclusively in Spain. But after closing a second round of investment of 2 million Euros and acquiring the Italian company Foodinho, the start-up began its

international expansion (O’Hear, 2016). Today, Glovo has a strong presence in more than 21 Spanish cities, while worldwide, it is operating in 61 cities in 17 countries (Ohr, 2018). The brand is strongly positioned in Spain and other European countries, as well as in Latin American countries. For example, by the end of 2017, the firm started operating in Argentina, and in less than 6 months reached 60000 deliveries (PulsoSocial, 2018).

In the last founding round in July 2018, the company secured 115 million Euros. AmRest, which controls over 1,650 restaurants in more than 16 countries with brands such as KFC, Pizza Hut, Starbucks and Burger King, invested 25 million Euros, becoming a co-lead investor holding 10% of total number of Glovo shares (Dybińska, 2018). This data shows that the business is promising and is determined to strengthen its international growth.



**Figure 1. Glovo App Overview**

### **Key Success factors for Glovo App**

The following chart describes the elements that led to successful operation in other markets.

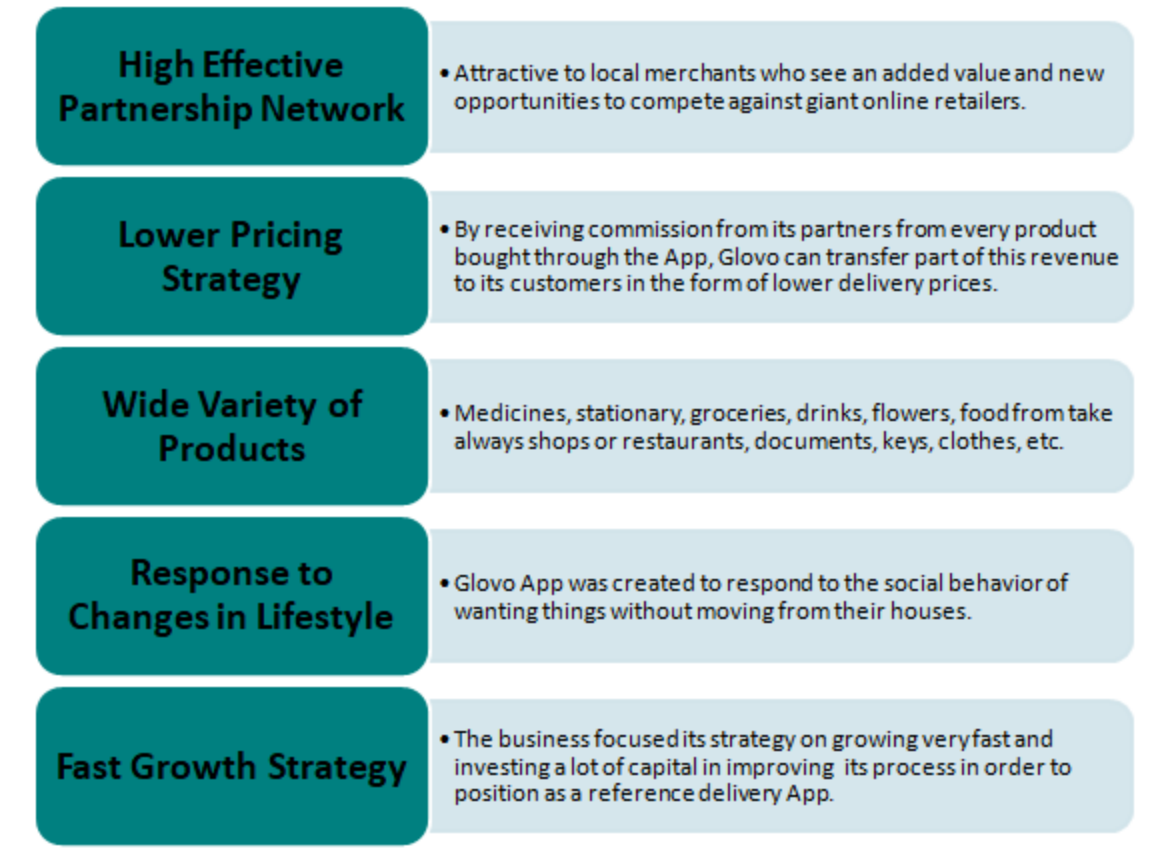


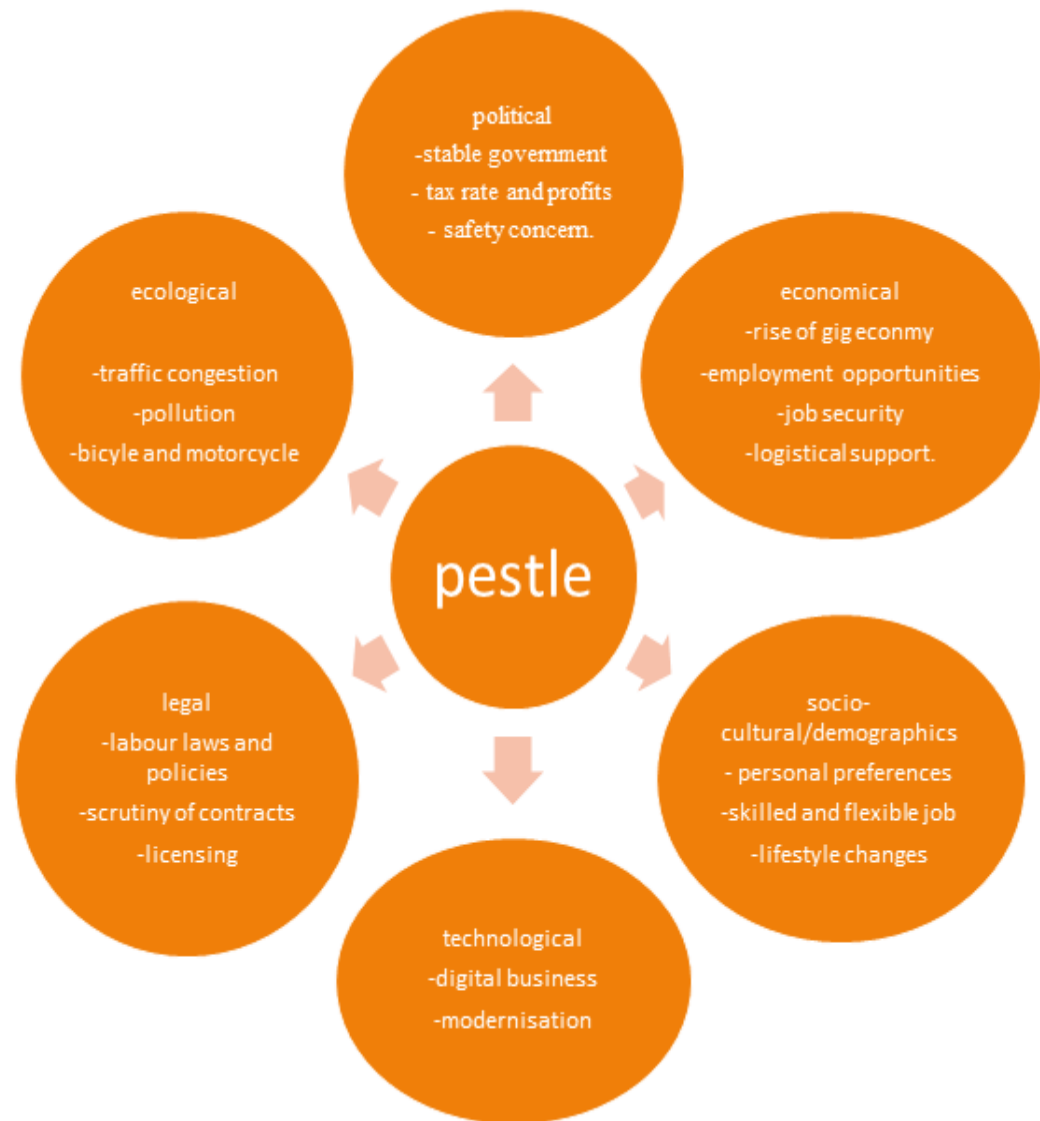
Figure 2: Key Success Factors

### Why New Zealand?

New Zealand is well-known for quality of life. According to the HSBC's 2017 Expat Explorer survey, the country ranked sixth in the world for work-life balance (New Zealand Now, n.d.). This means that people living in the country prefer a relaxed pace of life, avoid long commuting hours, and invest their time with family, friends or doing leisure activities. Due to this, and also following international trends, e-commerce will continue to grow and will likely become as important as traditional shopping. Online sales in New Zealand are just over 8% of total retail sales and are predicted to rise to just under 18 per cent by 2021. By 2026, 83% of kiwis will be shopping online (NZ Herald, 2018). This data indicates that retailers will have to find new ways to respond to this trend. The Glovo app is an attractive response to changing behaviours that simplifies lives by saving time otherwise spent traveling around the city.

## Situation Analysis

### 1. External Analysis: PEST/ Context



**Figure 3: PESTLE ANALYSIS**

#### **Political factors**

A stable government is essential for any business to operate successfully in any country. It ensures a favourable political environment which can be beneficial for



business. The political environment in New Zealand changes every three years with the formation of the new government. New Zealand is one of the world's most stable democracies (Stability and Security|Invest in New Zealand|Nz Now, 2018). The new government makes changes in the rules and regulations especially pertaining to labour laws and labour force and it is important for businesses to be aware of these changes. It is also important to identify whether the changes are favourable to do business in New Zealand. Labour laws are strict and labour force is expensive in New Zealand. Also, the lending rates are high which means the company has to pay more taxes, so the company will have to reconsider its profit share while operating in New Zealand. Overall New Zealand offers great amount of freedom to business and trade which makes it an ideal market to launch Glovo (Adamksai, 2016). Road safety is an important issue in New Zealand and Glovo will have a responsibility to their Glovers that if unmet will negatively affect their business.

### **Economic factors**

Glovo is a service app that operates using the principles of a gig economy. In a gig economy individuals are hired by organisations on contractual basis but only for a short period of time. The gig economy concept has been gaining momentum in New Zealand (NZ Business, 2017). This will be an opportunity for Glovo as it provides great employment opportunities to individuals who are willing to work independently without being bound to long term contracts to the employer. But this also has a long disadvantage as it does not give job security to the individuals which can be risky to the economy. Glovo's closest competition in New Zealand Uber Eats has faced issues with parking and delivery timing in Auckland as it tried to expand its business to meet increasing demand.

### **Socio – cultural / demographic factors**

Kiwis are mostly hardworking and they prefer to do their work by themselves. They do not believe in spending on something such as ordering food or small items that they could go and get by themselves (Edmunds, 2017). So, pricing will play an important role in order to sustain in the market. However, people in cities are turning more towards a

sedentary lifestyle and are adopting grocery delivery services and similar. There are numerous local and international students studying in different institutes and universities across the country. 18-24 year-olds make up 1.44 million of New Zealand's 4.7 million people. Glovo can provide employment opportunities for youths looking for flexible work.

### **Legal factors**

As businesses in New Zealand have started to employ workers on short term contracts it has caught the attention of the New Zealand government pertaining to labour laws and regulations (NZ Business, 2017). Employment and labour laws are very stringent in New Zealand and they are well protected. There are cases where employees have been exploited in the form long working hours, less remunerations etc due to short term contracts. Also, businesses in New Zealand will have to pay higher amount of taxes as a part of their legal obligations. Uber has been under scrutiny for violation of labour laws and licensing in many countries due to its policies of hiring drivers on contractual basis which overlooks the laws.

### **Technological factors**

Increasing digital business has also fostered demand for delivery service apps in New Zealand. People and businesses are more inclined towards modernisation and want to use technology. Glovo will provide great technological advancement to businesses and people who are looking for fast paced services of any kind.

### **Ecological factors**

Protecting the environment is one of the major priorities of the New Zealand government. When Uber launched in New Zealand it was estimated that it would increase traffic congestion and increase pollution on the road, especially in populated cities like Auckland and Wellington. The estimation proved be to incorrect in both cities. However, as Glovo uses mainly bicycles and motorcycles for the deliveries, the impact on the environment and the generated pollution will be very low.

## **2. Internal Analysis: Category and Competition**

New Zealand has become one of the fastest growing takeaway markets in the world. The New Zealand takeaway delivery market is expected to grow by 6.7% annually, which is far higher than the dine-in and pick-up takeaway markets (Nichol, 2017). UberEats and Deliver Easy are strong competitors for Glovo. In 2017, UberEats began to operate in New Zealand, and due to increasing demand, the company expanded across Auckland into New Lynn, Takapuna and Onehunga. UberEats and Deliver Easy occupy most of the market share in food delivery in New Zealand. Their delivery speed and efficiency is very high. UberEats may be more stylish, but Deliver Easy's service quality is comparable. All in all, the commonality is that their market positioning is the distribution of food, rather than the distribution of other goods.

In the competitive risk aspect, New Zealand food delivery market space is very crowded, with the likes of Deliver Easy, UberEats competing to conveniently serve consumers' stomachs in New Zealand. UberEats will likely orchestrate a take-over. Then, when restaurants find that 30-40% of their sales are through UberEats, UberEats will probably suddenly raise either their cut from the restaurant or raise delivery prices sharply, and restaurants will have no choice and have to compromise. UberEats dominated the Auckland market, and Deliver Easy business had grown in Wellington where it started in 2016. In 2017, for thousands of New Zealanders, food delivery has become synonymous with UberEats as customers love it for its simplicity and convenience (Nichol, 2017). UberEats services are expanding, with more customers, more orders and more restaurant partners in New Zealand. By July 2017, the service had more than a hundred restaurants on its platform and delivered far beyond Auckland's cluster of central city suburbs. By October 2017, it spread to Christchurch. And by September 2017, UberEats expanded to Wellington which added fresh competition to a relatively new market (Junn, 2017).

UberEats (food/restaurant delivery)  
 Deliveryeasy (food/restaurant delivery)  
 Brewbound (alcohol delivery)



Single type

Immediate delivery

SUB60 (kind of goods delivery)  
 Same Day Flower Delivery (flower delivery)



merchandise delivery

Countdown  
 Paksave



Delayed delivery

Figure 4: Positioning Map

As a delivery platform, Glovo offers to 'shop on your behalf'. It allows users to order anything according they need and guarantee delivery within minutes. This includes such goods as food, electronics, and medicine. Glovo App can connect users with independent couriers to send urgent packages. This is what differentiates Glovo from Delivery Easy and UberEats.

### **3. Internal Analysis: Company and Potential Collaborators**

Glovo has been able to succeed in its home market and in international markets too, due to its core resources. Among them, the most important are:

- Key investors supporting the product. Today, the company is well positioned worldwide, and in its last round of funding it raised 115 millions of Euros (O’Hear, 2016). This solid base supports entry into future markets, like New Zealand, which is valuable for businesses who want to partner with us.
- High qualified employees. For example, Sasha Michaud, a well known expert in digital business startups, is Glovo’s co-founder and specialises in strategy. Or Niall Wass, a former Uber SVP who has been working as advisor for Glovo, has just been nominated for chairman (O’Hear, 2016).
- A wide network of business partners. More than 3000 partners are already working with Glovo around the world. They cover the different needs that customers have. This element of the company will inspire trust and confidence from potential partners in New Zealand. Some even have franchises operating in the country, like McDonald's, KFC, Target and Starbucks.
- An expert marketing team especially focused on PR and social media promotion and our specialized IT team that is focused on App improvement.

## Skill Set

The following chart shows the most important skills that the company has to succeed in new markets.

<b>OUR SKILLSET</b>	
<b>Ability to move fast</b>	The business strategy is to be the first player when entering a new market. This is evidenced by the rapid expansion to different cities since the development of the application, in late 2015
<b>Ability to focus on continuous improvement</b>	Due to the rating system offered by the App and the investments on data analytics, Glovo is in constant changing and improvement.
<b>Ability to adapt to each local market</b>	Deep understanding of the culture, traditions and regulations of each new country before starting to operate.
<b>Highly efficient customer service</b>	Glovo understand that this fundametal to retain customers.
<b>Ability to maximize human resources</b>	The company has few employees in each operating city and most of the activities are centralized in Barcelona.

Figure 5: Main Skills

### Areas to invest in Resource Development

Especially during the first months, Glovo will have to make a strong investment in advertising and promotions to create awareness and to tell the story of our service.

Public Relations is also fundamental to build our partner network.

On the other hand, at the beginning the company will have to hire Glovo drivers until we have a better position in our targets cities, sufficient to attract new independent Glovers.

This will also represent an important investment.

## 4. Internal Analysis: Potential Customer Segments

Customers with different behaviour will have different needs. If Glovo has an improved understanding of the nuances of their customer behaviour, then Glovo can accurately direct their marketing. Resulting in more targeted, cost-effective messaging and greater investment return. The main method used to segment the market is Geo-demographic, and it is detailed in the following picture:

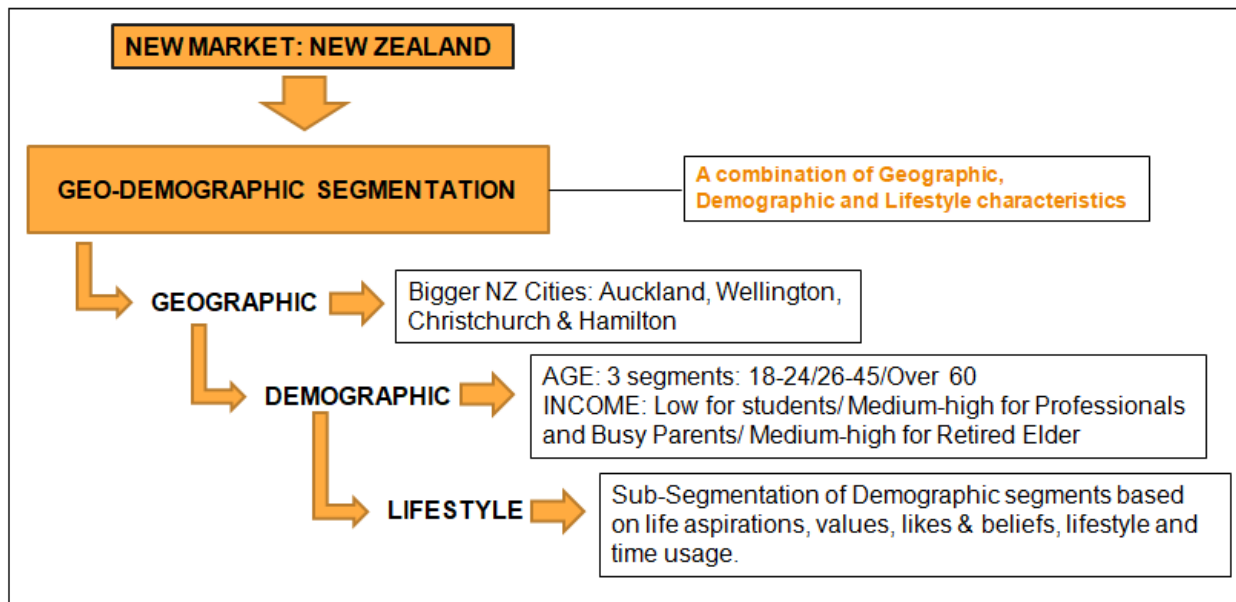


Figure 6: Segmentation process

Therefore, according to this graph our customer base is divided into 4 segments<sup>1</sup> :

<sup>1</sup>Note: see Personas Templates in Appendix.

### 1- Tertiary Students

This group of people form a considerable proportion of customers and are likely to become long-term users. Most of them are low-income people and even have no income. Their age is normally between 18 and 24. Vehicle ownership is impractical and expensive to this group. What they need to send is usually daily necessities, study materials, or food. They will have a lazy attitude, so they will be willing to use this

service as long as the price is acceptable. Their time requirements are not strict and do not require very fast and timely delivery services.

## **2- Busy Professionals**

This group of people generally have a healthy income, but they have long working hours. They are between the ages of 25 and 45. They are educated and pursue a high quality of life. This type of person will be the main customer base of Glovo because they understand that time is the only asset that won't depreciate with the years. Due to that, they can save time by spending a reasonable price on Glovo.

## **3- Retired elders**

This group of people is generally over 60 years old. This type of person does not occupy a large proportion because they are slow to accept new things, and some do not even use smartphones. Failing vision may prohibit them from using the app directly. But this group have many needs that can be met through Glovo. The goods they mainly transport are alcohol, medicines, and daily necessities. They are a group of people who are eager to be valued and respected.

## **4- Busy parents**

This group, composed mostly of women, is between the ages of 26 and 40. They have more than two children. Their time is consumed with childcare and housework. They need to meet the daily needs of their families, such as children's daily necessities and stationery, etc. Most of the time they need to stay at home to take care of their baby. Children's supplies are often urgent, such as milk powder and diapers. Glovo can solve a lot of their problems.



## 5. Internal Analysis: SWOT

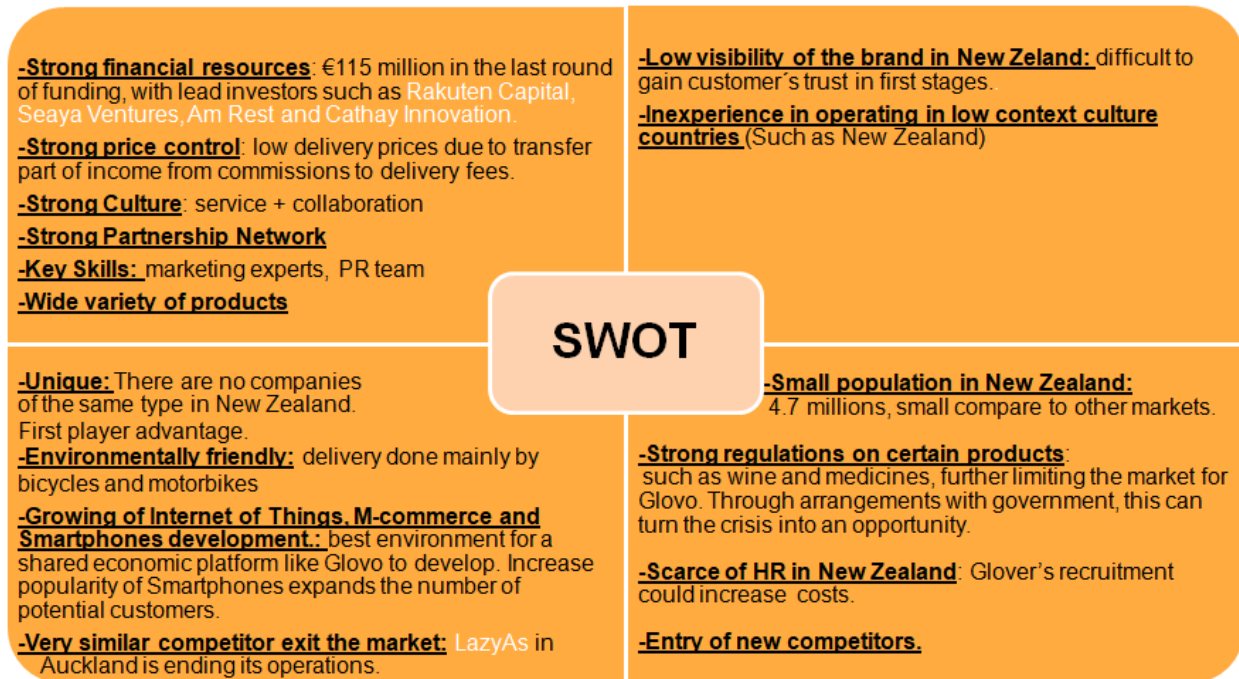


Figure 7: SWOT Analysis

## Target Market

While there are several distinct segments appropriate for targeting, there is not a single ideal market. The market for this service will be characterised by multiple segments that seek the same functional benefits.

While for some this service could be for providing access, this service will primarily address a market that prioritises the functional benefits of saving time, avoiding hassle and reducing effort. However, there are elements of self-transcendence present in the way that Glovo supports community businesses. Early adopters will also feel pride in being forward-thinking.

This service will target four main user groups. These are defined by how their lifestyle interacts with the value propositions of Glovo. These groups find similar value in having products delivered to their residence rather than going out themselves. Segments outside of these are likely to find Glovo's value proposition unappealing because they

are mobile and time-rich. The lifestyles of our target segments relate to demographic segmentation, but other identifying characteristics are also present.

The first will be those who are likely to have an income but unlikely to have full licenses and full vehicle access. This user group is comprised of young people who are likely to be new tertiary students. The appeal of reducing effort will be important to this group.

The second will be those who have an income that stems from a demanding occupation. This target group are likely to have full licenses and full vehicle access. However, they are likely to be under time constraints. This user group will find most value in saving time.

The third user group is likely to be retired and may no longer have licenses to drive or vehicle access. They are also likely to have trouble with mobility in general. This user group is likely to be smaller than the other two, but will find higher order value in Glovo's services through the benefit of providing access. While it could be assumed that older individuals might be estranged by Glovo because it is a service that relies on the use of smartphones, the pervasiveness of devices cannot be underestimated. Also, particularly for the third user group, the end user may not be the customer that deals directly with Glovo.

The fourth is busy parents. These users represent households. The needs of three or more people will be expressed by a single user or pair of users. Appealing to this group means appealing to their desire to be, or self-concept as, great parents.

## **Positioning Statement**

“For students and busy professionals where time constraint is an issue in their lives, Glovo App comes as a solution because it is the unique online platform among all delivery services that will help them simplify their lives in a fast and affordable way, because it allows them to shop around the city, and send whatever they want without the need of moving from their houses.”

## **Marketing Mix**

### **Place**

In New Zealand, it would be covering major cities; Auckland, Wellington, Hamilton and Christchurch. This decision follows a deep analysis of the context of these cities, similar to the ones where the App is already functioning. These cities are busy cities, with many gastronomic offers, as well as a wide variety of shops who will find a competitive advantage to work with Glovo.

In addition, these cities concentrate the majority of the total of students enrolled in tertiary institutions across New Zealand.

As our product is digital, our distribution channel is based on our users rate of app download. We will work with App Store and Play Store to offer the product and promote it through those platforms.

### **Product**

The Glovo App connects users with independent couriers and allows them to acquire products from anywhere within the city. This application's "anything" delivery option makes it possible for users to deliver "anything". This will satisfy the needs of our customers who have time difficulties in their lives. The benefits of our service go beyond the app, because our extended product, including social media interaction and excellent customer service will magnify the user's experience.

### **Price**

Once positioned, Glovo will have flexible workforce which will allow our customer a policy of no minimum order. The pricing would be dependent on the distance a Glover travels, the time consumed to pick up the product, and how many Glovers are available at that moment. In addition, due to commissions charge to our partners, we will be able to transfer part of our revenue to our delivery fees. This will be attractive for our customers who will always be seeking for price advantages.

The application will be free to download will not include upgrade costs.

### **Promotion**

Glovo's print promotion would be done through creative posters and print material at universities, bus stops and partnered shops and restaurants. Other traditional channels such as Radio and TV will also be used for promotion. Glovo will also create sales promotions to promote loyalty. Email will also be used to strengthen connections with customers. Strategic partnerships will be necessary.

## **Integrated Marketing Communication**

### **Brand Identity**

Glovo is about product variety and speed. This essence is well encapsulated by "anything you need, fast!", though speed is perhaps less important than ease for some of this service's target groups.

Glovo believes in the possibility for thriving local business and flexible work for their couriers. The business seeks to fulfill these through the functional benefits of their service. Glovo makes affordable courier options available to small businesses through their app and makes their Glover positions open to those seeking flexible work. These two things are connected by the demands of their end users who order goods from small businesses and receive their products from Glovers.

This brand acts primarily within the magician archetype. This is because they offer new ways to do familiar things and offer a high degree of variety in their services. The brand could also use the associations with innovation from the creator archetype and even some associations from the caregiver archetype to round out their brand image. The caregiver archetype will resonate with customers that care for children or elders and encourage them to use Glovo to meet the needs of those they care for.

Glovo's brand symbols are bright and imply innovation and enthusiasm, which is important to such new services. The colour scheme from Glovo's activity in other countries can remain unchanged as the colours do not currently have another strong association to compete with. The Glovo icon is simple to recognise and easy to reproduce.

## **INTEGRATED MARKETING COMMUNICATION MIX**

The IMC mix is a combination of a “pull/push” strategy because in the early stages of business in New Zealand, it will be necessary to work with retailers who will help us to create awareness of our App. This, combined with a strong advertising campaign, will “push” our customers to download the App and start benefiting from our service.

In later stages, we will mutate to a predominantly “pull” strategy, because our customers will define how Glovo is used in New Zealand.

Starting with Advertising, the objective will be mainly informative and focused on creating awareness through posters and brochures at universities to target students, with posters in CBD and radio advertisements to capture the attention of busy professionals and parents and with TV commercials to inform retired people about the benefit of the Application. The campaigns will be based on a combination of flighting, pulsing and continuous schedule.

Regarding to Sales Promotion, all the chosen elements, either loyalty programmes, coupons or referrals, will mostly be oriented to engage and persuade users to increase their use of the App. The frequency for them will be continuous and flighting schedule.

Moving to direct marketing, we will only be able to utilize emails and social media add once we have created awareness and have a stable database. Due to its technological nature, these elements will be pointed to influence mostly students, but also busy professionals and parents with a continuous frequency.

To finalize, public relations and personal selling are key to work with the government, media and business owners, with a continuous base reinforced at the beginning of the company's operations.

## Synergy of the IMC Mix Elements

The sales promotion elements work together to incentivise trying the app, reward repeated use of the app, and promote viral spread. The advertising elements work together to promote habits by creating awareness of alternatives. Several advertising channels (radio, retail posters, and bus stop ads) have been selected specifically to offer alternatives to errand running in an appealing way while people are traveling to accentuate the benefits of using Glovo through contrast.

## Specimens of Communication



This communication is a print advertisement designed to be distributed to students. The communication uses bright colours to draw the attention of the eye and communicate

warmth and positivity. The design is in small dimensions appropriate for putting into a pocket. While initially appearing to be a simple card, the design mimics the form and dimensions of a mobile phone when opened. Reading the communication mirrors the beginning of an interaction with the Glovo app by taking the reader from the app logo to the app landing page. This method of presentation was implemented to express the ingenuity of the brand and engage recipients of the communication. The communication is relatively informal and features a QR code to make follow up easier for recipients of the message. This technology is likely to be easy for students to recognise and easier to engage with than a printed web link. This communication informs recipients of the message about the benefits that Glovo can offer and introduces them to the brand in a friendly and approachable way.



This communication is designed for web display and signage. In this communication, the Glovo balloon is formed out of Glovo branded boxes, like those that are carried by

Glovers. This message is intended for transmission once the brand is more established, because the contents of the communication are coded using concepts that require some familiarity with Glovo in order to be understood. The aim of this message is to remind users of Glovo's benefits and maintain their awareness of the brand. This communication also references the common saying 'think outside the box', but subverts that message to reflect the value propositions of Glovo.

**WORD COUNT: 4,455**



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# APENDIX





## IMC MIX

<u>Element of the IMC Mix</u>	<u>What</u>	<u>Who</u>	<u>When</u>	<u>Objectives</u>
<b>Advertising</b>	Posters at universities	Students	At the beginning of semesters (flying schedule)	Informative: Create awareness.
	Posters in CBD/Bus stops	Busy professionals	Very intense at the first stages of the business (flying schedule) Softer during the year (continuous schedule)	Informative: Create awareness.  Reminder: maintain interest in the service
	Radio	Busy professionals Parents taking kids to school	Traffic peak hours (with pulsing schedule)	Informative: Create awareness. Communicate them that with the App they can avoid long supermarket queues, or they can go directly to their homes and do not need to go out again for small shipping.
	TV	Older customers, retirement centres	Morning hours (with pulsing schedule)	Informative: Create awareness.
	Print ads in shops' doors/walls	All customers	All the year (Continuous)	Informative: Create awareness.

			schedule)	Communicate customers that they do not need to go to those shops for buying their necessities and that they can order them with the App.
<b>Sales Promotion</b>	Loyalty programmes	All of the users of Glovo App	From the beginning of the business (Continuous schedule)	Persuasive: Engage users and create loyalty by giving them benefits.
	Coupons for first use	Students  Busy professionals	At the beginning of semesters (Flighting schedule)  Very intense at the first stages of the business and then softer during the year (Pulsing schedule)	Informative: create awareness and persuade new customers to change from: "I like it to I want it".
	Referrals	For users	All the year with every new user. (Continuous schedule)	Persuasive: Engage new users by giving them benefits.
<b>Direct Marketing</b>	Emails	Students and busy professional segments	Once we have created our database	Persuasive: encourage them to try all the product categories of our them
	Social media ads (And posts about other users experiences and stories using the App)	Students and young busy professionals (millennials subsegment)	Once we have brand awareness and have reached our interaction rate target	Reminder and informative. Maintain interest and inform about new stuff going on

<b>Public Relations</b>	Highly trained PR personnel	Media, government, other stakeholders	Continuous schedule: all the year. More intense if required.	Build and maintain image. Monitor opinions, complains.
<b>Personal selling</b>	Highly training sales personnel	Shop owners, potential partners. (Ex: TradeMe, The Warehouse, Pharmacy, Liquor Stores)	Very intense at the first stages of the business. Before launching the App in NZ. All the year, looking for new partners	Informative: create awareness and make them understand the benefits of partnering with Glovo.

# CUSTOMER PERSONAS

Tertiary Students	Busy Professionals	Retire Elders	Busy Parents
			
<p><b>Goals</b></p> <p>Graduating, finding a good job and save money for travelling.</p> <p><b>Frustrations</b></p> <p>Failing exams, not finding 'the perfect' job, earning little money.</p>	<p><b>Goals</b></p> <p>Be successful in their working area, higher position, enjoy kiwi life style.</p> <p><b>Frustrations</b></p> <p>Time constrains, unemployment, Demotion.</p>	<p><b>Goals</b></p> <p>A happy family, enjoy retired life</p> <p><b>Frustrations</b></p> <p>Little money, family living far away from them, health issues.</p>	<p><b>Goals</b></p> <p>Have a wealthy lifestyle, enjoy their family, have own house.</p> <p><b>Frustrations</b></p> <p>Over cooked, divorce, times constrains</p>
<p><b>Shopping Preferences</b></p> <p>Affordable Premium</p> <p>Delivery In-Store</p> <p>Standard Personalized</p>	<p><b>Shopping Preferences</b></p> <p>Affordable Premium</p> <p>Delivery In-Store</p> <p>Standard Personalized</p>	<p><b>Shopping Preferences</b></p> <p>Affordable Premium</p> <p>Delivery In-Store</p> <p>Standard Personalized</p>	<p><b>Shopping Preferences</b></p> <p>Affordable Premium</p> <p>Delivery In-Store</p> <p>Standard Personalized</p>
<p><b>Summary</b></p> <p>This group are generally single, young, socially active and have either just started fulltime work or are still studying.</p> <p>Most of them are low-income people and even have no income. The main demand for this type of group is that they are unable to drive or are inconvenient to drive, so they need to be delivered.</p>	<p><b>Summary</b></p> <p>This busy professionals live a busy lifestyle, constantly trying to balance their work and leisure time while making the most out of every hour of the day.</p> <p>This user group will find most value in saving time. They are very willing to spend a little money to save a lot of time. Glovo is exactly what they need.</p>	<p><b>Summary</b></p> <p>This group are retired elders. Their kids are long gone, the house is paid off. They dress sharp, use the latest gizmos and stay fit by walking and following a healthy diet.</p> <p>They are likely to have trouble with mobility in general. They may not be the people who play the phone in hand, but they are who who have the gain in the end.</p>	<p><b>Summary</b></p> <p>This group of customers encompasses skilled and semi-skilled workers, mostly women between 26 - 40 years old that are working part time or are on parenthood leave. With more than 2 children, they spend most of their time in their homes taking care of the kids and doing household. They have limited time to do the daily shopping such as children's necessities or stationary. Glovo can definitely help them.</p>

## Tertiary Students

## Busy Professionals

## Retire Elders

## Busy Parents

