

Improvement Of Basic International Managerial Approaches And Their Implementation (on the basis of Glovoapp Ukraine)

COVID-19 pandemic affected current enterprises and demand of consumers. Consequences of such changes affect managerial approaches that are used by companies to cope with new challenges on the market. This work deeply analyses correlation between managerial approaches and decisions that support competitive advantage on market. As a result, thesis will emphasize how appropriately picked managerial methodology can impact sustainable development of consumers on market, where enterprise operates.

On this article we made an analysis of food delivery company “Glovo”, which is a delivery company that proceeds in more than 23 countries globally. It has started to operate in Spain in early 2015. Startup was founded by two proprietors Oscar Pierre and Sacha Michaud. Both proprietors were engaged in tech and digital areas that helped them to identify scales of tech resources to launch their own startup. In the article overview of overall performance of Glovo Ukraine with reference to its’ corporate structure, competitors that operate in delivery market and the way how company maintains customer expectations were described. The main goals is an identification of whether the company and its’ processes are effective in terms of competitiveness and communication with end users.

Also, the article contains analysis of relation between theoretical information and practical findings. The goal of an analysis is an identification of the most efficient way of how Glovoapp Ukraine with food delivery business model can reach the highest ratio of market share with comparison to competitors. Theoretical information is being applied in order to identify current and recommended way of proceeding. The task of the article is to identify how usage of incorrect managerial approach can affect competitive advantage of certain enterprises.

The relevance of this paper is defined by rapid growth of businesses that proceed on food delivery market and managerial decision, that are made by them. Such decisions form sustainability strategy of such enterprises, therefore contribution to fight against COVID-19 consequences and threats.

Keywords: COVID-19, managerial approaches, competitive advantage, sustainable development.

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Problem statement

Nowadays the enterprises that operate on various markets are struggling to handle the difficulties that are provided by environmental changes that are pushed by external factors. Modern companies are used to proceed according to classical approaches and pick the most appropriate one, on their opinion, that is suitable to their type of business and the flow of processes within an enterprise. Current situations represent the fact of inflexibility of global enterprises. Inflexibility is caused by issues with decisions that were made by managers.

Incorrect managerial decisions lead to closure of a business. In current situation, it is hard to replace the closed business with a new one not only because of high competition but also due to market limitations that appeared after a lockdown due to COVID-19. Absence of the right management can lead to business decay that is followed by world crisis as a result of decline in production of most types of goods. Decrease in number of businesses is a favorable condition for monopoly development, that is the reason of decrease in prices and variety of products that are available for an end-user.

Task statement

The goal of the article is to study and analyze effects of used managerial approaches on enterprise, with reference to events that occur on the market.

- In order to emphasize correlation between management approaches, sustainability and enterprise success following tasks were set:
- develop an understanding of management origins;
- learn main branches of managerial approaches and issues that caused management methodologies development;
- gather modern business development insights by completing internship at "Glovoapp Ukraine". Analyze strategies in terms of competitiveness, marketing and sustainability;
- compose an action plan for "Glovoapp" sustainability and competitive advantage development.

Literature review

Knowing the consequences many economists, philosophers, sociologists and other representatives of various scientific spheres tried to oppose the threats by formulating statements, that in conjunction formed a set of options for actions in certain circumstances. Frederick Taylor, was the one who started to work on fundament of production process, that was needed for the times of an industrialization. Henry Fayol developed the theory by adding

structure to operations and relationship between individuals. The lack of attention to a human as to an individual attracted followers of Human Relations school and they made a contribution, that made needed changes. Later, biology discoveries took place and they made contribution to development of management as a science in a way of opening of external influences consideration importance, that gave a signal for Situational approach to appear and devote its attention to actions that should be done in certain conditions, that are formed by external factors. Each theory has its advantages and disadvantages and the observer should weight the risks and to apply the suitable one with reference to current conditions within and outside an enterprise.

Frederick Maslow was the one of the first thinkers who launched the process of division between the one "who works" and another "who supervise." Henri Fayol was a mining engineer and director of mines who implemented the theory that further was called a general theory of business administration and later the theory was called as Fayolism.

Coming back to Scientific approach, there was required the division of responsibilities, but alignment between the divisions wasn't a main feature. Fayol offered relative departments to gather on meetings and to discuss current issues of an enterprise, that allow to solve them as fast as possible due to the fact that had of any department could offer a solution from their side or support their colleagues in terms of processes. On his opinion, that allows to increase awareness to other departments about the current condition of operations and increase a coordination in general. Henry Fayol was a supporter of top-down management and stood for development of goals from manager side without any reference to employees point of view. Another deviation from scientific approach was the way how the both theories were implemented. Taylor implemented the theory from a perspective of a worker, but Fayol manager his theory by observation of managerial actions. Still, both theories had one mutual goal — the increase of efficiency of processes, but in different ways.

Max Weber, German sociologist, philosopher and economist, developed this theory with injection of bureaucracy into the management. Weber claimed, that it is necessary to provide each individual with certain list responsibilities and occupations. Responsibilities started to be distributed by levels, other words, in case the certain task is not in the scope of the manager or manager is not able to decide on the actions that should be applied, the task is transferred to the manager of higher level. Max Weber theory was the point when top-down management was developed as an approach. The decisions were escalated to the bottom office and bottom office was reporting to top management through the middle managers.

In 1950s importance of understanding the correlation between motivation and individual's nature was stressed by Douglas McGregor. He claimed that managers use one of two theories to motivate the employees.

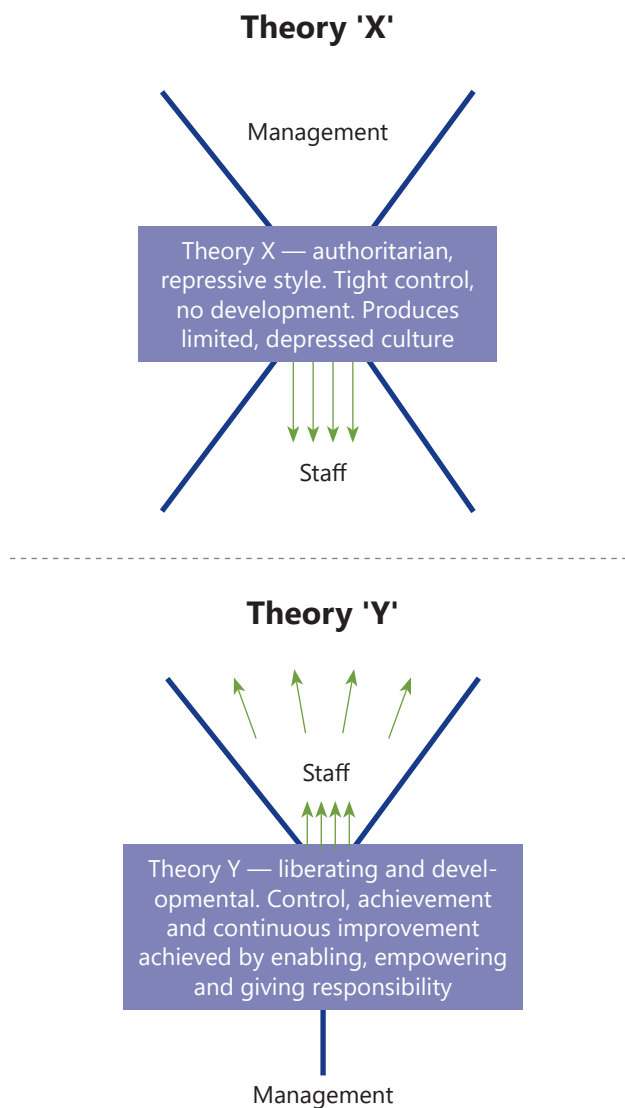


Fig. 1. Adaption of McGregor's ideas for modern organization

Two theories (Figure 1) show the approach of managers of treating employees. "X" theory stands for the traditional view on the management of subordinates and it refers to a repressive style that was a main one at the times of industrialization [24]. Repressive style was followed by a tight control over the subordinates and didn't lead to any developments in relationship microclimate among the subject of the group. "Y" theory was opposite and the main points were taken from the theory of Mary Follet. In case of "Y" theory application subordinates are provided with responsibility, that as a conclusion satisfies "Belongingness" and "Esteem" needs at once.

The theory of Henry Fayol was later developed by Luther Gulick. Gulick was a political scientist that stand for

the limitations of subordinates that were under control of certain management. The limitation allowed to track and supervise physically possible number of processes that flow in the company and the limitation was presented as an approach of "span of control". Another point that was presented by Luther Gulick was a concept of "Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting and Budgeting" (POSDCORO). The scientist tried to combine the thought of Frederick Taylor and Henry Fayol because he believed that hierarchy in terms of the structure and the efficiency increase in accordance to the right supervision.

Luther Gulick paid attention to the organization and co-ordination of the processes in the company. There are two main principles:

- presence of collaboration between head of departments that was previously claimed by Henry Fayol;
- presence of the ideas that are provided to a team voluntary. Each team member has a desire to share his ideas that are pointed to the development of processes.

The theories that were mentioned before got development in later 1960s, when the biologist Ludwig von Bertalanffy claimed that general systems model could be used to unite various spheres of science. To quote Bertalanffy: "... there exist models, principles, and laws that apply to generalized systems or their subclasses, irrespective of their particular kind, the nature of their component elements, and the relations or "forces" between them. It seems legitimate to ask for a theory, not of systems of a more or less special kind, but of universal principles applying to systems in general" [3]. This statement was transferred to the management and has meaning of organization being a dynamic and interrelated set of parts. Each part is represented as a department and it has its own sub-department that can differ from the sub-departments of other departments. This theory intersects with a theory of Mary Follet in terms of continuous coordination, but here it is applied towards the interactions between the departments. Collaboration of departments and sub-departments in the theory creates a synergy and the synergy allows to behave internally and externally in appropriate way.

System approach has two models:

- Closed model. Initially, it is a model that refers to the scientific approach, where individuals are concentrated on internal subjects, such as production, efficiency of employees and processes inside the company. Closed model is built on the routine processes and it is a right approach in case when business processes are stable and there are no external threats.
- Open model. Such model can be described as more libertarian if to compare with a closed model ("Y" theory, that was constructed by Douglas McGregor). This model requires the fact of disagreement solution among the individuals due to regular calibrations on the events. The model is suitable for the periods, when environment is unstable (for example, current situation with COVID-19).

The pioneer of Contingency (Situational management) approach was Fred Fiedler, American psychologist who was one of the leading researchers in industrial and organizational psychology of 20th century. He made significant contributions to psychology as a science and, as consequence, in management. He tried to deep dive into the correlation between effectiveness of group of individuals and leader traits of a manager. His theory is a mix of scientific management, that claimed that effectiveness can occur in case of clarified instructions and control over the subordinates, and human relations that emphasized the importance of constant contact between individuals and understanding of mutual goals.

The leadership is a central definition that is developed in the Fiedler's theory. According to Fiedler, a leader's behavior is dependent upon the favorability of the leadership situation. Three factors work together to determine how favorable a situation is to a leader. These are:

- **Task structure.** The point refers to a degree to which work assignment is structured and understandable in terms of process for a performer. That's where a scientific approach was applied. Main points are: goal clarity, path simplicity/multiplicity, solution singularity/multiplicity.
- **Leader-member relations.** The point can be described as a degree of subordinate's confidence in manager being leader for them. Individuals evaluate their manager as poor or bad and that affects their productivity, effectiveness and efficiency as a consequence. Main features of the point are: harmonious climate, reliability, initiative from workers, cooperation or conflicts between leader and subordinate.
- **Position power.** The scope of tools for influence from leader's side matters as well. By tools are meant the processes and accesses to: promotions, hiring or dismissing pf subordinates, salary increases and other tools that affect subordinate as an employee not as an individual and his relation to leaders in general. Position power is appointed by authority of a leader. Leader directs or recommends actions to a subordinate.

Fiedler also suggested, that leaders are able to act differently in various situations. He claimed that leadership can be divided on relations-oriented and task-oriented actions. Task-oriented leaders focus on the goal fulfilment via step-by-step solution of required task without contribution in relationship among subordinates. Relationship-oriented leadership refers to the cases, that leader cares about the well-being of their employees. Important fact is that relationship-oriented leadership tries to minimize such factors as: dissatisfaction with job, personal conflicts, recession in productivity due to personal factors of employee or boredom.

Results

The definition whether the leaders is task-oriented or relations-oriented (or member-oriented) depends on the situational variables. First variable is a set of conditions like: loyalty to the leader, confidence in the actions or advises leader gives and trust to him in general. In case the conditions are on the high level, then leader-member relations can be characterized as positive. Another variable is the structure of the tasks that are set by a leader. Completely clear and structured tasks provide leader with more control over the processes, but the absence of clear instructions lessens the influence of a leader on individuals that work on his behalf.

Task can be defined as structured if:

- Limited number of solutions for the task. Subordinates that are responsible for the task have clear vision how the task should be done.
- In case the task is finished by an employee, the results can be presented for a leader, meaning that there is a clear point when a task can be considered as done.

Least-preferred coworker scale (LPC) stands for the measure of leadership style. The higher LPC is the more relationship motivated leader should be. According to Fiedler there was created a table with previously mentioned factors that define suitable leadership style (Figure 2).

Leader-Member Relations	GOOD				POOR			
	High Structure		Low Structure		High Structure		Low Structure	
Task Structure	Strong Power		Weak Power		Strong Power		Weak Power	
Position Power	1	2	3	4	5	6	7	8
Preferred Leadership Style	Low LPCs Middle LPCs				High LPCs Low LPCs			

Fig. 2. Fiedler's Contingency model adaptation.

Source: [14]

Leaders with high LPC score are suitable when the situation in the company has a balance in terms of certainty (things are neither completely under their control nor out of their control). Low LPC is applicable in mostly effective when the situation is both totally stable and stable.

Followers of Fiedler's theory claim that there is no such definition as an ideal leader, but there are leaders that suit certain situations. A certain situation that occurs in business requires a certain leader. According to the situational manager, one can pick a leader whose character traits and approaches will be most suitable for the current situation that is formed by external or internal factors.

Situational management approach had resources that were provided by theories of previous economists and developed it with reference to an employee as an individual.

And now let's study competitiveness and managerial efficiency of a business model which is used by Glovoapp Ukraine company.

Glovo has a very strong presence that was launched not only via receiving big investments, but also with acquiring with Foodinho company, that was located in Italy and proceeded on food delivery, that allowed Glovo to develop their vision of delivery sphere. Nowadays Glovo has collaboration with such huge companies as KFC, Starbucks and Burger King. The brands that were listed previously refer to coffee shop company AmRest. AmRest holds ~10% of Glovo shares. Such partner strengthens the position of start-up and allows to provide a delivery company with a big share of content. Taking into account such support and important acquirement, Glovo got a vision, that is appropriate enough to expand its operations to other countries.

The main purpose of Glovo is to make everything in a city immediately available to everyone and it makes Glovo to become a Google for a person that is in need of something and this person shouldn't leave his or her house to receive the needed product. In 2018 food delivery was on its early stage and it had a need of new ideas.

Glovo has a commitment to generate a positive impact on society as a whole. Glovo does it with various volunteering programs for employees and delivering canceled orders to non-governmental organizations, that use such orders to help people that are in need of any products. Such actions help Glovo to keep an appropriate reputation, that will help company to get more market share, because nowadays it is important not only to keep the high quality of product, but also making an impact on development of society.

Courier delivery is the process of transporting an order by courier from the point of departure to the specified point by the customer. Courier delivery is characterized by timeliness, home or office delivery, reliability, cash or non-cash payment, ordering services by phone or online.

All departments of the company are involved in the organization of delivery, as it is quite a complex process that requires a lot of information and the work of people.

The organization of delivery always directly depends on the specifics of the goods sold. Yes, when selling flowers, food, and other perishable goods, you should prefer to cooperate with courier delivery. The maximum time to the consumer after a complete set of the order makes in this case only 2 hours.

Delivery of perishable goods should be entrusted to a company specializing in express delivery. Such courier services operate in different formats: they can be delivered in the city, state, mainland, around the world.

In this case, the couriers punch the check from the consumer themselves, and the money goes to the accounts of the logistics company, and from them to the restaurants in the network. The commission is presented, as a rule, 1.5–3% of the cost of the delivered product.

If the specialization is large products, it is rational to choose a transport company for cooperation. The latter often organizes the delivery for online stores and transport goods by road. The advantage of specialization is the lack of costs for accounting and staff. But there are downsides to the fact that outsourcing companies have problems with peak workloads.

Transport organizes an important role in organizing the process of food delivery by courier service in saving meals from possible spoilage on the way to consumption.

Protection of products from the possible impact of environmental conditions, pollution — one of the main requirements for the transportation of products. Conditions of transportation should be as close as possible to the storage conditions, so the transportation of products should be carried out in a specially designed transport. The sanitary condition of the transport (clean, disinfected) must also be appropriate. For transportation of perishable goods, the transport which is provided with refrigerating appliances is used. Perishable food requires strict adherence to the sanitary regime of transportation. Specially designed vehicles (vans, motorcycles, scooters) must have a passport, which indicates the number of transport, equipment, name, and initials of the employee responsible for the sanitary condition of transport and the availability of sanitary clothing. The main condition for the transportation of products is that the products should be transported in containers.

Containers for transporting products are thermo-bags of different sizes, which are tightly closed to prevent air and light so that the temperature in the bag is maintained as long as possible.

The organizational structure of Glovoapp Ukraine is presented in Figure 3.

The company could decide to optimize the most unprofitable points, when it became clear that the return of the catering industry to the usual rhythm will be long and painful.

The next step is to analyze the factors of the macro environment, those that do not have a direct impact on the company but affect the state of business processes.

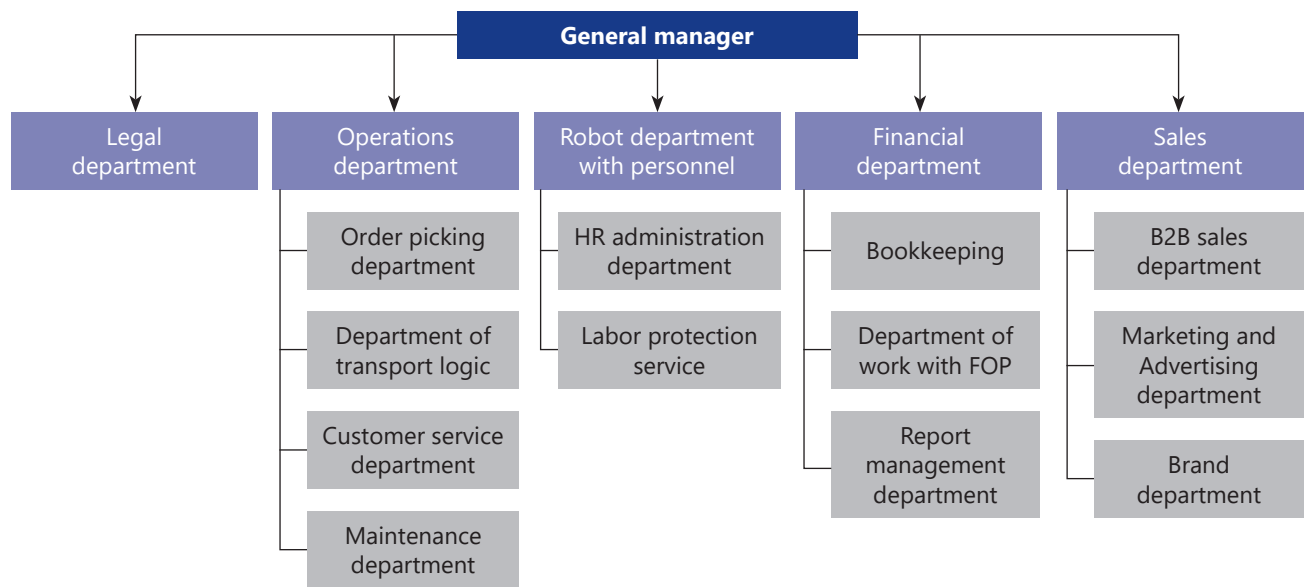


Fig. 3. Organizational structure of Glovoapp Ukraine.
 Source: compiled by the author according to reference

The emergence of our marketing management problem is influenced by several factors: economic, demographic, cultural. This is because our service is directly affected by the purchasing power of the population, the level of development of the restaurant business, and the culture of consumption of the service by the population.

One of the first factors related to economic factors is the growth of real incomes and the increase in purchasing power as a result. Also in 2020, there was a slight increase in wages of Ukrainians to 10% (in total income), while the level of savings began to decline sharply, and the share of expenditures on goods and services increased sharply by 1.9%. It also became known that among all household expenditures, expenditures on services account for about 16.2% of the total budget (In Venture, 2020); [15].

This factor creates an opportunity for the company by increasing potential customers because it arises as a result of improving their financial situation.

The next economic factor is the inflation index, which in March 2021 amounted to 101.7% [26] (Figure 4).

This indicator poses a threat because it affects the level of prices for food, services, as well as the overall solvency of the population. Due to rising inflation, we can observe a sharp rise in menu prices in catering establishments, which in turn was influenced by rising rents, rising prices for some categories of food [26, 11].

This factor is a threat to the business, as some consumers may refuse to pay not only for the ordered dish but also for the service. In addition, most restaurants are starting to launch their free shipping, because they do not want to

pay a commission for connecting to the application that provides food delivery service.

An important factor is a reduction in the cost of loans. From 24.04.2020, the National Bank of Ukraine reduced the discount rate to 8%, which is 10% lower than in 2019 [13]. As a result of this decision, the cost of loans is expected to decrease, which is positive news for small and medium-sized businesses, as it will be possible to attract additional capital for development.

This factor is positive for Glovo and the restaurant business. This is due to the possible increase in the number of restaurants where it is possible to make money for their development. For us, this means an increase in the potential customer base in the B2B market and as a consequence of increasing the attractiveness to the end user, by providing more choice.

One of the demographic factors is the migration of young people to large cities. About 52% of the global refugee population was under 18 years of age since young people go to get bachelor or masters degrees or look for a better job to earn a living [7]. Thus, the bulk of the young and solvent population is concentrated in large cities of Ukraine. This factor is positive for us because delivery services are mostly ordered by young and busy people because they do not have time to cook.

The technological factors influencing the company's activities include the rapid spread of the Internet among the population of Ukraine. Thus, in the 4th quarter of 2020, the share of Internet users among the population of Ukraine increased to 75% compared to 5% of Internet

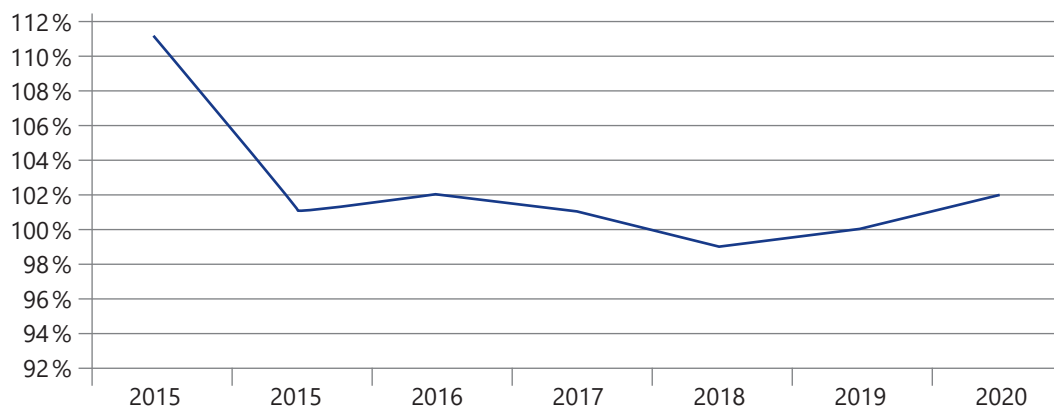


Fig. 4. Dynamics of inflation in Ukraine.

Source: compiled by the author according to reference

users in 2005, 30% of Internet users in 2011 [21]. It was also highlighted that 15–20% of Internet users are regular users of food delivery services, which is about 4 million customers.

This factor is positive for our company because, with the increase in the number of Internet consumers, the delivery audience is likely to grow.

The growth of the culture of consumption of food delivery services should be noted separately. Although today the culture of consumption in Ukraine is quite conservative because most Ukrainians do not trust restaurants or couriers who deliver food. It is considered to be the most common opinion, and what he claims is that homemade food is more useful than ordered. However, such sentiments prevail only among the older generation.

At the same time, young people are becoming more and more introverted, and prefer to order food through the app, communicate with the operator or go to a restaurant or shop. According to the consulting company Technomic, in Ukraine the main users of food delivery services are people born in the second half of the 1990s — early 2000s, they in 38% of cases order ready meals from restaurants, while the generation Millennials in only 30% of cases [20].

It should also be noted that during the quarantine due to COVID-19, there was a rapid increase in the population of delivery services among Ukrainians due to which the market grew 6–7 times in 2020 compared to 2019.

An underdeveloped level of urban infrastructure, in particular road transport, also plays a negative role. The main problem so far is the lack of sufficient pedestrian and bicycle paths. Another important problem is the low level of quality transport services for the population, which is manifested in an increase in the cost of travel time, non-compliance with the schedule and interval of traffic on the routes, reducing the level of safety and comfort of transportation, environmental friendliness of services. The quality of transport services is affected by the critical level of wear of roll-

ing stock, most electric vehicles operated in the cities of Ukraine were produced during the Soviet era, and 2% of trams — before 1960 [5].

This factor is negative for the company, as the development of the food delivery business increases the number of scooters and bicycles on city roads, and most couriers also use public transport. At the same time, the modern urban infrastructure of Ukraine will not be able to withstand the increased demand, as it is quite weak. Therefore, the obtained factors were analyzed and included in Table 1.

As a result, the following factors were recognized as opportunities: increase in the total income of Ukrainians and increase in service costs, decrease in the cost of loans for small and medium businesses, increase in solvent youth in large cities of Ukraine, and growth of service culture and Internet use.

The following factors were recognized as threats: rising inflation, the COVID-19 pandemic, and the underdeveloped urban infrastructure of most Ukrainian cities.

Let's analyze the factors of the microenvironment. The global ready-to-eat food market is growing rapidly and, according to McKinsey, is about \$96.2 billion, about 1% of the total food market and about 4% of the food market sold through restaurants and fast-food chains. The current share of delivery in the Ukrainian market is still only 1%.

The market of ready-to-eat food delivery services in Ukraine at the initial stage of its inception was local and represented the delivery of food by some supermarket chains and its own delivery of restaurants.

According to the research company Statista, the number of consumers of this type of service in Ukraine reached 1.5 million, which is 13% more than at the end of 2018. The main market segment is the delivery of food from restaurants, this segment analysts estimated at \$21 million in 2019. According to Statista forecasts, by 2023 the Ukrainian food delivery market will grow to \$350 million: most of it will be provided by restaurants, and a little less by online

Table 1. Macro-environmental factors.

Source: conducted by authors

ROOT CAUSE	CONSEQUENCES
Increasing the share of Ukrainians spending on services	Increasing the number of potential consumers of the service — increasing the level of sales of the service.
Rising inflation.	Rising prices for resources, declining solvency people.
Reducing the cost of loans.	Increasing the number of partners in the B2B market and end users.
Migration of young people to big cities.	Increasing demand for the service due to the influx of new consumers.
The penetration of the Internet into the daily lives of Ukrainian citizens.	
Insufficient level of urban infrastructure development	

ordering platforms. In Europe, the industry is expected to grow even faster, reaching \$24.7 billion by 2023 [18].

However, 2020 slightly changed the situation on the Ukrainian delivery market, so, as a result of the COVID-19 pandemic, the market grew by 6–7 times compared to 2019, and McKinsey estimates it amounted to \$230 million. At the same time, two main players left the delivery market — UberEats and Menu Group, which was engaged in the development of eda.ua and menu.ua, as a result of which the Spanish company Glovo became the market leader (approximate market share — up to 55%), as well as a sharp jump. showed the company Rocket (approximate market share — up to 31%) [ibid].

One of the main barriers in the market is competition from existing food delivery operators, as they already have a well-established B2B customer base, ie they have connected a large number of partner restaurants, know the specifics of

working with them, and can offer the end consumer a wide range. The year 2020 also revealed a new problem, namely the lack of a sufficient number of couriers, due to the rapid growth of demand for the service, so even experienced companies did not always cope with the existing demand. It should be noted that one of the most important criteria for consumer appeal to delivery is the popularity of the brand. The total brand demand for delivery services for the first months of 2020 increased by 119% in February, about 300 thousand people searched for delivery services in Google, and in March more than 700 thousand. The largest increase in popularity was observed for the services of Glovo and Zakaz.ua (Figure 5) [8]; ('Glovo Delivered 2021' report [1] highlights global delivery and consumer trends).

In addition, the market in terms of Ukraine is already growing, but there are many risks for new players, primarily due to the fact that there is no universal model of exit

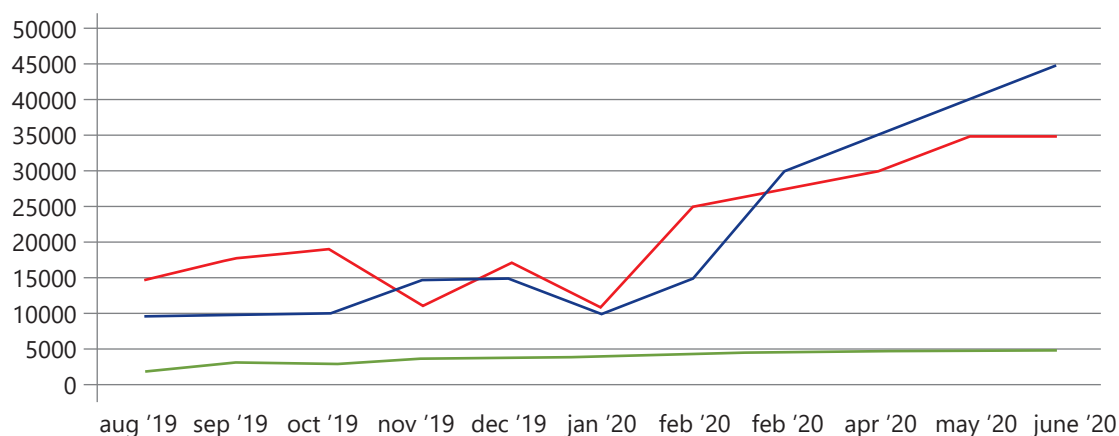


Fig. 5. Dynamics of brand demand for food delivery services

and work on it. Most foreign companies (UberEats, Menu Group) entered the market without a developed marketing strategy and positioning, as a result of which they lost to more successful players and had to leave it with significant monetary losses. For example, Menu.ua made quite high bets on the Ukrainian market, as a result of which it received an investment from Menu Group in the amount of \$1.5 million, but the company's share did not rise more than 1% of the market. Reducing the impact of this risk is possible only by building a marketing strategy from the moment of entering the market and in the process of project formation. There is also a risk associated with the target audience, who order food not for special occasions, but on a regular basis, which means that income should be above the average in Ukraine.

Also, according to various estimates in large cities of Ukraine, regularly visit catering establishments or order delivery of about 10–15% of the population, for comparison in Europe, this figure reaches 50–60%.

The growth of real incomes of the population, which can be observed in the last three years, creates the preconditions for increasing the segment of food delivery.

The main users of food delivery are such cities as Kyiv, Kharkiv, Dnipro, Odesa, Lviv. At present, more than 60% of the food delivery market is concentrated in Kyiv, as it is a priority for online sales due to the concentration of the solvent population [12]. Up to 17% for Kharkiv, Dnipro, and Odesa, while Lviv takes over about 8%.

The main market trends at the moment are:

1. Development of "cloud kitchens". Due to the growing popularity of delivery to catering establishments, it is increasingly difficult to fulfill the full volume of orders on two lines, respectively: delivery and for guests inside the restaurant, so now more and more open establishments that focus only on delivery [23].
2. Because, at present, food delivery services are used mainly by millennials, ie those who were born in the period from the early 80's to the late '90s of the twentieth century. At present, the field of food delivery will go beyond this circle of people — delivery is also used by those who, due to a large number of jobs, do not

have enough time to go shopping, restaurants, or cook their own meals.

3. Increasing popularity of the "sharing" economy — restaurants and cafes are gradually abandoning their own couriers, preferring global delivery services.

Regarding the forecasts for 2021, the following is expected:

1. The growth of delivery of ready meals from restaurants will increase by 2–3 times due to the growth of digital services. Currently, the delivery market in Ukraine is still small: there are about 0.3 orders per person per month, compared to the UK — 4.9 and South Korea — 11.5.
2. Demand for food delivery in 2021 will continue to grow even after the end of the pandemic [22].

From the above data, we compile a table of the main factors of the microenvironment (Table 2).

So, after analyzing the company's microenvironment, we identified the following main factors that create an opportunity for the company: the growth of the food delivery market and the growing popularity of branded delivery. Also, a factor was identified that poses a threat to the company — the strong position of competitors. Some of these threats and opportunities will be used in compiling the SWOT analysis table.

Consider the microenvironment. One of the main conditions for the company's existence in the delivery market is the end consumer, which determines the demand from B2B customers. The company is facilitated by the connecting tool through which the market operates, namely the Internet, through which the service is sold. In Ukraine, the Internet is used by about 60% of the population, which in turn is more than 25 million people. About 15–16% of them, i.e. 4 million consumers, use food delivery services. At the same time, the basis of consumption falls on such large cities as Kyiv, Kharkiv, Lviv, Odesa, Dnipro, a very small percentage is occupied by 10 regional centers. The center of consumer concentration is Kyiv (about 60% of the total market) [25].

The concentration of major consumers in large cities is due to two factors: the availability of cash, ie wages are

Table 2. Microenvironmental factors.

Source: conducted by an authors

ROOT CAUSE	CONSEQUENCES
Rapid growth and development of the food delivery market	Increasing demand for the service — increasing orders.
Strong positions of competitors	High costs for developing a strategy to attract consumers. Opportunity not to withstand competition and leave the market.
The growing popularity of branded delivery	Developing your own brand positioning and increasing the number of loyal customers.

higher than average, and the development of the restaurant business.

The main motive that causes the consumer to turn to the delivery service is convenience, which is to save time and effort.

In general, the market of food delivery consumers is represented by the following segments:

- Consumers who use food delivery directly from catering establishments (use sites or applications of restaurants/cafes);
- Consumers who use delivery from retail stores (order delivery actually on the store's website);
- Consumers who use aggregator services for food delivery;
- Consumers interested in healthy food delivery services;
- Adjacent segment, i.e. consumers who use several types of delivery.

The most popular among consumers is aggregator services combine several types of delivery (delivery from shops and catering establishments). The main reason for this popularity is the combination and the ability to choose a standard set of products, in addition, an important factor is the price of delivery, which in total is lower compared to ordering separately in a restaurant and store.

A detailed analysis of the factors of the company's marketing environment was conducted. Such an analysis was necessary to determine the marketing management problem, as a result of which all the most influential factors were included in summary table (Table 3).

Most factors in the marketing environment are an opportunity for a company. Such a rapid growth of the market

allows the company to grow with it and attract more consumers, along with increasing demand for the service.

Also, the growth of the culture of consumption of the delivery service is very positively reflected in the business, due to attracting new customers to the service increases the number of sales and profits, and this is an opportunity to expand the business. Reducing the cost of credit helps to increase the number of new restaurants that can be our potential partners and bring additional income not only by paying a commission to connect the service, but also by attracting consumers who are very willing to a wide range of dishes. The growth of the brand delivery category gives an incentive to develop your own brand and gain customer loyalty, which significantly helps to regain market share, because it is a competitive advantage.

However, there are also factors that pose a threat. The strongest position of competitors can be considered the most important, as they already occupy significant market shares and have the loyalty of most consumers, the company will have to spend a lot of resources to switch the attention of users of food orders, i.e. it is expected to compete actively. Another important negative factor is the constant rise in inflation, which in turn reduces the solvency of the population and causes prices to rise, which negatively affects demand.

Factors that carry both opportunities and threats include the rapid development of services that deliver food not only from restaurants but also from stores, and market growth. In the first case, we can assume that it will be more profitable for consumers to place orders from several points, so they will choose these services, on the other hand, our company may also consider this area promising and take the oppor-

Table 3. Marketing environment factors. **Source:** conducted by authors

ROOT CAUSE	CONSEQUENCES
Inflation	Reducing the solvency of the population
Reducing the cost of loans	Increasing the number of partners in the B2B market, and end users as a result
Migration of young people to big cities	Increasing demand for the service at the expense of new consumers
The culture of ordering food is in its infancy	Opportunity to grow the company along with the market
Rapid growth and development of the food delivery market	Inability to meet demand due to lack of necessary staff. Increasing demand for the service — increasing orders
Strong positions of competitors	High costs for developing a strategy to attract consumers. Opportunity not to withstand competition and leave the market
The growing popularity of branded delivery	Developing your own brand positioning and increasing the number of loyal customers
The popularity of services that combine several types of delivery.	Additional competition from "substitute goods". Ability to expand the range of own service

Table 4. SWOT-analysis. *Source:* conducted by authors

Strengths	Weaknesses
Functional application; Own system software that is constantly improving — quick response to problems; Adaptive pricing strategy; A clear system of evaluation and adjustment of PR-actions; A clear system of evaluation and adjustment of the work of its own staff — couriers.	Lack of a well-established system for obtaining marketing information about the consumer; Lack of a plan to develop a communication message of the targeted consumer in KMK with the Glovoapp Ukraine service; Little work experience — lack of a positive image; Lack of marketing strategy for food delivery.
Opportunities	Threats
Rapid growth of the food delivery market; The growing popularity of branded delivery; The growing popularity of branded delivery; Increase in household income and the share of expenditures on services in total expenditures; Ability to increase the number of potential B2B-partners by reducing the cost of loans and opening new institutions; Increasing the share of young people in large cities and the total number of consumers due to the mass penetration of the Internet into everyday life.	The emergence of an economic crisis as a result of the COVID-19 pandemic; Rising inflation and falling demand due to rising market prices in catering establishments due to rising food prices and rents for restaurants; Increasing pressure from existing competitors and food delivery services; Strengthening delivery requirements from partner restaurants, as this affects the reputation of their institution.

tunity to develop in the same direction. If we consider the growth factor of the market, its negative side is manifested in the threat of not meeting the existing demand due to low staffing, so the company should take care of the system of attracting new staff who will be engaged in delivery.

After analyzing the external and internal environment, the next steps are to conduct a SWOT-analysis (Table 4) and cross-SWOT-analysis (Table 5).

As a result of the SWOT analysis in the future we analyze the interaction of factors.

Strengths — Opportunities. A stable investment flow from the parent company allows the company to develop its capacity in accordance with the growth rate and development of the market for food delivery from restaurants.

An adaptive pricing system allows you to adapt to the market, and specifically to the consumer, who is currently willing to spend more and more services to purchase services.

The functional application, which runs on the company's own software, allows you to quickly respond to changes in its use, which is due to the increasing popularity of the Internet and, consequently, the use of branded food delivery from cafes and restaurants among the population of Ukraine.

Also, a sufficiently high level of control of couriers and work with them can attract new partner restaurants, as the quality of the courier's perform their duties affects the image of the restaurant, as well as the image of the company, which is also a condition for increased competition.

Strengths — Threats. A well-established investment flow will allow the company to withstand the crisis resulting

from the COVID-19 pandemic. Financial support can also help in competition.

Currently, Glovoapp Ukraine is the weakest among food delivery competitors due to lack of consumer information and as a result of its own positioning and overall market strategy, so this can only be offset by pouring money into research to obtain relevant marketing information and develop a detailed coverage plan. market.

The strategy of adaptive pricing allows you to respond to changes in inflation, which in turn affects the general market prices in all sectors of the economy. Also, the strategy of adaptive pricing allows you to respond to the actions of other competitors, ie to adapt to the market by responding in a timely manner to price changes.

Weaknesses — Opportunities. Due to the lack of detailed marketing information about the consumer, there is a problem with his involvement in our service. Due to the lack of a message aimed at attracting Ukrainian consumers, it is not possible to grow with the market and gain the loyalty of service users.

The little-known brand does not help the company to develop in the market due to the growing popularity of branded delivery, to attract and establish trust between the consumer and the delivery brand it is necessary to build communication, which will include positioning the company based on important values. Also important is the lack of a positive image around the company, because the image is what potential customers rely on when choosing a partner, thanks to him working with B2B customers, and as a result — end-users.

Table 5. Cross-SWOT-analysis.
Source: conducted by authors

	Opportunities	Threats
Strengths	1. Stable investment flow from the parent company allows the company to respond to changes + rapid growth and market development. 2. Adaptive pricing system allows to adapt to market changes + increase the share of Ukrainian spending on services. 3. Convenient and functional application in combination with its own software + growth in the number of users of branded delivery as a result of the development of the Internet. 4. Control of lower employees: • link; • restaurants; • score; • responsible company; 5. Control of lower-level employees + increasing the level of satisfaction of end users.	1. Established investment flow + crisis as a result of the COVID-19 pandemic. 2. Well-established investment flow + increasing pressure from major competitors. 3. Adaptive pricing strategy + actions by competitors. 4. Adaptive pricing strategy + actions by competitors.
Weaknesses	1. Lack of necessary marketing information about the consumer and positioning strategies + rapid growth and development of the food delivery market. 2. Little-known brand + rapid growth and development of the food delivery market. 3. Little-known brand + increase in the share of Ukrainians spending on services. 4. Lack of a positive image + rapid growth of the food delivery market.	1. Lack of market strategy + pressure from major competitors. 2. Lack of marketing information about the consumer and as a consequence KMK + pressure from major competitors.

Weaknesses — Threats. Such a weakness as the lack of market strategy, due to the lack of sufficient marketing information, increases the threat of pressure from the company's main competitors, and as a result, increases the risk that Glovoapp Ukraine may leave the Ukrainian market. To avoid such a scenario, the company needs to find or regulate the stable flow of marketing information by conducting market and consumer research. The presented interactions of factors are listed in Table 5.

Considering the situation (Table 5) in which the company found itself, we can say that the symptoms of marketing management problems include:

- lack of marketing information about the consumer, which in turn affects the construction of the company's strategy, which also includes a set of marketing communications, which currently performs only an introductory function and is not aimed at attracting consumers and increasing loyalty;
- little-known delivery brand and lack of a positive image also does not allow the company to fully operate in the market due to low involvement of partner restaurants and as a consequence of end consumers;

- strong positions of competitors and their corresponding clear actions to attract the largest market shares. In this case, the company has significant financial support and can eliminate most of the negative symptoms.

Based on the above-mentioned market conditions, identified threats and prospects, the company should work out in more detail the strategy of the food delivery direction Glovoapp Ukraine.

Despite the fact that Glovoapp Ukraine has established itself as a leader in the taxi market, the same approaches are unlikely to work with the food delivery market, as exemplified by UberEats' exit from the market. To exist in the Ukrainian food delivery market, companies need to better research the consumer and develop positioning for the selected target audience. Marketing research is necessary in terms of finding information about the perceptions and expectations of consumers at the expense of food delivery, as well as loyalty, which was formed to competitors, to develop their own solution.

Similar to Glovoapp Ukraine, Rocket and Bolt operates, they entered the market in the period 2018–2019, and

are now the leaders, as they actually share this segment. The company's sphere of influence extends to 20 cities of Ukraine: Kyiv, Dnipro, Vinnytsia, Vyshneve, Ivano-Frankivsk, Zhytomyr, Zaporizhia, Lviv, Mykolaiv, Odesa, Poltava, Sumy, Kharkiv, Kherson, Cherkasy, Chernihiv, Chernivtsi, Ternopil, Vyshhorod, Lutsk [27]. The company is a leader in food delivery from such fast-food chains as McDonald's (up to 30%) and KFC, these two networks account for the largest number of orders for the company's services.

It follows the leader of the Ukrainian company Rocket, whose sphere of influence has expanded from 5 cities to 20 in 2020, including large popular delivery centers such as Kyiv, Lviv, Kharkiv, Odesa, Dnipro. The company also gradually began to expand its range and to the usual delivery of food from restaurants also adds delivery from the nearest delivery address stores [ibid].

The main reason for the complication is that so far the company operates absolutely free of charge for end-users, but previously it was stated that the price will be 10–15% lower than the average price of competitors, which is — 40 UAH. Unfortunately, in comparison with the main competitors, it will not be possible to note such important criteria as the number of covered regions and partner institutions, due to the trial launch, but the following criteria will be considered:

- Price — most consumers who use the delivery service do not want to pay more, so if you have a choice before two services, which are connected to the same desired consumer institution, the consumer is more likely to order where the price for delivery will be lower.
- Speed of delivery or average waiting time (within a maximum radius of 3 km) — food delivery is a rather

specific service, due to the fact that the minimum number of complaints from customers may occur due to the unsatisfactory condition of the dishes that have been delivered. That is, the main problem is that the speed depends on the condition of the pond (hot or cold), as well as the mood of the client in the future in relation to the company, if his order is placed late.

- Terms of the referral program or system of discounts — is the main feature of attracting customers and their friends and acquaintances to the service. The availability of this service and the amount of the discount increases the likelihood of an influx of new customers and draws the attention of old ones (Table 6).

Table 6 shows that currently the food delivery service of Glovoapp Ukraine has one strength, namely that it stands out among the prices for the services of competing companies. In the future, when developing a detailed strategy, a strong point may also be the condition of the referral program for consumers, which must be worked out in detail by obtaining additional information from the study. Also in the process of research, it is desirable to identify additional attributes of the service, due to which the company can compete.

Therefore, based on the analysis of consumers and competitors, we bring the main factors to the summary Table 7.

Thus, the possibility of expanding the range of services within the direction of Glovoapp Ukraine was identified as an opportunity, and the strong positions of competitors and their power in the city markets were identified as threats.

Table 6. Comparison of service quality with the main competitors of Glovoapp Ukraine.

Source: compiled by authors

Area	Value	Zakaz.ua	Glovo	Crew service	Status
1. Speed of delivery	In minutes	45	45	60	Neutral
2. Terms of the referral program	The amount of bonus UAH	—	100–150	40	Weak
3. Price	In UAH	35	20–60	40	Strong

Table 7. Microenvironmental factors

Concentration of consumers in large cities	High competition between delivery companies	—
High level of popularity among consumers of services that combine several types of delivery	Additional competition from “substitute goods”	Ability to expand the range of own service
Strong positions of competitors	Consumer rejection of the emergence of a new service	—

Table 8. Data for verbal task formulation.**Source:** compiled by authors

Quality	High level of service Timely delivery Affordable price	Staff qualifications Courier congestion Delivery costs
Reliability	Delivery under any conditions of cargo storage	Delivery time is available Geography of delivery Efficiency of business processes External factors (weather)

After analyzing the features of the company's business processes, it can be noted that as in many logistics companies, Glovoapp Ukraine gives a special place to the speed and quality of services provided. Due to these priorities, it is important for the company to maintain at the appropriate level several key indicators that characterize both high speed and quality of services and reliability (Table 8).

First of all, it is the speed of delivery, ie compliance with the stated deadlines. Second, the delivery of the goods must be carried out under all circumstances, so that the customer is calm about whether the goods will be delivered and whether it will be intact. Obviously, these criteria are bottlenecks, because they are influenced by external factors such as the same geographical and weather conditions, however, if you properly establish business processes and digitize all possible errors, you can create a business model related to with food delivery, pizza, which optimizes the service process.

The highest uncertainty in the business processes of Glovoapp Ukraine occurs at the time of delivery of the parcel to the driver after collecting the order. After that, the entire burden of responsibility for the timely delivery and storage of the parcel lies with the courier.

For this reason, it seems logical to implement a digital model, based on the calculation of the courier's choice of assessment method, in real time. If inefficient units emerge, management can take action to improve the efficiency of each such organizational unit, thereby increasing the over-

all efficiency of the courier service (couriers operate independently, ie no synergy effect is observed) and then the entire logistics chain. Thus, the verbal formulation of the problem of measuring efficiency for the digital model of the logistics company Glovoapp Ukraine is as follows:

"Measure the efficiency of the courier service of Glovoapp Ukraine by data convolution analysis"

Hence the following important points: first, the scope of performance evaluation has narrowed to the courier service, ie the role of the studied objects (DMU) are couriers, and secondly, there is a space of variables in which to build efficiency limit, as it is related to the operational efficiency of couriers.

It should be noted at once that different approaches are required to select the input and output parameters for the digital model. To get more reliable results, it makes sense to find those initial parameters that are strongly correlated with the efficiency of the organization, high return on capital and high customer loyalty, or simply agree with the strategic goals of the company. This direction can be the basis for a separate study, for example, the formation of a sample of enterprises that are effective in terms of the DEA method and finding the relationship between their various indicators (ratios). In this case, it is obvious that the source variables should reflect the set of factors that affect the quality and reliability of services. The following set of initial parameters was proposed (Table 9).

Speaking of the initial parameters, first of all it should be noted that the high number of parcels delivered on time

Table 9. Data set for the model.**Source:** compiled by authors

Node	Variable	Name
Exit	Number of deliveries until 13:00	Before
	Number of deliveries after 13:00	After
Entrance	Number of parcels delivered on time	Intime
	Number of parcels not delivered the first time	Postponed
	The distance covered by the courier	Distance

obviously increases customer loyalty and confirms the high quality of services provided. It is clear that this figure can be considered to objectively reflect the efficiency of the entire courier service.

The high number of untimely pizzas delivered is a direct sign of low efficiency of the company and loss of customer loyalty, which leads to a decrease in market share. Thus, we can say that this indicator reflects the undesired variable (undesired), i.e. efficiency will be achieved by reducing it.

The same parameter is followed by the distance parameter covered by the courier for delivery of a certain amount. It is logical to assume that the less the courier travels, the less it consumes fuel, depreciates cars, and therefore reduces the company's costs more. Thus, this indicator also requires rationing by formula.

To select the appropriate input parameters, it is rather important to assess which variables have the strongest effect on the model outputs. In this case, it is necessary to immediately build a logical connection between the error-free delivery of goods on time and the resources available to the studied units to achieve this. At once there is a question of the existence of such data that is considered in more detail at the end of the subparagraph. Looking ahead, it should be said that the choice of input parameters was limited to those measurements that were present in the company's information systems. As it turned out, the most suitable were: the number of deliveries made by courier. This parameter is directly related to the number of delivered and undelivered goods, as the number of undelivered and delivered on time increases with the number of deliveries.

The only nuance is that, depending on the nature of the logistics chain, couriers often receive orders that arrive late or that arrive in the afternoon. Thus, the probability of their delayed delivery increases and gives an advantage in efficiency to those who receive "late" orders less. For the purpose of getting rid of the influence of this factor, it was proposed to divide the entire volume of parcels into two variables — received before 13:00 and received after that time. The entire set of incoming and outgoing parameters with variable names in the model can be evaluated. The probability of their delayed delivery increases and gives an advantage in efficiency to those who receive "late" orders less.

Finally, it is worth noting some of the difficulties that an analyst may face when selecting variables for a data convolution model. First, even if you can narrow the field of performance to a comfortable size, where it would seem that all the relationships are easily accessible for review, it is not a fact that the company will have the necessary data measurements. Therefore, an important observation arising from the study is the addition of the stage "Estimation of the space of measurable indicators" in the sequence of application of the DEA method to assess the effectiveness of not only logistics companies. At this stage, the analyst should take a picture of the data that are stored in the organization, or which can theoretically be obtained from various documents or records in information systems.

If we talk about the return on a scale, ie whether there is an effect of economies of scale, the most realistic situation will naturally look at the variable return to scale (VRS). With this orientation, the more parcels the courier has, the less time it will take to deliver them to the addresses than if he delivered each parcel, receiving it individually or in small groups. Given the peculiarities of the delivery process, it is obvious that the more the courier receives the parcel at once, the less in total it will spend time and distance due to the ability to combine.

As we can see, it all depends on the geography of delivery. The company does not have statistics of this kind of information, so each parcel can be randomly assigned to the courier, if it is in its area, and the courier can receive from several such parcels per day, up to several dozen. However, the company has some internal principle of dividing couriers into zones, which implies approximately equal distances.

Nowadays, food delivery has become a global market worth more than \$150 billion, having more than tripled since 2017 [9]. Such amount of revenues was developed due to threat of pandemic and desire to receive food beverages contactless due to previously mentioned threat. Another trigger of moving all most of restaurant and food beverages to delivery was a closure of in-door restaurants operations. Taking into account, that COVID-19 doesn't reaches it's end, it is important not to understand customer's logic and other branches of motivation in terms of purchasing good via food marketplace applications.

In order to find out the main reasons of ordering food without attending restaurant, it is relevant to analyze correlation matrix where main reasons of food ordering were gathered. According to "Factors Influencing Customer Decisions to Use Online Food Delivery Service during the COVID-19 Pandemic" article [10] researchers divided motives as:

- perceived usefulness;
- perceived ease of use;
- enjoyment;
- trust;
- social influence;
- attitude;
- behavior intention.

Such division allows to proceed on survey and analyze respondent's attitude to food delivery as a whole. Survey was built with responds division from "Strongly agree" to "Strongly disagree". The results that are represented further are represented according to 450 responses. Respondents were divided by 6 income-layers (Figure 6).

The correlation analysis results are represented below (Table 10). Such approach will show interrelations between drivers of food delivery usage that can identify appropriate strategy for brand awareness development.

According to analysis we can emphasize rooms of development that should be used by Glovo in terms of com-

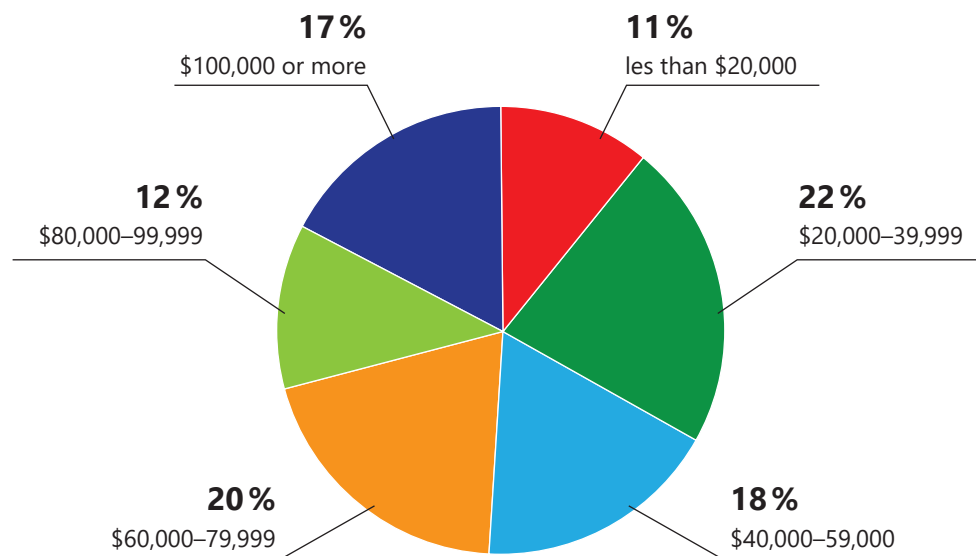


Fig. 6. Income profile of respondents.

Source: compiled by author out of reference (Quora, 2022)

Table 10. Correlation matrix of main drivers of food delivery usage.

Source: compiled by authors out of reference (Quora, 2022); (Statista, 2022)

Variable	Perceived Usefulness	Perceived Ease of Use	Enjoyment	Trust	Social Influence	Attitude	Behavior Intention
Perceived usefulness	1						
Perceived ease of use	0.78	1					
Enjoyment	0.64	0.48	1				
Trust	0.80	0.72	0.68	1			
Social influence	0.36	0.23	0.46	0.48	1		
Attitude	0.81	0.64	0.73	0.80	0.47	1	
Behavior intention	0.76	0.62	0.50	0.73	0.41	0.76	1

petition and general business development. Important to mention, that no interceptions have negative correlation, so we can claim that increase in any variable can cause an increase in another variable.

In order to find out main points of development it is needed to pay attention to interceptions that have high correlation values.

1. Perceived ease of use <> perceived usefulness. Correlation 0.78 shows that easiness in terms of application usage makes customer consider it useful. The more app is easy to use the more demand it has.

2. Trust <> perceived usefulness. Correlation 0.80 refers to the fact that marketing campaigns and sustainability positively affect the way how customers consider application in terms of usefulness. Trust rate insights can be gathered from reviews in social media and how company handles bad reviews.

3. Behavior intention <> Perceived usefulness. Correlation 0.76 refers to logical conclusions — the more useful product is the higher demand is followed by. Same can be emphasized in terms of attitude and trust.

Interceptions with low correlation should be considered as well. Review and consideration can allow enterprise to refuse from irrelevant decisions, that can lead to demand and revenue decline. There are two variables that food-delivery companies shouldn't consider as main drivers of business development:

- **Enjoyment.** Variables that intercept with this point don't show high correlation if to compare to other values. According to this, we can draw a conclusion, that customers don't use food delivery applications in order to enjoy the process. It refers to the fact, that it is mostly considered as a tool for evading COVID-19 restrictions or simple laziness that are common to human.
- **Social influence.** The situation in this driver is worse than in enjoyment interceptions. None of them exceed 0.50 that leads to the fact that customers don't use food-delivery applications in order to bring social impact. Customers consider food delivery as a tool to manage their personal needs rather than a tool that helps to fight COVID-19 via decrease of personal contacts number.

According to correlation matrix, we can draw a conclusion that ease of use is the main factor that influences customer's desire to purchase product or service in food delivery sphere. Product demand can be developed via simplification of ordering process. Ease of use in this context can mean:

- taken efforts in terms of food ordering;
- amount of time that customer is waiting till the order is received from courier by an end-user;
- absence of need to contact courier or customer support;
- simple process of order receiving from courier.

In order to identify how easy it is to use an application for customer, companies should follow KPI's. According to feedback of former employee of "UberEats" [16], food delivery companies have following KPI's that are common for every food delivery aggregator:

- **Average delivery time.** Metric refers to the time from order creation till the final stage (delivery).
- **Customer satisfaction (CSAT).** Is taken as average value from all customer ratings. Can refer both to courier services or meal that was ordered by a customer.
- **Contact Rate (Ratio).** Calculation formula (1) is represented below.

$$P_L = \frac{\text{Number of contacts initiated by customer}}{\text{Total number of orders delivered}}, \quad (1)$$

Due to the fact, that average Delivery Time and Contact Rate refer to figures, that are used internally for operations and user experience development, we will use comparison of customer ratings in Apple Store and Play Market. This will allow us to compare ratings of main Glovo competitors globally and preferences of customers in terms of smartphones operational systems. For analysis were taken such companies as "Raketa", "Bolt Food" and "Glovo" as primary example within master thesis. Data in Table 11 represents raw data for benchmark.

Rating breakdown with reference to the operation system shows that:

- Android users are more interested in leaving reviews in application platforms.
- Increase in sample size of reviews leads to decrease in rating of application within the platform.

Table 11. Initial ratings data per food delivery company.
Sources: [4, 2]

Company	Raketa		Bolt		Glovo	
Platform	Play Market	Apple Store	Play Market	Apple Store	Play Market	Apple Store
Rating (1–5)	4.4	4.8	2.7	4.3	3.4	4.8
Sample, thsd	59.6	64.5	20.6	0.9	667.8	186.3

Table 12. Number of customer app views on monthly basis.
Source: compiled by authors on basis of reference [17]

Company	Number of views, thsd			Growth, %	
	Nov '21	Dec '21	Jan '22	MOM Nov – Dec	MOM Dec – Jan
Glovo	6900.0	7200.0	7300.0	4%	1%
Rocket	113.3	123.3	130.0	9%	5%

Second point can be confirmed with correlation analysis of two arrays of data: ratings from all platforms with sample size of reviews placed by consumers. Correlation value = -0.25 . Calculation shows, that rating negatively correlates with sample size of reviews. Such correlation relates to Glovo the most, because it has the most big share of android users.

Customer Satisfaction is a representation of trust in terms of demand. Coming back to the correlation matrix, where interception between perceived ease of use and trust has 0.72 correlation that is significant in terms of building demand. Before we sum up the success of Rocket App, we should identify how mentioned figures affect share of new customers (Table 12).

There is a big deviation between numbers of views due to the fact, that Glovo has bigger market share around the world than Rocket App, still trends analysis shows that Rocket gains demand and market share more aggressively than Glovo. Rocket uses opportunities that were given by COVID-19 more efficient via understanding of customer needs. Taking into account situation on the market, it is not an excuse for Glovo to claim, that such deviation is due to big scales of operations.

Issues with marketing department of Glovo should be reviewed in terms of managerial approaches, that are used for business development.

20th century is a century of rapid development of management and usage of authoritarian approaches in management can lead to the failure of business, because of lack of flexibility. Strict rules and instructions don't let business to manage itself in hard times.

The pressure of individuals with strict instructions affect the team in a bad way and is followed by decrease in productivity and efficiency, as a consequence. Pressure decreases the employee's motivation to develop the environment where individual proceeds and due to this fact the number of ideas that go through decision making process decreases. Loss of options number decreases the chance to force an uncertainty factor, that is relevant nowadays.

International companies should refuse from passing down the instructions to the subordinates and absence of feedback obtaining. Human relations among the team members is a fundamental factor of an enterprise success. Referring to Ukraine it is vitally important not only on the level of enterprise, but on governmental level as well, because the way the work is managed for employee displays the level of life of the individual.

The main challenge for the enterprises is a balancing between the efficiency of an enterprise and a condition of the team. In case the external factors don't have significant influence on the processes within the company it is better to accumulate the loyalty of an employees to use it in hard times, when the processes are unstable. Enterprises shouldn't always follow a scientific approach, but they should fully refuse from it because it can threaten to a rapid decrease in productivity of employees and there will be

issues with a hiring process due to the fact that there are a lot of ways to leave a feedback.

Mutual goals of the groups within the company should be aligned. One of the ways to manage it is the setting goals, that lead to a fulfilment and reaching the general goal of an enterprise. Certain key performance indicator targets for each department are better than one general goal for all departments, because chain of targets gives an opportunity to build a clear step-by step action plan.

Teleperformance company is an example of complicate structure with strict rules and instructions. It's not always an option to keep the processes under such strict supervision, because the level of freedom for individuals is at low level. This doesn't allow employees to be proactive in decision making, because most of ideas are already restricted with the existing statements in the policies.

Another point is the security policies that are implemented in Teleperformance. Strict limitations of resources that are used by employees make operations inflexible. Definitely the security policies should be used in most of international companies in order to prevent the fraud attempts, but there should be frameworks that don't interfere with the task that should be done. Such strict policies positively affect the efficiency, because subordinates devote more time to their job, but along with this the feeling of constant supervision pursuits an individual. It can lead to high level of attrition and as a consequence, high total turnover costs that contain costs of hiring, onboarding and costs of gaining the needed productivity of an employee. Enterprises should prevent the attempts of fraud without strict limitations on behalf of security.

Still, in large organizations and enterprises it is difficult to promote a culture of involvement and interaction with employees at the personal level, in addition, large teams have a problem meeting different requirements, mostly such processes take a long time due to the complexity of organizational procedures. Mobile technologies are changing communications, transforming the structure of the organization. Yes, the mobile phone screen has become a natural and affordable way to attract employees to new motivational programs.

In large companies, there is a problem of meeting different requirements, because due to the complexity of the procedures of approvals and approvals, the processes take a long time. Through the mobile application, the ordering process becomes fully automated and reduces the time spent by more than half, and the use of corporate chats in technical support allows you to quickly resolve employee issues. One of the most popular functions in the organization — operational communication with company managers.

Also, an open communication channel optimizes contact with management, for example, a mobile application allows you to most effectively solve problems. In turn for management, this allows you to get information directly from team members. Glovoapp uses such systems as Slack and Jira for sharing an information within the team, but still

these sources of information are not informal and won't provide visibility to the whole team. Such issue leads to miscommunication between all participants of an organization and can lead to incorrect decision making. Here, Glovo should take the same approach as Teleperformance uses:

1. Important information is shared only via official emails, even if it is a fast update on procedures or current situation on the market.
2. Important information is shared only via secure channels of communication.

Second factor is a pain point for Glovo, due to the fact, that on 29th of April 2021 third party managed to get access to Glovo admin panel, that caused a huge information leak and this situation affected Glovo reputation in a bad way, decreasing the trust of an end-users and partners, that collaborate with Glovo directly.

Coming back to Contingency approach, that was mentioned previously, it is important to highlight the "Position Power" factor, that stands for a tool for influence on employees. Taking into account the fact, that couriers that deliver on behalf of Glovo are not officially employees of the company, it is hard to influence them with anything except dismissal in case of not proceeding according to guidelines and bonuses.

Glovo should review its approach to making couriers provide the best services to an end-users. It is recommended to create an opportunity for courier to move to Glovo office as an direct employee. Best couriers can be engaged in logistics operations on customer support interactions. Such actions will satisfy 3 needs from Maslow's hierarchy of Human Needs:

- Belongingness. Courier is aware of the fact that he is a part of an organization and there are options to be a part of company, but not only providing services on behalf of that company.
- Esteem. It is divided into two parts: self-esteem and esteem by others. The second option is more logical for application here, because self-esteem development due to transfer depends on personality and it's perception of transfer.
- Self-actualization. Former courier is aware of the fact, that he is able to develop himself in food-delivery market with minor knowledge of the sphere. Still, self-actualization of such employee should be followed up by appropriate adoption of newbies in company.

The best way to facilitate the adaptation of new employees is to provide them with digital tools and centralized access to the company's resources. The right application with the help of introductory instructions, step-by-step lists of tasks, training resources, as well as a channel for feedback — will explain the daily processes of the company and help to successfully get used to the new place.

One of the priority business tasks is the motivation and involvement of staff. Working with the system of motivation

in the team requires a well-thought-out elaboration of a structured approach to implementation. Mobile technology is becoming a desirable form of communication between employees and the organization, perceived by employees on a more personal level, as something natural, convenient, and comfortable. The smartphone can be used anywhere and anytime, blurring the line between business and personal space. Moreover, the mobile application allows you to adapt the interface to the specific tasks of the company, timely communicate the necessary information and create ease of communication for the entire organization.

Therefore, the corporate application must contain several basic elements. The motivational part, designed to create and maintain a high level of involvement: a system of points, ratings, achievements, current indicators, and as a goal — a bonus program that supports the competitive spirit in the company. Here an important part is a communication at different levels. The information part includes company catalogs, presentations, corporate news, reports, and analytics, which allow the user "on the go" to see the necessary materials (in preparation for a meeting or communication with the client). And finally, the training part, designed for employee development. Still, internal communication is not the only room for improvement in terms of GlovoApp.

Comparing "GlovoApp" to "Teleperformance", it is possible to identify, that Glovo is less structured, but still is easier in terms of making decisions. Taking into account marketing issues in Glovoapp, company experiences issues with vision of employees on how task should be done and how task fulfilment will contribute to the success of an establishment in general. Fiedler's Contingency approach mentions this issue, so that's why Glovo should pay attention to following issues in terms of managerial approach:

- Develop organizational structure in order to provide each branch with limited number of solutions for the task, with restricting employees to fulfill the obligations of another department.
- Provide a full visibility to a leader on the task fulfilment, showing the impact of fulfilled task on the business success.
- Appropriate onboarding of new employees will provide pool with needed knowledge on how tasks are managed and let them understand a value of their work in company in terms of business success.

Conclusions

In conclusion, we can claim that general development flow of management as a science has changed intentions and methodologies of entrepreneurs in terms of operations on various markets.

The aim of the article was to analyze how application of enhanced or basic managerial approaches has affected and can affect competitive advantage and social wellbeing

at times, when control over the market globally and locally can be lost. After the analysis of management layers within "GlovoApp", we have identified main issue, that holds a growth of an enterprise and relates to managerial approaches. Incorrect marketing strategy and lack of market understanding to overcome rapid growth of competitors is explained by incorrect goal setting and supervision on subordinates.

We also identified that management process approach is useful in case of big corporation with complicated organizational structure, but it affects the employee factor in a negative way. Management process let's company to control all level of procedures and operations with full visibility, without letting processes flow in insecure and inappropriate way.

Tools that was described in the article are brilliant, but still it should be redesigned with more empathy to employees in order to decrease possible attrition rate and decrease costs for further recruiting process with decreasing a demand for new candidates on outsourcing needs. As was identified previously, attrition rate affects not only the reputation within employee market but also it refers to perception of clients, that can potentially be in need of outsourcing company to provide services on their behalf. Clients of outsourcing company can refuse from companies with high attrition due to not meeting Service Level and Customer Satisfaction KPI's, because employees are not motivated enough and are willing to leave outsourcing company.

But if one company has issues with holding a headcount of an employees due to too strict rules of operation, another company can suffer reverse issue — lack of control, that leads to issues in food-delivery operations and work of marketing in terms of brand visibility to potential market share, that can be conquered.

Couriers — lack of operations supervision, that forces company to proceed on price competition, but not the service quality (delivery speed). As a result, such issues affect customer satisfaction, which leverages were described in third chapter of master thesis.

Employees — lack of leader supervision and goal-setting, that leads to loss of market share. Issue refers both to marketing and operations supervision departments.

Examples benchmark and their management approaches show that the managerial approach can turn weaknesses into strength in terms of competitive advantage. Company values that form organizational behavior, and consequently, the way how employees are proceeding. In theoretical part this approach was identified as Human Relations approach and it concentrates on consideration of an enterprise from employee's perspective. This point was contributed to Contingency approach, that's why it was a big step in management as a science.

Teleperformance and Glovoapp still have a lot of challenges due to market uncertainty and the main challenge is managing their stakeholders, that are different from com-

pany to company. Still, mutual challenges that are faced by both companies helped to develop an action plan for main object of research — "Glovoapp". Action plan refers to development of customer satisfaction for further options to invest in dark-kitchens. Dark kitchens in this case will positively impact sustainability of society and restaurant in particular.

The article content and conclusions are relevant, especially in COVID-19 realities, that require sharp reactions and actions on coverage negative outcomes that it can bring. Conducted research can help proprietors to pick appropriate way of business handling and will allow not to make same mistakes as GlovoApp does on current stage.

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Удосконалення основних міжнародних управлінських підходів та їхня реалізація (за матеріалами ТОВ “Гловоапп Україна”)

Пандемія COVID-19 вплинула на діючі підприємства та попит споживачів. Наслідки таких змін позначаються на управлінських підходах, які використовують компанії, щоб впоратися з новими викликами ринку. Ця робота глибоко аналізує взаємозв'язок між управлінськими підходами та рішеннями, що підтримують конкурентну перевагу на ринку. В роботі буде підкреслено, як правильно обрана управлінська методологія може вплинути на сталий розвиток споживачів на ринку, в якому оперує підприємство.

У цій статті ми проаналізували компанію доставки їжі “Glovo”, яка реалізує сервіс в більш ніж 23 країнах світу. Вона почала працювати в Іспанії на початку 2015 року. Стартап заснували два власники Oscar Pierre і Sacha Michaud. Обидва власники займалися технологічною та цифровою сферами, що допомогло їм визначити масштаби технічних ресурсів для запуску власного стартапу. У статті розглянуто загальну діяльність Glovo Україна з аналізом її корпоративної структури, конкурентів, які працюють на ринку доставки, і те, як компанія підтримує очікування клієнтів. Основною ціллю статті є визначення того, чи є компанія та її процеси ефективними з точки зору конкурентоспроможності та комунікації з кінцевими користувачами.

Метою статті є визначення найефективнішого способу, яким Glovoapp Україна за допомогою існуючої бізнес-моделі доставки їжі може досягти найвищої частки ринку порівняно з конкурентами. Теоретична інформація використовується для визначення поточного та рекомендованого способу дій. Також в статті хроболено акцент на визначенні того, як використання некоректного управлінського підходу може вплинути на конкурентні переваги окремих підприємств.

Актуальність даної роботи визначається стрімким зростанням бізнесу, що працює на ринку доставки їжі, та управлінськими рішеннями, які вони приймають. Такі рішення формують стратегію сталого розвитку таких підприємств, а отже, внесок у боротьбу з наслідками та загрозами COVID-19.

Ключові слова: COVID-19, управлінські підходи, конкурентна перевага, сталий розвиток.