

A marketing plan as a marketing management tool

Defined business document	Marketing plan
Brand	Glovo – glovoapp.com/en
Market	Delivery service application
Marketing challenge	Expand app offer to include booking services
Geographical focus	Spain (as a pilot)
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Meeting point of the authors with Danny Abramovich	ISG Business School, Paris, France Master in Business Administration (PGE)
Content covered	Chapter 1, Marketing analysis ✓ Chapter 2, Strategy & objectives ✓ Chapter 3, Budgeted action plan ✗ Chapter 4, Control procedures ✗
Methodology used	The MODE - doing your marketing more effectively
Number of slides	25
Presentation format	pdf

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marketingPlanMODE.com

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GLOVO

Anything you want. Delivered in minutes.

MARKETING PLAN

We would like to expand our distribution capabilities to become the world's leading delivery service by reaching new clients. Pilot country: Spain.

Camille BRODEL & Anna AUGIER ARNAUD – 2020



COMPANY PROFILE

Facts and figures

2004 - creation of a **bicycle delivery service** in Barcelona by **Oscar Pierre**, an engineer.

2019 - 3rd fundraising of 150 million EU

2019 - 250 million EU turnover

Present in **288 cities** in **26 countries** in Europe, Africa and America.

More than **50,000 cyclists** and **1,500 employees**.

Sources: lesechos.fr

Vision and values

They currently allow people to **order** meals, groceries, gifts or... **whatever they want** with Glovo. **All wishes are delivered.**

Development of *SuperGlovo* (Virtual mini-supermarkets that take the form of warehouses: own stock of groceries).

- They want to have a shipping time of 15min
- Deliver the entire world

A major updated signal

Glovo has **raised €460 million** since 2015.

Obtain the « **unicorn** » status in **2020** (company valued at more than \$1 billion).

GEOGRAPHICAL FACT SHEET

Facts and figures

Meals provide $\frac{3}{4}$ of the turnover

Created in Spain:

- Country as a **test** before the entire world
- Very **popular**
- **Maid** and **babysitter** for wealthy families
- On the **streets** there are lots of **ads** for local assistance

Our proposition:

Booking of **home help** and **leisure activities**, such as movies, restaurants, etc.

Map

In Spain, the country where Glovo is leader



Sources

Snacking.fr
Frenchweb.fr

1. ANALYSIS OF THE CURRENT SITUATION





1.1 Influential business trends until today

ECONOMIC

COVID 19: increase of the delivery service

SOCIAL

Strikes by delivery men denouncing their daily life under pressure and insufficient working hours to obtain a decent income.

Until today, the main trends that have influenced the company are **economic** because of the sanitary crisis and **social** due to the bad living conditions of delivery people.

1.2 Market analysis to date

1.2.1 Markets in which the company is involved in

Restaurants	Groceries	Fast Food	Supermarkets
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- ISIC 5812 Restaurants-Food Delivery
- ISIC 5963 Food-Home Delivery
- ISIC 5963 Beverage-Home Delivery

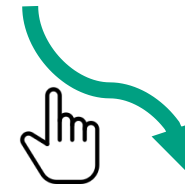
1.2.2 The level of competitiveness of our main market

The level of competitiveness of our main market (delivery from restaurants) is **very high** which means Glovo is one of the leader of the market.

1.3 Competitive analysis

Direct competitor-1	Direct competitor-2
<p>UberEats</p> <ul style="list-style-type: none"> - 700 cities - \$1,3BN, turnover (2018) 	<p>Deliveroo</p> <ul style="list-style-type: none"> - 500 cities - £476M, turnover (2018)

Sources :
 Wikipedia.com
 Liberation.fr



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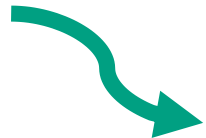
Our level of competitiveness is lower than Deliveroo by **4%**.



1.4 Current market segmentation to-date

Delivery service for people who have **no time to waste** while **reducing their efforts** and **limiting the risks** to their health (COVID-19).

1.5 Offer-mix

We think that until today (June, 2020) the most important element in our offer is **quality of service.** 

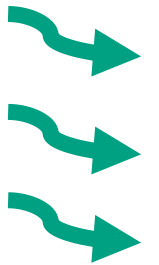
1.6 Marketing promotion to-date

Public relation by LAURENT GUYOT & CO (France)

Sales promotion: free delivery and promotion code on social network, newspaper and flyers

Sponsorship

Advertising: TV, posters, panels, street marketing, social network



1.7 Actual strengths & weaknesses

Our clients in Spain perceived that until today (June, 2020) the most important element in our offer is the **delivery time** (rational) and the **brand image** (emotional). They also thought that our main weakness is the **variety of our partners**.




2. MARKETING STRATEGY & OBJECTIVES

The logo for Glovo, featuring the word "Glovo" in a teal font with a yellow location pin icon above the letter "o". The logo is centered within a white circle that has a thin yellow border. This circle is positioned on the right side of the slide, overlapping a dark green vertical bar that runs down the right edge of the page.

Glovo!

Glovo! 2.1 Selected marketing strategy next year

As of January 2021, we would like to **introduce a new activity:** reservation of leisure and domestic help directly on our application, this is part of our **Diversification strategy.** 

2.2 Developing a value proposition to back-up the strategy

As of January 2021, we are going to focus on the booking of activities such as **restaurants, cinema, bowling, etc.**, also domestic help such as **maid, plumber, electrician, etc.**

2.3 Targeting next year

As of January 2021, we are going to focus on **active people** who need **assistance** with **daily chores** and **leisure** activities due to **lack of time**.

2.4 Revising the marketing offer next year (see #1.5)

As of January 2021, we are going to focus on **quality of service**. Because the staff interacts with the clients directly the service must be flawless. 

Glovo? 2.5 Revising marketing promotion next year (see #1.6)

- As of January 2021, we will set up **sales' promotions** with promo codes to gain customer loyalty and attract new customers.
- We are going to call on Grupo AMBH to assist us with **public relations** for the launch of our new services throughout Spain.
- Online and offline **advertising** are always part of our marketing budget.



2.6 Transforming strengths & weakness into objectives

1 – W > T In tune with the selected strategy (see #2.1), as of January 2021, we are going to **introduce new partners**. Customers will be able to make **reservations** for delivery to **new restaurants**, but also to **book** their **leisure activities** (restaurants, cinema, etc.) or to **hire domestic help**.

2 – S > T As of January 2021, we are going to **reduce** our **delivery costs** in order to **lower** our customers' **bills**.

3 – W > O As of January 2021, we will be present in **more than 15 additional cities** in **Spain**.



3.1 To pursue partnerships: 1+1>2

As of January 2021, we will collaborate with the blog "[barcelonafoodexperience](#)" for this city. We lack addresses and this partner is an expert of Barcelona restaurants. In return, we will increase their rate of visits to their website.

We will continue to use other **food experts** for different Spanish cities to increase the diversity of our choice.



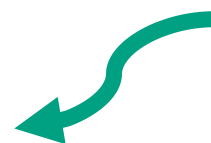
ANNEXES



ANNEX 1.3 Market analysis to date

Critical Success Factors	Weight	Glovo		Deliveroo		UberEats	
		1-10 Score	Results	1-10 Score	Results	1-10 Score	Results
Quantity of choice (restaurants)	0,1	6	0,6	8	0,8	9	0,9
Price	0,2	7	1,4	8	1,6	6	1,2
Waiting time	0,4	8	3,2	7	2,8	8	3,2
Quality of service (deliverer)	0,3	7	2,1	8	2,4	7	2,1
Total	1,0		7,3		7,6		7,4

Our level of competitiveness is lower than Deliveroo by 4%.

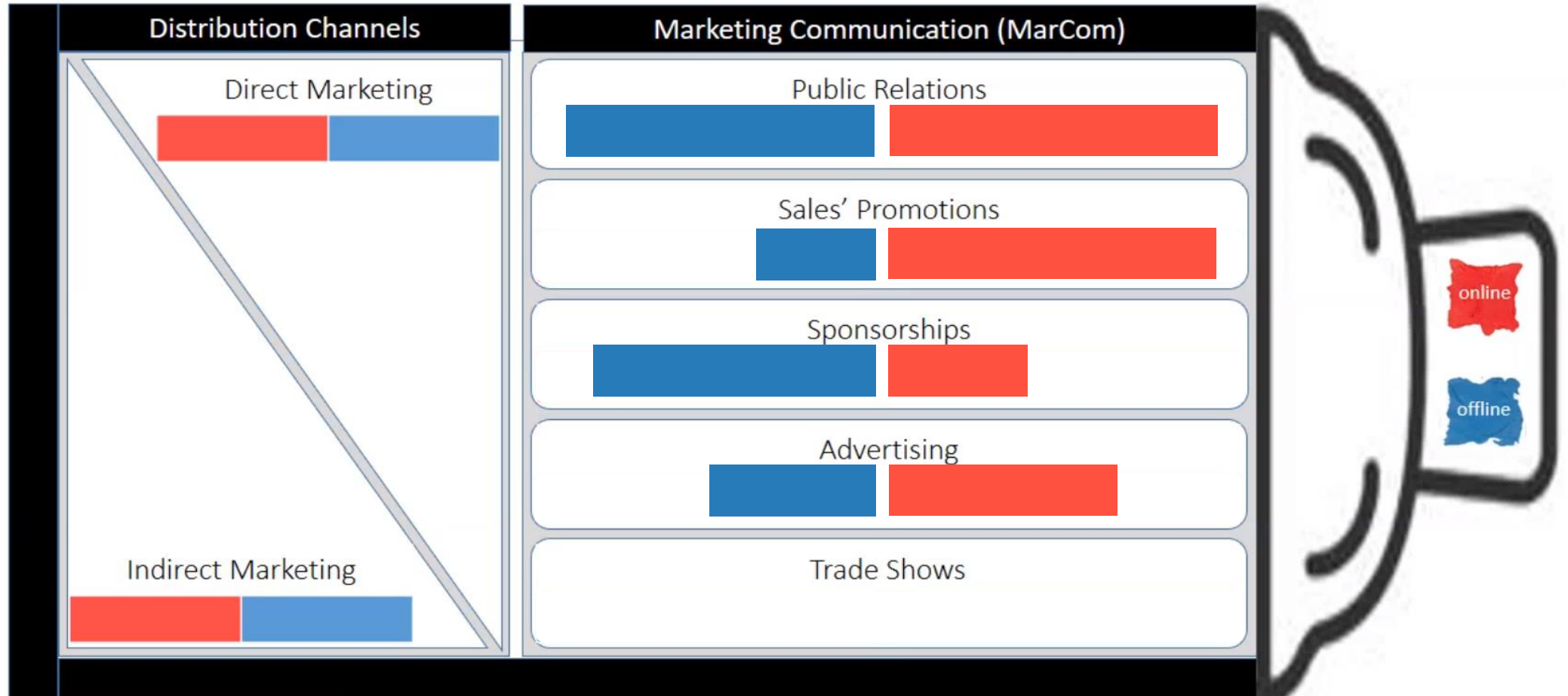


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ANNEX 1.5 Offer-mix



ANNEX 1.6 Promotion-mix



Source: adn.eu

ANNEX 1.6 Promotion-mix

Sources : Instagram.com



73 J'aime

glovo_ma Vous n'avez toujours pas utilisé Glovo à Rabat ? On vous livre vos restos préférés à 40 Dhs de remise 🍣🍱🍔 #foodie #glovolife #rabat



1 415 vues

glovo_ma Ajoutez le code promo GLOVOMUBARAK pour profitez d'une livraison gratuite ! 🍔🍱



122 J'aime

glovo_ma Au menu : les meilleurs burgers livrés chez vous GRATUITEMENT 🍔🍱 Commandez sur la catégorie "Burger Week" et faites-vous plaisir toute la semaine 🍔🍱 #burger #foodies #morocco

Sales' promotions



ANNEX 1.6 Promotion-mix

Sources : Facebook.com

East Africa Infrastructure Project Finance Conference
25 nov. 2019 · 🌐

It is a great honor to have SENDY LTD as our Associate Logistics Sponsor for the Conference. Logistics play a critical role in the successful delivery of infra projects. Join the conversation #EAIPFC2020. Contact us on info@eainfrainance.co.ke to secure your discounted ticket.

[SENDY DHL Africa Cup Official Group G4S Glovo](#)

Voir la traduction



Project financial sponsorship

Sports sponsorship

JBCN Conf Barcelona JUG
6 mai 2019 · 🌐

We have superb companies sponsoring JBCNConf 2019, and some of them ARE HIRING! This year's edition it's going to be a great opportunity to know better companies such as Red Hat, Codurance, Casumo, Netsuite, Newrelic, Scopely, Glovo or Mango 🍌 Would you like to be part of their team? <http://www.jbcnconf.com/2019/#Sponsors>

Voir la traduction



Glovo
24 juin 2019 · 🌐

Glovo, Sponsor Officiel des Supporters Mazos ! On croise les doigts pour nos éléphants

Jeu Supporter Mazo : A chaque But de la CI, un code promo de 10 000 FCFA sera publié sur les pages Instagram et Facebook.

Le plus rapide pourra en profiter 🍌🍌

#glovo #glovoci #can2019 #can #livraison #elephants #team225 #225 #abidjan



Glovo
Sponsor officiel des SUPPORTERS MASOS
Commandez, c'est livré.

Music sponsorship

Hany Adel
29 nov. 2018 · 🌐

The Marquee Proudly Presents for the first time HOH & كايرو ستيفس Cairo Steps performing together in one concert on Thursday 20th of December, Expect a unique exquisite experience full of surprises

Tickets available : Ticketsmarche.com

Concert by: Cairo Festival City

Gold sponsor: Glovo

Official Radio Partners: NogoumFM 100.6 and Nile FM

Organized by: Event House Egypt

Voir la traduction



JEU, 20 DÉC. 2018

HOH & Cairo Steps

The Marquee · Le Caire, Gouvernorat du...

INTÉRESSÉ(E)

GiveInternet.org
11 févr. · 🌐

Meet some of our newest students from the villages by the occupied territory of Abkhazia - and read their stories in the descriptions!

A special thank you to Glovo for sponsoring the laptops and the training sessions for 15 students.

More about the project:
<http://bit.ly/2w8lUef>

Bring a student online:
<https://giveinternet.org/en/>
Voir la traduction



Charity sponsorship



Sponsorship



ANNEX 1.6 Promotion-mix



Street marketing (flyers)
salomonrollpub.com



Social network influence
totem-experience.com

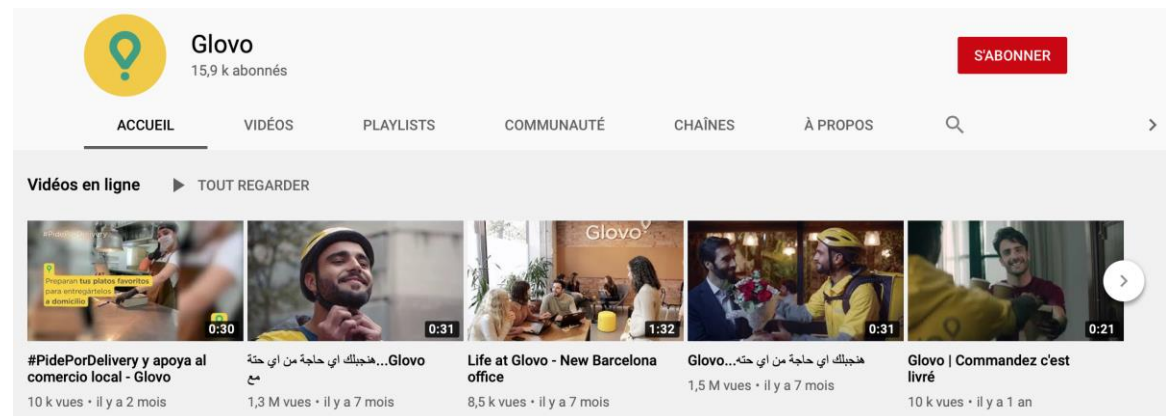


Posters
twitter.com

Advertising



Pannels
leparisdalexis.fr



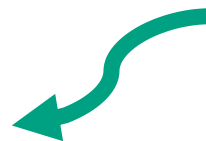
Youtube and TV spots
youtube.com



ANNEX 1.7 Actual strengths & weaknesses

Competitive advantages	Main weaknesses
RSP1 – Rapid delivery ESP2 – Brand image RSP3 – Quality of service RSP4 – Packaging	RSP1 - Variety of choice RSP2 – High cost for the restaurants

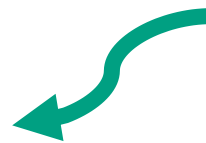
RSP – Rational Selling Proposition
ESP – Emotional Selling Proposition





ANNEX 2.1 : Selected marketing strategy next year

Existing markets / Existing service	Existing markets / New products
Market Penetration	Product Development Strategy
New markets / Existing service	New markets / New products
Market Development Strategy	Diversification



Glovo! ANNEX 2.4 Revising the marketing-offer next year

