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Management and Business Faculty**

MASTER’S QUALIFICATION WORK

**IMPROVEMENT OF BASIC INTERNATIONAL MANAGERIAL
APPROACHES AND THEIR IMPLEMENTATION
(on the basis of “GLOVOAPP Ukraine”)**

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ABSTRACT

Oleg Demkiv, «IMPROVEMENT OF BASIC INTERNATIONAL MANAGERIAL APPROACHES AND THEIR IMPLEMENTATION (on the basis of «GlovoApp»))»

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.

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

АНОТАЦІЯ

Демків Олег Сергійович, «Удосконалення основних міжнародних управлінських підходів та їх реалізація (за матеріалами ТОВ «ГЛОВОАПІ 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 результаті роботи буде підкреслено, як правильно обрана управлінська методологія може вплинути на сталий розвиток споживачів на ринку, в якому оперує підприємство.

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

АННОТАЦИЯ

Демкив Олег Сергеевич, «Усовершенствование основных международных управленческих подходов и их реализация (по материалам ООО «ГЛОВОАПП УКРАЇНА»)»

Пандемия COVID-19 повлияла на действующие предприятия и спрос потребителей. Последствия таких изменений сказываются на управленческих подходах, которые используют компании для того, чтобы справиться с новыми вызовами рынка. Эта работа глубоко анализирует взаимосвязь между управленческими подходами и решениями, поддерживающими конкурентное преимущество на рынке. В результате в тезисе будет подчеркнуто, как правильно выбранная управленческая методология может повлиять на устойчивое развитие потребителей на рынке, в котором оперирует предприятие.

Ключевые слова: COVID-19, управленческие подходы, конкурентное преимущество, устойчивое развитие.

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Head of Department _____

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TASK
FOR MASTER'S QUALIFICATION WORK OF STUDENT

Oleg Demkiv

(Name, Surname)

1. Topic of the master thesis

Improvement of basic international management approaches and their implementation (on the basis of "Glovoapp Ukraine")

Consultant of the master thesis

Ph.D. in Economics Chaplynska N.M.,

(surname, name, degree, academic rank)

Which approved by Order of University from **14.09.2021 №14-09/2021-6c**

2. Deadline for master thesis submission **"24" December 2021**




3. Data-out to the master thesis *Materials received during the internship, work with representatives of "GlovoAPP Ukraine"*

4. Contents of the explanatory note (list of issues to be developed) *The general overview management, its types, approaches to modernization. Next step – study of competitiveness and business model of "GlovoAPP Ukraine" and its managerial efficiency. It is important to assessment of the external and internal environment of the company, analyze production, financial and marketing activities, find "GlovoAPP Ukraine" competitiveness on national market. The last step – is to develop recommendations for development of Glovoapp managerial approach and its sustainable development.*

5. List of graphic material (with exact indication of any mandatory drawings)






There are should be described organizational structure of Glovoapp Ukraine, dynamics of brand demand for food delivery services. It is very important to analyze the enterprise costs, income, price indicators, marketing environment. Student should make SWOT-analysis.

6. Consultants for parts of the master thesis

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Natalia Chaplynska		
2	Natalia Chaplynska		
3	Natalia Chaplynska		

7. Date of issue of the assignment

Time Schedule

No	The title of the parts of the diploma project (work)	Deadlines	Notes
1.	I part of master thesis	22.10.2021	
2.	II part of master thesis	12.11.2021	
3.	III part of master thesis	26.11.2021	
4.	Introduction, conclusions, summary	03.12.2021	
5.	Pre-defense of the thesis	15.12.2021	

Student

Consultant

(signature)

(signature)

Conclusions: The work is designed according to the requirements. All parts of the work were presented within the established timeline. The content of the thesis connected with the internship and reflected all necessary issues that were selected for the aim of this research. The amount and range of the sources confirm the quality of the research. All recommendations were implemented and the main position discussed was reflected in the text. All conclusions were adopted for the Glovoapp Ukraine. In general, the work represents the completed research, that reaches the aim and covers all selected sub-aims represented in tasks. The Uni-check research results show originality higher than 95%. To summarize, the thesis in the current version is completed research with clearly formulated aims and conclusions. It is ready for external review and public defense.

Consultant

(signature)

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INTRODUCTION

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.

Knowing the consequences many economists, philosophers, sociologists and other representatives of various scientific spheres tried to oppose the threats by formulating a 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.

First chapter of master thesis is a description of stages, that were overcome by thinkers to give a vision to future entrepreneurs. Each stage is represented by an approach, but taking into account that one theory can be implemented based on another one, doesn't make the initial theory irrelevant. 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. Here are observed basic managerial approaches. Those are represented as separate schools, such as: scientific management, management process approach, human relations, system and contingency approaches.

Second chapter refers to an analysis of food delivery company "Glovo". Glovo 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 where engaged in tech and digital areas that helped them to identify scales of tech resources to launch their own startup. The main idea of a startup referred to provide consumers with an opportunity to get anything without making any efforts in few minutes. Both launchers found out that the best way to fulfill their plan is a connection between partners, couriers and customers. Accessibility is the main point that is driven by company. Second chapter stands for an 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. The main goals of second chapter are an identification of whether the company and its' processes are effective in terms of competitiveness and communication with end users. Topics that refer to company financial conditions are covered with financial data, that will provide us with an opportunity to evaluate Glovo effectiveness and efficiency.

Third chapter contains analysis of relation between theoretical information from first part and practical findings from second chapter. 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. In this part of master thesis is used information on “Teleperformance” managerial approach in order to proceed on benchmark and identify whether Glovo can use “Teleperformance” approach to cover gaps in managerial decisions if such occur. The task of master thesis is to identify how usage of incorrect managerial approach can affect competitive advantage of certain enterprises.

In conclusion of master thesis we will summarize the highlighted findings and mention recommendations in third chapter.

The relevance of this work 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.

The goal of the master thesis 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;
- identify managerial gaps in strategy of “Glovoapp” with reference to example of company from different sphere of operations (“Teleperformance”);
- compose an action plan for “Glovoapp” sustainability and competitive advantage development.

The **methodology** of research within master thesis contains review of internet

publications, open-sources data and book literature. Correlation analysis is used within master thesis to identify root causes of demand increase in food delivery sphere.

The **research objects** are decisions and organizational structures of analyzed enterprises, their influence on gaining market share on market and sustainability issues that should be solved.

The **research subject** is a set of theoretical, methodological and practical approaches to identify possible ways of business development improvement of “Glovoapp” and its social impact at COVID-19 times.

The research subject is a set of theoretical, methodological and practical approaches to identify possible ways of business development improvement of “Glovoapp” and its social impact to fighting COVID-19 as a threat to business and wellbeing of society.

CHAPTER 1. THEORETICAL DEEP DIVE INTO THE BASIC MANAGEMENT APPROACHES.

1.1. Appearance of management and its origins

The first stage of management was defined as domestic, that didn't have any mentions concerning the division of responsibilities among individuals. Commerce was not developed yet, and producers were consumers at the same time.

The first who made steps toward distribution of wealth was Sumer region. There was a representation of tax system on behalf of religious organizations, that later were managed and transferred to production of goods. Egyptians initiated an idea of planning and organizing of the resources. Strict control was used as well, but it wasn't developed that much as it is in modern world, because there was no motivational institutions.

Business nature and commerce started to be developed in Babylonia times, when civilizations started to proceed on trades and agreements. The institution of private property appeared and agreements were captured not by words, but via a documenting a conditions of an agreement.

In the periods of 1500 – 2000 BC many economic structures were emerging. In Egypt economy was planned and controlled only by officials and pharaoh personally [1]. Phoenician city-states that had close relationships with Egypt, had rulers that concentrated their power with reference to theocracy. Mentioned rulers directly managed trade and finance with rare cases of delegation to lower layers of authority. Babylon was opposite to such approach, because local merchants managed economy and there was no such control as it is traced in Egypt. So Babylon region was the closest to free market [2].

Economic governance was different in Egypt and Babylon. Babylon had legal codes and regulations to govern business behavior. As Moore and Lewis commented in their work: "Laws sometimes multiply when people are enjoying a measure of freedom and prosperity. Legal systems, with their conservative tendencies, are much in evidence

when there is something to conserve. The archaeological testimony to the longevity of the Sumerian-Assyrian-Babylonian tankārum (merchants) could be celebrated as an expanding economy's inherent bias towards delegation, privatization and a measure of entrepreneurial capitalism.”

Significant contribution to law, was made in 1790 BC by Hammurabi. His law code included approximately 300 laws that mostly referred to common actions that can and can't be applied toward organizations and individuals. Among laws that were aimed to decrease violence rate within population, there was approximately 20% of laws governed trade and organizations that maintained commerce. This share of laws reflects following points:

- wages that are paid to workers;
- conditions that should be followed by in case of lending money from organizations or individuals;
- laws which aim was to stabilize relationships between merchants and end-users, that use their products.
- penalties in case of providing consumer with bad quality products.

Such regulations nowadays are considered as a big contribution to what global and local markets look like now, but with big number of justification to make markets more flexible.

After 2000 B.C. Chinese were aware of such processes as control and organization. The Chinese rulers started to use advisors for making decisions on what should be done. China had strict bureaucracy, that was followed by numerous reports that allowed authorities to proceed on audits of enterprises. Such conclusion can be drawn from translation of Confucian works by James Legge [3]

At the meantime, Greeks realized that the significant outputs can be reached with the significant efficiency of labor. Democracy, scientific approach, opinions have appeared and as consequence an evolution of thoughts and ideas was launched. Plato and Xenophon contributed to thoughts about labor division and theories of needs.

Analyzing the works of mentioned thinkers, we can emphasize following points:

- to satisfy needs of people, people should share goods and labor;
- justice should be main ruler of authorities;
- hierarchy and order are necessary for efficient administration in all spheres;
- appropriate hierarchy and cooperation of population lead to “willing obedience”, that positively impacts wellbeing of country as an enterprise.

Mentioned approaches and thinkers created space for future thinkers, that relates to development of interpersonal relationships within and outside enterprises.

1.2. Tasks related management approaches

Scientific management school is one of main schools that stands for usage of scientific methods and scientific principles to be used in the enterprise processes.

Frederick Winslow Taylor, an American engineer, was the first one who started to put forward ideas of implementation of science in enterprise management. His work “The principles of scientific management” was published in 1911. The work is a representation of examples of places of employment Frederick managed to be engaged in. Engineer believed that science is the only tool that can bring the success to the flow of work in any business and it had the lines that should be crossed.

In order to describe Frederick Taylor’s theory, main points can be carried out as following:

- Each part of work that is done by an employee should be analyzed from “scientific” point of view. Each done task can be calculated and the results can be applied to a calculation of efficiency of each individual. The stages of calculations can be described as:
 1. Finding the amount of work should be done;
 2. Identification of how much work the best employee can do;
 3. Calculation of number of employees that can do the overall work with reference to efficiency of a top worker;

4. Workers are expected to work same as top performer on a daily basis without any deviations in efficiency.

- Each employee can proceed as a top performer, but it is needed to identify the part of job that can be accomplished by this employee in a best and efficient way. Frederick claimed, that each employee can be a “first class” worker at some job.
- Workers are taught to do job in the only possible way. It allows to find the most precise time of job accomplishment.
- Managers are obliged to proceed on a supervision over the work process and control whether employees follow the instructions that were given initially.
- Work is divided among all workers and there is a plan of work that should be finished for certain amount of time. Managers are engaged in planning and work delegation and employees have to carry out the instructions.

Such way of doing job required planning in advance and a strict forecast that would allow to proceed according to plan without any interruptions. Also, Frederick Maslow was the one of the first thinkers who launched the process of division between the one “who works” and another “who supervise”.

Important point is that Frederick didn’t develop this approach to management only theoretically, but he tried to apply this approach on practice when he was responsible for an establishment as a Chief Engineer. There was a case, when one of employee’s complaint to management on Frederick. Worker claimed that Frederick was overworking everyone. According to the feedback of employees, the Chief Engineer was too hard with subordinates but he believed, that there will not be any disputes between employees and management, because the all weight of work is calculated in a scientific way and the frames of work are fixed on the levels that can be handled by employees.

At the beginning of 19th century there already were labor organizations that defended the rights of employees and Frederick claimed, that such organizations exist only to

support bargaining of subordinates, when there is too much work that should be done. Another thing is that Chief Engineer established the guideline not to gather in a group of workers more than 4 people, in case it is needed – the special permission from management was required. Fines also were established as a normal practice. Each time the employee broke the machine he used to work, the management fined the employee.

One more point, that refers to the strict supervision was the fact of increase of the number of supervisors that control the employees on the production line. Taylor claimed that as many there are supervisor controlling the employees and their actions the more efficient work is. The standardization of process under strict control didn't let individuals stray from instructions that were prescribed according to scientific calculations.

It can seem that the approach of Frederick Taylor is inhuman, but the overall result of business processes in Bethlehem Steel and Midvale Steel was highly satisfactory, due to the fact that employees got higher wages and Bethlehem Steel company could save up to 80,000 dollars per year as a result of high performance. Money rewards were settled up as a motivation, but it was required to provide employee with reward as soon as the job is done. Frederick Taylor believed that annual reward was pointless, because in such situation average employee would see the end of job at the end of year, but not when the job was actually accomplished. Such good results were carried out due to:

- Making sure that each employee is related to a specific job that matches his abilities and skills;
- Creation of motivation by an increase of higher wage;
- Clear instructions to each worker and their understanding;
- Efficient distribution of needed tools that allow workers to proceed in a most efficient way.

Scientific management school by Frederick Taylor can be called as useful for further managerial developments. Such approach is used nowadays in manufacturing industries, where it is required to produce certain number of goods. Still, this approach

can be applied only in production line spheres, but not in spheres where it is needed to do a decision making or creative work, because the approach to employees that was described previously will affect the subordinates in a worst way.

Frederick Taylor's theory affected the HR procedures all over the world and showed how to ensure the enterprises with productivity. His thoughts were and definitely will be implemented in future.

The issue of scientific management is the concentration of the employees and their productivity, but it didn't refer to the management as the process in general. Due to the frequent development of management as a sphere it was not enough to operate with scientific management, that where Henry Fayol's theory of Management Process approach (i.e. "General Administrative management").

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. During the proceeding as the director Henry Fayol was thinking about the minimization of any misunderstandings within the company or an establishment and increase in the efficiency not only among the workmen that were on the bottom of labor chain but also in the efficiency of managerial representatives.

Henry Fayol was implementing his managerial approach since the 1888 until his death in 1915. The economist claimed that activities that flow inside the company can be divided in six sections, such as:

- Technical – activities that refer straight to the process of productions of goods or, other words, operational part of activities.
- Commercial – the type of activity that is responsible for the purchase and selling of materials or goods that should be sold as a final stage of product.
- Financial – the activity that refer to the planning of further costs and incomes. It's not responsible for actual counting of current or future funds, but for the way how money are being accumulated and invested.

- Security – the activity that stands for protection of processes and people that work on their behalf.
- Accounting – the process of counting of actual assets and liabilities. Also the activity included the statistical analysis that has reference to cash flow.
- Managerial – the coordination of processes that flow within the enterprise. Managerial function stands for control, planning and coordination of processes flow.

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.

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 POSDCORD (abbr. “Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting”). 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 coordination 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.

These two principles are interdependent and are the main principles that should be present in each company, especially if it is a startup company. To sum up, mostly his thoughts were pointed to the governmental structure, but the combination of scientific pragmatism by Frederick Taylor and Henry Fayol have triggered further development of managerial approaches.

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.” [6,

P.33]. 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).

Model is picked for usage after analysis whether the enterprises needs to interact with external environment or not. The general idea of system theory is concentration of external influence of environment and usage of inputs, that after the certain processes become outputs, that are later transferred back to the environment. Another point of system approach is that goals of enterprise and environment, where it operates should be balanced, because it will allow company to grow hand in hand with environment. Growth should be followed up by the collaboration between departments and control of changes in environment, that requires the synthesis of knowledge in different fields, such as: IT technologies, psychology, biology, sociology and other spheres. The goals of departments can differ. This goals should lead company to one general goal, that is

represented as a set of departments and sub-departments goals.

System model was criticized by economists. The issue is that it didn't bring anything new to the management development, because it used the fundamental issues that were raised by previous thinkers. Still, the school has tried to create a combination of existing theories, but it is hard use the theory in practice.

1.3. Human related approaches as modernization of task related findings

In the period of 1920 – 1930 many economists have identified that that branches and the ways of scientific managements developments were not ideal in the modern realities. Individuals engaged in business and government establishments found out that the importance of employee or manager as individual is not observed enough but these individuals have impact on processes of company. Human is a creature that is able to make decisions and analyze the situation and environment in more details then most of other species since the human being is able to proceed on critical thinking.

That is the reason why Human Relations approach started to be developed by public figures such as Hugo Munsterberg, Abraham Maslow, Mary Folett and others. The first personality that started to make steps toward the Human Relations and behavior was a Mary Parker Follet an American philosopher and management consultant. Among the managers, that paid attention mostly to the process of industrialization, she was the one who emphasized the importance of human element. The ideas of Mary Follet were significant for America, due to the fact that 26th President of the United States Theodore Roosevelt invited her for the position of personal consultant on non-profit organizations management. In her multiple works Mary Follet brought up the subject of conflict management. Conflict management can be defined as the appearance of disagreements between individuals in terms of an organization and finding of solution that is found via contacts between the individuals or groups of individuals. American consultant manager had explored the principles, that developed her management theory, such as:

- Early beginning. It is the first principle that stands for arrangement of planning and processes creation before the launch of processes themselves in an

enterprise. Ignorance of this planning stage can be critical for business due to absence of forecast of certain events that can occur during operations.

- Direct Personal contact. The principle refers to the process of calibration between the individuals, that brings positive impact on coordination within the managers and their subordinates. Regular meetings and discussions on task are the main approaches to practice this principle.
- Reciprocal Relationship of Factors. Each department has dependence on other relative departments. For example, Sales and Finance department are interdependent because Sales should know what price is appropriate for an end user and Finance need volumes of successful deals to correct the conditions that should be offered by Sales representative (in financial terms).
- Continuous process. The process of coordination is continuous and it must not stop on any stages. Discrepancy in processes and future actions can always occur.
- Action plan. The action plan has a requester, performer and four time segments culminating in request, promise, delivery, and acceptance.
- Delegation of tasks. This is a process of providing the responsible for the task with all introductory statements that describe the task and how it should be performed.

The described processes are actively used in modern management and take place as a significant part of management flow. The inventor of the principle has been called as “Mother of Modern Management”.

In 1943 equally important discovery took place. American psychologist Abraham Maslow introduced the theory of needs. It is represented as a hierarchical structure in form of pyramid (displayed on fig 2.1).

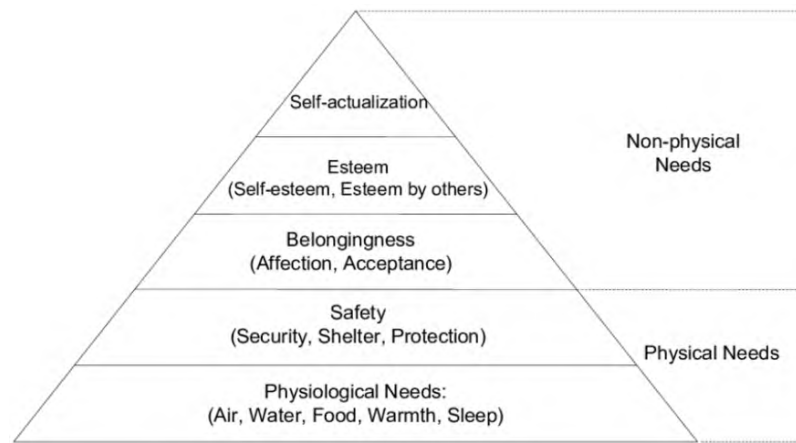


Fig. 1.1. Maslow's hierarchy of human needs

Source: reference [8]

Needs displayed in the pyramid are divided in two groups – physical and non-physical needs. Abraham Maslow believed that individuals are motivated by certain needs and they are the main drivers that make individual proceed. Main drivers are the motivations that rule the actions of an individual. According to Stephen P. Robbins “motivation is the willingness to exert high levels of efforts toward organizational goals, conditioned by the effort ability to satisfy some individual need”.

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.

Two theories (fig 2.2.) 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. 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.

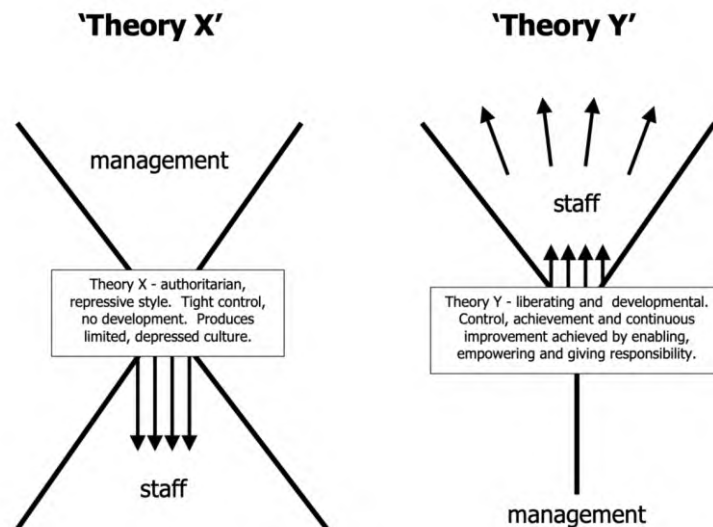


Fig. 1.2. Adaption of McGregor's ideas for modern organization

Source: reference [9]

The peak of Human Relations school was reached by an American business theorist Chris Argyris. In his works "Personality and Organization" (1957) he tried to deep dive into the reasons of bad performance and issues with discipline. By issues with discipline he meant absenteeism, refusal from handling specific task and low level of moral. Argyris confronted Max Weber's theory of bureaucracy and scientific approach of Frederick Taylor. Max Weber was criticized by Argyris, due to the fact that clear bureaucracy without any deviations leads to a forming an individual a "slave" without any opportunity to take advantage on a task, if it doesn't fall into the scope of the employee. The deformation of an employee occurs in such cases, because individual goes deeper in a comfort zone, so later he losses the proactivity in tasks handling. Another point that was argued, is the destruction of self-actualization need in case if employee is led by the manager according to scientific approach. Self-actualization is the highest point of Maslow's hierarchy of need, and this need is limited in case when the tasks are simplified with clear instructions. If to refer to business theorist, ownership is restricted with the strict clarification and documentation of process. So the clear routine is one of the top drivers of issues with discipline and attitude to job. There were

confrontations with Fayolism as well, because according to Argyris approach, employees should be allowed to define their own goals. The control over an individual's environment provides him with a vision of a psychological success, that as consequence gives him feeling of ownership and lets him pave a way to self-actualization.

Development of Human Relations school and Behavioral approach pointed to understanding of the motivation and change of view that employees are only the tools and resources that are used to bring added value to an enterprise. Still the approach has limitations that have reference to absence of opportunity to predict the human behavior due to its complexity and difficulty of implementation of the right approaches because of formed mentality in the times of industrialization.

The approaches, that were mentioned before were inflexible except the System approach, but the information was not relevant enough for its usage in practice. The influence of external environment kept increasing in 1950 – 1960 and thinkers had to proceed on theories that could develop System model that was set as fundamental by Ludwig von Bertalanffy. Uncertainty overshadowed the theories of classical economists, that speculated on strategies in stable conditions.

Since the uncertainty can't be removed from the realities of an enterprise, economists started to think about actions at the times when environment changes rapidly. That's why researches were pointed on management of enterprise in unstable conditions. Unpredictable situations can occur, and often such situations should be managed as soon as possible and that is where leadership finds its application.

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.

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.

LPC (abb. least-preferred coworker scale) [10, p 115] 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 (fig 2.3.)

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

Fig. 1.3. Fiedler's Contingency model adaptation

Source: reference [10, p 115]

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 are mostly effective when the situation 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 situation. Certain situation that occurs in business requires certain situation. According to situation manager can pick leader whose character traits and approaches will be most suitable for current situation that is formed by external or internal factors.

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

CHAPTER 2. STUDY OF COMPETITIVENESS AND BUSINESS MODEL OF “GLOVOAPP UKRAINE” AND IT’S MANAGERIAL EFFICIENCY.

2.1. Assessment of the external and internal environment of the Glovoapp Ukraine enterprise

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 making everything in a city immediately available to everyone and it makes Glovo to become a Google for 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 whole. Glovo does it with various volunteering program 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.

Started to develop not only it’s own delivery but also such direction as Gen 1. Gen 1 is a definition of marketplace in Glovo. It allows partners to gain more orders and deliver orders with their own couriers. For now Gen 1 is not popular enough, because such approach won’t make partner to provide Glovo with more partner revenue.

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 organize 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 2.1. [18].

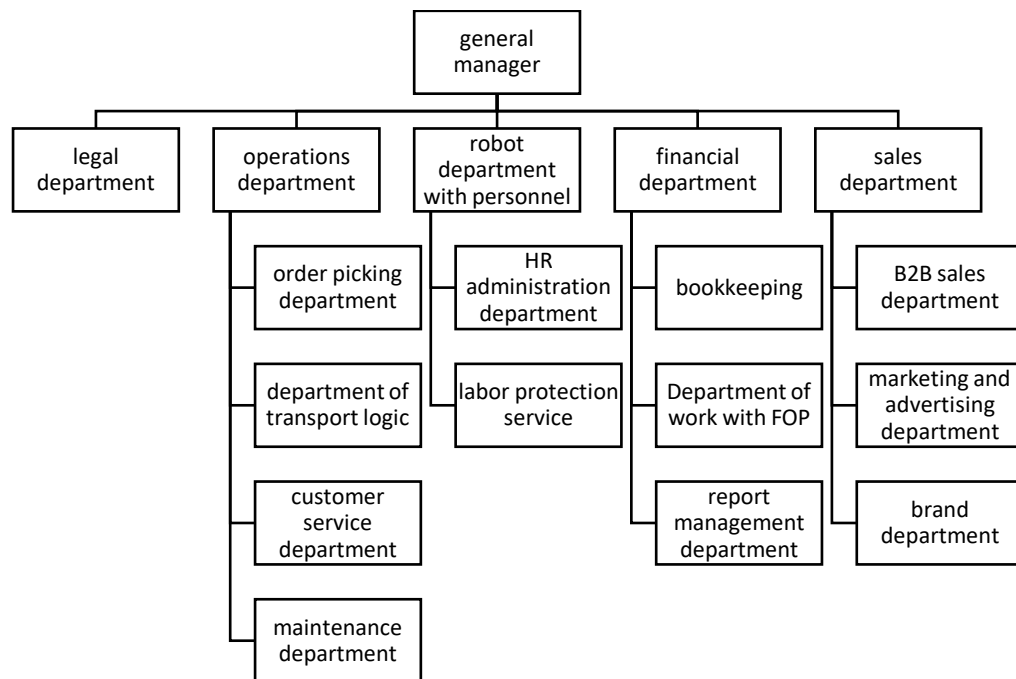


Fig. 2.1. - Organizational structure of Glovoapp Ukraine

Source: compiled by the author according to reference [18]

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. 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% [18, 19]. It also became known that among all household expenditures, expenditures on services account for about 16.2% of the total budget [23].

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% [24] (Figure 2.2.).

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 [24, 25].

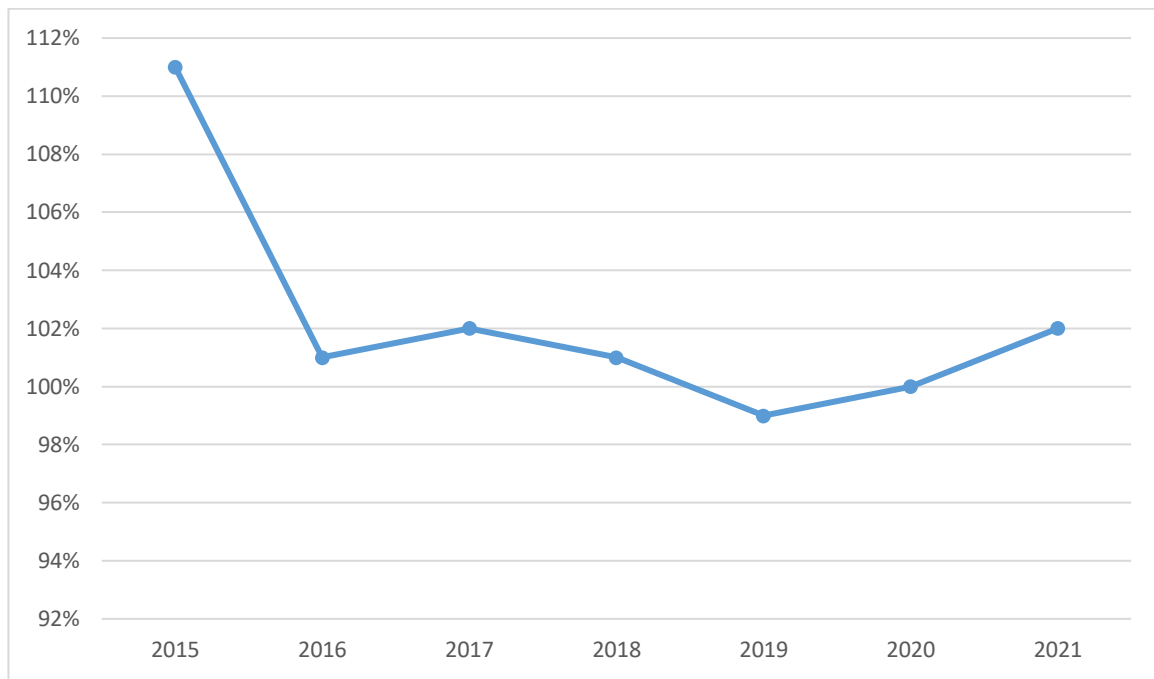


Fig. 2.2. Dynamics of inflation in Ukraine

Source: compiled by the author according to reference [24]

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 [27]. 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 39% of migration cases are a change of residence between the ages of 18 and 22 since young people go to get bachelor or masters degrees or look for a better job to earn a living [27]. 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 3rd quarter of 2018, the share of Internet users among the population of Ukraine increased to 63% compared to 30% of Internet users in 2013. It was also highlighted that 15-20% of Internet users are regular users of food delivery services, which is about 4 million customers [28].

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 [29].

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 [30].

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 rolling stock, most electric vehicles operated in the cities of Ukraine were produced during the Soviet era, and 2% of trams - before 1960 [29].

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 2.1.

Table 2.1

Table of macro-environmental factors

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	

Source: conducted by author

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 ordering platforms. In Europe, the industry is expected to grow even faster, reaching \$ 24.7 billion by 2023 [38].

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%) [38].

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 [38]. 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 [46]. The largest increase in popularity was observed for the services of Glovo and Zakaz.ua (see Figure 2.3.).

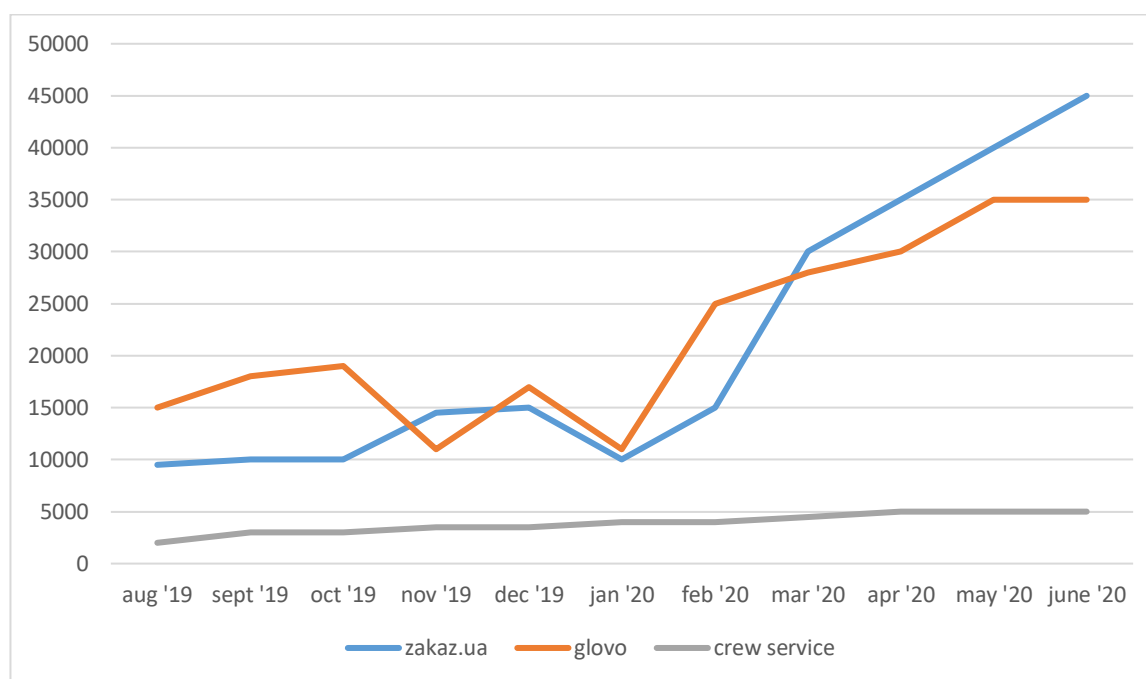


Fig. 2.3. Dynamics of brand demand for food delivery services

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 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 [38]. 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. Up to 17% for Kharkiv, Dnipro, and Odesa, while Lviv takes over about 8% [32].

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 [47, 48].

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 [41].

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 [36].

From the above data, we compile a table of the main factors of the microenvironment (Table 2.2).

Table 2.2

Table of microenvironmental factors

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.

Source: conducted by an author

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, ie 4 million consumers, use food delivery services [26]. 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) [33].

The concentration of major consumers in large cities is due to two factors: the availability of cash, ie wages are 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, ie consumers who use several types of delivery
- [32].

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.

2.2. Analysis of production, financial and marketing activities

Analysis of economic activity can be operational and general. Operational analysis is carried out at enterprises (firms) daily, decadal and monthly in order to monitor the progress of production and the implementation of operational management of various parts of the enterprise. The general analysis involves a comprehensive study of the interrelated technical, organizational and economic factors to justify the assessment of economic activity of the enterprise and determine the main directions of development of this production [16].

Income is the cash or tangible assets received by an entity as a result of any activity over a period of time [16].

Revenue analysis is part of the economic strategy of a trading company. It aims to create economic conditions that provide reimbursement of fixed costs of the enterprise, covering variable costs that depend on sales, full and timely payment of all taxes, mandatory payments and profit.

You can analyze the dynamics and structure of income of the company "Glovoapp Ukraine", the results of which are given in table. 2.3 and table. 2.4

Table 2.3.

The results of the analysis of the structure of enterprise income

№	Indicator	Amount, thousand UAH			Specific weight,%		
		2018	2019	2020	2018	2019	2020
1	Net income from sales of services	87873,3	81631,3	102487,9	94,503	95,604	94,614
2	Other operating income	4116,3	3717,2	5808,4	4,427	4,353	5,3622
3	Other income	994,7	36,4	25,4	1,0698	0,043	0,023
4	Total	92984,3	85384,9	108321,7	100	100	100

Source: conducted by an author

Table 2.4**The results of the analysis of the dynamics of enterprise income**

№	Indicator	Amount, thousand UAH			Specific weight, %		
		2018	2019	2020	2018	2019	2020
1	Net income from sales of services	87873,3	81631,3	102487,9	-6242	20856,6	14614,6
2	Other operating income	4116,3	3717,2	5808,4	-399,1	2091,2	1692,1
3	Other income	994,7	36,4	25,4	-958,3	-11	-969,3
4	Total	92984,3	85384,9	108321,7	-7599,4	22936,8	15337,4

Source: conducted by an author

In the structure of revenues, the largest share is accounted for by revenues from sales of products (goods, services), which is in 2018 is 94.5%, 2019 - 95.6, in 2020 - 94.61%. Other operating expenses are for three years: 4.42%, 4.35%, and 5.36%. Other revenues occupy the smallest share in the company's revenue structure and occupy 1.07%, 0.043%, and 0.023% for 2018, 2019, and 2020, respectively.

As can be seen from the table. 3.3, the dynamics of 2018 - 2019 are negative in all respects, but 2020 compared to 2019 has gained positive dynamics. The largest value of the total amount of income in 2020, which is 22 936.8 thousand UAH more than in 2019, and 15 337.4 thousand UAH more than in 2018.

In fig. 2.4 is shown the structure of revenues of "Glovoapp Ukraine" for 2020.

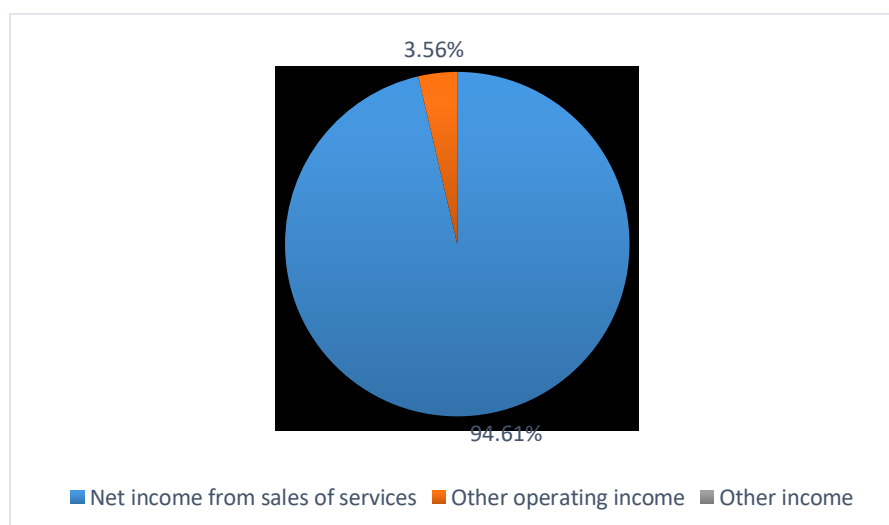


Fig. 2.4. Revenue structure of Glovoapp Ukraine in 2020

The largest part of the costs is the cost of services, the smallest - other costs. In fig. 6 shows the cost structure of the enterprise for 2020. In the table. 2.5 shows the dynamics of changes in the company's costs as for 2018-2020.

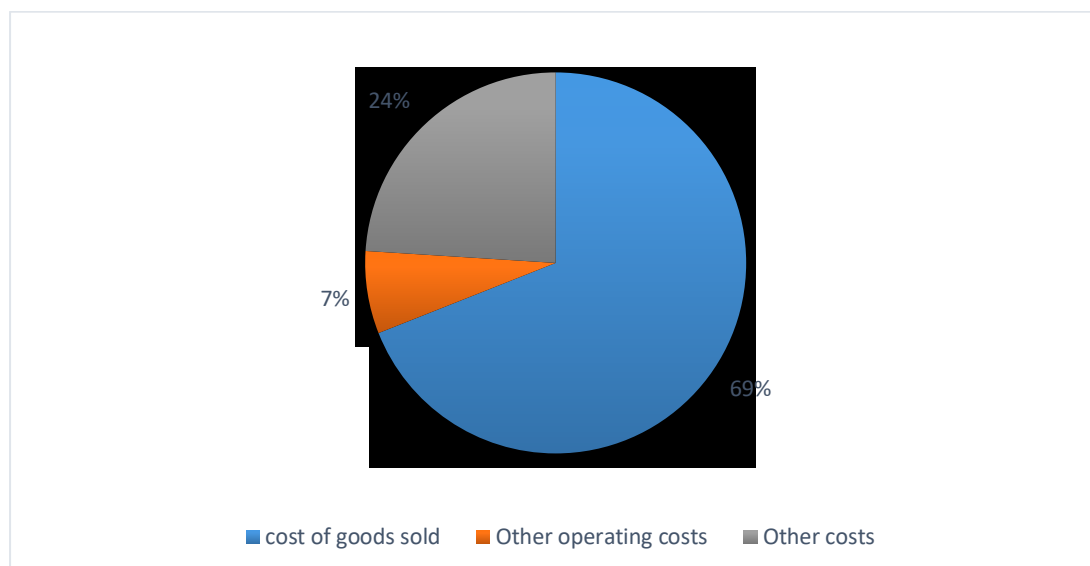


Fig. 2.5. The structure of enterprise costs for 2020

Table 2.5

The results of the analysis of the dynamics of enterprise costs

№	Indicator	Amount, thousand UAH			Specific weight,%		
		2018	2019	2020	2018	2019	2020
1	cost of goods sold	59521,3	54348,9	67197,8	-5172,4	12848,9	7676,6
2	Other operating costs	27391,6	18439,2	6661,6	-8952,5	-11777,5	-20730
3	Other costs	34,4	4476,9	22964,5	4442,5	18487,6	22930,1
4	Total	86947,3	77264,9	96823,9	-9682,4	19559	9876,6

Source: conducted by author

Thus we see that in 2020 the cost and other costs increased, however, in general, the value of costs in 2020 compared to 2018. Compared to increased by UAH 19,559 thousand (cost increased by UAH 12,848.9 thousand; other expenses increased by UAH 18,487.6 thousand, and other operating expenses decreased by UAH 11,777.5

thousand).

Thus, we see that the company's revenues and expenses grow proportionally every year, revenues outweigh costs and the company's profit in 2020 amounted to UAH 8,931 thousand, in 2019 - UAH 6,306.1 thousand and in 2018 it was UAH 4,617 thousand

Thus, the financial performance of the courier service has positive dynamics. The profits of the company depend on the couriers, so it is advisable to determine the most profitable of them. Consumer segmentation is the division into relatively clear groups, each of which needs to develop its own specific service strategies.

Every day, logisticians process more than 500 orders, which is an extremely high figure. The company has more than 200 couriers who deliver orders quickly and efficiently.

All force majeure circumstances are resolved quickly and without affecting the quality of service. In case of force majeure, the company acts quickly. In the event of an accident or a broken car, logisticians remove orders from the courier and pass them on to couriers nearby.

The company handles complaints quickly and with the utmost care. Promotional codes for free delivery are issued to each customer who has questions about the quality or quantity of the goods. Based on this, the company's price indicators were also analyzed (see Table 2.6).

Table. 2.6

Price indicators

Indicator	Data (average)
Cost of delivery of one order Cost of delivery of the order for the client	40-50 UAH
Average order value	500 UAH (up to 15 kg)
The maximum price of the check in the order (for the period of the analysis of activity)	1500 UAH.
Average couriers salary (monthly)	15000 UAH.

Source: conducted by author on basis of reference [47]

After analyzing the data, we can conclude that the cost of delivery of the order is not large, the order is paid by weight. The minimum quantity of goods in the order - 3 units. Workers' wages are higher than the average in Ukraine.

Food delivery is a very complex and dangerous activity, as there are many risks borne by the company. To avoid situations that affect the company's reputation, you need to separate the responsibilities of each employee of the company.

The organization of the delivery process begins when the customer ordered delivery on the website or by phone, indicated his address and the necessary dishes, then indicated his contact, card details, and time interval in which it is convenient to accept the order. The order will get to the general base of the dispatcher - the person who will be responsible for the transfer of the order to work.

The functionality of the employees of the transport logistics department consists of the following personnel:

Dispatcher whose purpose is to control delivery by courier. Liaison with other departments (contact center, finance, etc.). It also functions as communication between couriers and the contact center. He has the following responsibilities:

Accompaniment of the courier along the delivery route:

- clarification of order payment;
- processing of courier requests for delivery to customers (payment, address, delays and problems with customer communication, difficult delivery conditions);
- processing of inquiries of couriers according to the plan of the day and specification of XD start of routes;
- clarification in the course of work (days) at the request of couriers about the readiness of orders, documents, the sequence of loading. Informing couriers about the change of entrance fees along the route;
- processing of information about courier delays - a letter to the contact center;

- processing of promo codes.

Adjustment of orders in Glovo Admin (weight, tray, change of payment form).

Registration of canceled order and information transfer to the finance department.

Transfer of problems with the client to the operator. Receipt and processing of information from the contact center. Receive clarifications on the store addresses from couriers and send them to the contact center for changes.

Transmission of information about abnormal situations, failures in the delivery of the logistician and the supervisor of the department, as well as to other departments and control of their resolution.

Processing of data on emergencies (adjustments). Keeping records and reporting on emergencies on the courier route (fixing adjustments).

Mail processing:

- requests to call center operators.

A logistician whose purpose is to plan and ensure the delivery of customer orders.

Functional responsibilities:

Forms the basis of data for the schedule of work of couriers taking into account the maximum involvement in transport work of all regular couriers:

- collects proposals for placement for the next 2 weeks from each courier;
- forms an information reserve for the preparation of the schedule (data from couriers on possibilities of increase of transport work: days/number of slots (a variant of the possible change of the scheme of work on days), in case of insufficient quantity in arrangement);
- captures and means the categorical wishes of couriers, which are not subject to change (individual days and related circumstances).

Adjusts the schedule of the day according to the current situation:

- accounting for the dynamics of orders: increased/decreased workload due to forecast errors - change in the number of changes and slots, the conclusion of the work of outgoing couriers;

- forms a reserve of couriers (in case of insufficient loading or during promotions, as well as on certain days)
- promptly responds to force majeure (breakdowns, courier movements, assembly delays)

Maintains a factual schedule for couriers:

- control the exit of couriers to work and departure after loading on the route, fixation in the schedule of real-time / number of orders / real arrangement. Control of couriers' admission to work (no debts: letter - courier debts). Evaluates the load on couriers during the day and initiates the request of additional couriers from other XDs or the ability to move their couriers.

Informs couriers about the planned work schedule for the next day and changes in the work schedule that he receives from the lead logistician.

Makes routes of couriers on the delivery zones assigned to it taking into account criteria of optimum routing, involvement in deliveries of all couriers on staff, and uniform distribution of loading on orders.

Controls the execution of delivery slots and takes measures to deliver to selected time slots for customers. Collects and summarizes information on delays of scheduled deliveries, transmits to the contact center to inform customers about delays.

Monitors possible order collection delays. Makes decisions on the situation:

- removal of the route by two trips;
- partial removal of the route and re-planning of the part to another courier;
- informs the lead logistician about possible failures in the transfer of orders and subsequent transfers.

Interacts with administrators parties in the planning and execution of deliveries.

Monitors the passage of routes by couriers: marking stops, recording deviations, confirmation of route changes by couriers. Makes financial decisions within its competence and records them in Adj files (matrix of financial decision-making by employees)

• Informs the leading logistician about the impossibility of exporting orders for various reasons (excess of volume/weight of loading, oversized and heavy cargo).
 • Informs the leading logistician about the need for a freight forwarder (heavy orders and congested routes, special delivery conditions: trays, lifts, complex procedures for receiving and transmitting orders)

• Informs the lead logistician about the need to transfer orders that occur in case of operational failures.

• Informs the lead logistician and department supervisors about all difficulties and failures in delivery/routing

• Continuously trains couriers and monitors compliance with requirements and standards in the event of minor violations or courier requests.

• Assists couriers in contacting:

- on loading/delivery;
- return processing;
- situations with payments, transfer of orders to customers.

• Informs couriers about card payment status.

• Creates for administrators a page of the list of delivery of money by couriers on each slot of delivery.

• Processes return information from couriers and dispatchers. Forms the optimal routes for the transfer of returns (return to the download warehouse or XD) and an information sheet in finance on the page and contact center.

• Determines the need to move orders to BM, taking into account the possibility of forming local routes, the volume of orders, accounting for assembly delays. Informs about the need of BM leading logistician.

• Organizes internal movements of goods and containers.

• In the absence of the dispatcher or their workload performs the functionality of the dispatcher.

• Makes suggestions for improving the quality of services provided / routing.

Travels by courier at least once a month.

The functional responsibilities of a lead logistician are different:

1. Keeps a daily report on the number of couriers and the actual work schedule of each courier. Interns are taken into account with a reduced coefficient.

2. Makes the schedule of work of couriers taking into account forecasts, normative indicators, and data of ABC-analysis:

- weekly generates a report on the distribution of orders in terms of days, slots, and delivery areas in trusted XD;
- taking into account the data of the analysis on the distribution of orders processes and enters in the schedule forecast data on the number of orders for the future period (data for the forecast receives from the supervisor).
- checks and leads to normative indicators of loading on slots on working days and norm of hours on each courier, according to the data entered in the schedule by logisticians. Makes adjustments based on ABC analysis data.
- forms a schedule of couriers every 2 weeks and submits it for inspection to the supervisor of the department;
- daily monitors and, if necessary, rearranges couriers and changes the mode of operation, taking into account the fulfillment of the criteria of uniformity of the load on the couriers and compliance with the requirements for the norm of hours;
- forms the calculation of the need for couriers on schedule. Provides the supervisor with an expert opinion on the compliance of the estimated needs of couriers with the actual situation;
- analyzes the actual compliance with the schedule by couriers and the main parameters of their work: working hours, slots, the average load on the order. Checks the balance of each courier at the end of the day: money, goods, returns. Sets couriers from entering the route. Information on the amount of debt or the reasons for such a decision is passed to the supervisor or head of the department.

Forms BM daily routes and sends BM acts to XD. Organizes and controls the

movement of containers and refrigerants at the request of the party;

Controls the status of deliveries during the day: decides on the formation of Reserves, reducing or increasing the duration of the work shift of couriers, withdrawal of additional couriers. Controls the compilation by logisticians of optimal delivery routes to take out customer orders from the first arrival. Takes measures to prevent delivery disruptions.

Controls in the monitoring mode indicators on delivery of orders in the established time intervals. Informs the supervisor of the department about untimely departures of couriers from loading, and the decisions made by him on the management of a current situation.

Participates in resolving situations arising from complaints and customer complaints, disputes over the work of couriers and logisticians of the cross-dock team.

Processes courier requests for failures in the information system, drawing up routes. Assists couriers in arranging deliveries and work.

Constantly monitors the correctness of routes by logisticians, provides them with methodological and practical assistance.

Based on the ABC analysis of the work of couriers, works with group C couriers to improve the quality and productivity of their work. Keeps records of KPIs in terms of cross-docking.

Analyzes the staff of couriers, Makes suggestions to the department supervisor on courier replacements showing low productivity, discipline, or non-compliance with company standards and a customer-oriented approach.

Conducts training and informational and explanatory activities among couriers, including on innovations and organizational issues.

Conducts interviews of candidates for courier positions on behalf of the supervisor;

Maintains daily communication with newly received couriers. Controls their workload and productivity.

Submits to the department supervisor proposals for the formation of the schedule

of logistics for the next period or the need to make changes to the current schedule.

At least 2/3 of the working day is directly involved in route planning and performs the functionality of a logistician.

At least once a week travels to cross-docks (control of operational processes and communication with couriers). Once a month travels by courier along the route.

Makes suggestions for improving the quality of services provided / routing.

The supervisor has the following functional responsibilities:

Based on plans for the company and forecasts for the month prepares calculations for orders in terms of XD and regions for the schedule of couriers:

- takes into account promotions, delivery days, and seasonal fluctuations in demand;
- takes into account the distribution of orders by days of the week in terms of delivery slots;
- takes into account the planned redistribution of zones in connection with the addition of slots delivery, opening new pages, changing delivery schemes.

Checks courier schedules compiled by leading logisticians. Weekly adjusts forecast data taking into account trends and dynamics to order, changes in the distribution of slots and days.

Analyzes the performance and efficiency of couriers in terms of XD and regions. Prepares ABC analysis for courier scheduling and courier management planning. Forms ratings of couriers based on the results of work (2 times a month: preliminary and final for awarding).

Takes measures to implement plans and forecasts for the number of orders. Makes suggestions for improving the availability of the service for customers:

- analyzes delivery areas and available slots;
- analyzes delivery contracts (time of order acceptance);
- analyzes the cost of tariffs.

Makes the work schedule of BM drivers.

Makes the schedule of work of employees of the department of logistics:

- accounting for the constant presence of supervisors at work, and in the evening shift - leading logisticians;
- work of supervisors and leading logisticians on weekends;
- accounting for peak load periods, continuous performance of the support function (scheduling).

Together with the supervisors of the order picking department, it analyzes operational resources daily to synchronize the efforts of the party and courier delivery, as well as to prepare for the logisticians the correct introductory couriers for scheduling:

- monitors the availability of customers and the timely opening of delivery slots for a specified planning period (3, 4, 5 days, depending on the decisions made by the company);
- draws up short-term plans (3 days) and delivery indications (goals) in terms of slots (morning/day/evening) for each XD and region (quota management).

Carries out daily monitoring of results and makes efforts to achieve the planned goals;

- introduces into the organization of work of department uniform tactical approaches: unloading days, planning of days off, fixing on the reached results.

Analyzes and carries out the general management of a current situation on the status of day, forms, and uses reserves. In case of limited delivery resources, the quota proposals are submitted to the head of the department and the operating director of the company on time.

Forms the calculation of the need for couriers based on forecasts, the actual number of couriers and taking into account the expert assessment of the situation for each XD and region (forecasts based on courier schedules). Keeps accurate records of the number of couriers/trainees.

Interacts with the HR department for recruitment. Prepares and sends applications to the HR department for recruitment.

Determines the tactics of hiring new couriers (the need for trainers and the capacity

to hire new staff/priorities for the distribution of the flow of candidates and coaches, the definition of mentors in need of a massive one-time set of couriers).

Controls the closing of vacancies and the plan for the recruitment of couriers. Forms a list of interns and organizes their training and internship together with the training center. If necessary, involve mentors from among the most trained couriers.

Conducts introductory briefings with newly admitted couriers in the regions, introduces couriers to administrators, organizes internships for couriers in the regions. Organizes communication of trainees with logisticians. Processes feedback from them on the results of work. Monitors the results of the internship and confirms the introduction of new couriers in the schedule of independent work.

Tasks for the organization of courier management in the regions (until the formation and staging of regional teams):

- formation of the backbone of the regional career teams. Communicate company courier goals and plans in a specific region;
- control of planning and organization of work with couriers by regional administrators and leading logisticians. Analysis of the current structure of the logistics department for regional delivery management, making adjustments. Preparation and gradual transfer of delivery management functions in the regions from administrators to the logistics department;
- analysis and submission of proposals for the involvement of hired transport, the formation of couriers to pick up.

Interacts with trainers by providing information about the needs of additional training of existing couriers and the results of their work (forms directions for additional training).

Analyzes the current situation in the number of couriers to prevent the flow of couriers, the reasons for the dissatisfaction of couriers, conduct interviews and work with couriers who are going to go to find out the reasons.

Conducts interviews of couriers as a matter of priority attracts leading logisticians

to the interview if they cannot conduct it on their own.

Conducts review and inspections of the ticketing system of complaints. Initiates changes in processes to improve the level of service.

Processes and organizes the execution of requests of the company's services for internal movements (goods, furniture, documents, etc.).

Checks all financial decisions of logisticians and dispatchers made during the day. Prepares a daily report on the payment of adjustments by type.

Monitors the state of the financial discipline of couriers, conducts explanatory and preventive measures with couriers at risk. Carries out control of consumption and the account of write-off of fuel and lubricants.

Calculates the needs for uniforms, technical means for couriers and sends a purchase request.

Analyzes delivery contracts/slots and input data on tariffs when opening new pages, makes changes when expanding zones, changing work schedules for planning and delivery. Analyzes existing delivery contracts on schedule. Makes proposals to change the schemes of work to improve them and customer-oriented logic.

Analyzes the main KPIs of transport logistics: quality of work/observance of time intervals of delivery/productivity of work of couriers/profitability of delivery (cost of logistics, reports for financial analysis). Initiates and conducts activities with leading logisticians to improve them.

Participates in the formation of methods of planning and management of delivery, construction of routes, organizational schemes and methods of couriers, implementation of automated planning systems (TMS), and their adaptation.

Carries out daily selective control of correctness of drawing up of routes by logisticians, the performance of functional duties. Carries out measures to train employees to the same standards of work.

Organizes and conducts training of employees of the department in the areas of scheduling/route planning/scheduling/planning and resource management/delivery

standards and customer orientation / KPI transport logistics/employee motivation.

At least twice a week travels to cross-docks (control of operational processes and communication with couriers). Once a month travels by courier along the route.

In the absence of the leading logistician or their loading carries out functionality of the leading logistician.

Head of the Department of Transport Logistics, whose purpose is to ensure and organize the delivery and support of orders on time and in proper quality.

Functional responsibilities:

1. Ensuring the functioning of the department.
2. Control over the performance of functions.
3. Calculate the KPI of the department and the delivery process.
4. Making requirements for the car and courier.
5. Staffing of the process

- organization of activities directly to implement the plans and strategic objectives of the company;

- organization of events to form and unite the team;

- making proposals to increase the number of orders from using resources of the entrusted direction;

- analysis of the efficiency of the direction of transport logistics and the cost of delivery of orders. Making proposals to reduce costs;

- development and implementation of KPI of the logistics department;

- development of training and advanced training programs for couriers, as well as measures to increase the level of corporate cultures;

- making proposals for the introduction of new technologies and methods work and delivery technologies;

- development and implementation of new methods of employee motivation;

- analysis of the income market of couriers and logistics;

- analysis of the need and provision of the necessary MC staff of the department;

- preparation of technical tasks for the completion of the accounting system of transport logistics;
- development of tariffs and their adjustment depending on the circumstances.

2.3. Definition of marketing management problem Glovoapp enterprise

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 2.7.

Table 2.7

Summary table of factors of the marketing environment

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

Source: conducted by author

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, ie 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 opportunity 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 (see Table 2.8) and cross-SWOT-analysis (see Table 2.9).

Table 2.8

Table of SWOT-analysis

Strengths	Weaknesses
Functional application;	Lack of a well-established system for obtaining marketing information about the consumer;

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 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.

Source: conducted by author

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.

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 2.9.

Table 2.9**Cross-SWOT analysis**

	Opportunities	Threats
Strengths	<ol style="list-style-type: none"> 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; + attracting image partners 5. Control of lower-level employees + increasing the level of satisfaction of end users; 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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.

Source: conducted by author

Considering the situation (Table 2.9) 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.

2.4. Glovoapp Ukraine enterprise competitiveness on national market

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 [49]. 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 [48].

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 2.10

**Comparison of service quality with the main competitors of Glovoapp
Ukraine**

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

Source: compiled by author

Table 2.10 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 2.11.

Table 2.11

Table of 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.	-

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.

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 (see Table 2.12).

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.

Table 2.12

Data for verbal task formulation

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)

Source: compiled by author

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 overall 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 (see Table 2.13).

Table 2.13

Data set for the model

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

Source: compiled by author

Speaking of the initial parameters, first of all it should be noted that the high number of parcels delivered on time 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), ie 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 (VRS - variable return to scale). 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.

CHAPTER 3. OPPORTUNITIES FOR INCREASING COMPETITIVENESS AND MANAGERIAL APPROACH DEVELOPMENT OF GLOVOAPP UKRAINE

3.1 Food delivery development in COVID-19 realities with reference to demand

The demand of food delivery services has increased more than it was forecasted by experts. As for 2021 food delivery platforms maintain \$31 billion [56]. 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 [57] 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 3.1)

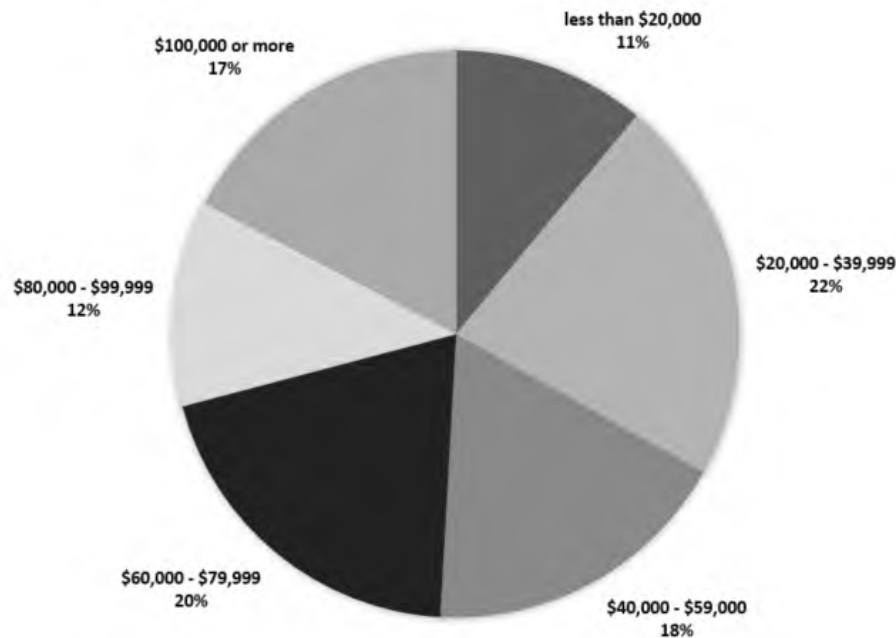


Fig 3.1. Income profile of respondents

Source: compiled by author out of reference [57]

The correlation analysis results are represented below (table 3.1). 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 competition 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.

Table 3.1**Correlation matrix of main drivers of food delivery usage**

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

Source: compiled by author out of reference [57]

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 \diamond 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 \diamond 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 \diamond 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" [58], 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 is represented below.

$$\frac{\text{Number of contacts initiated by customer}}{\text{Total number of orders delivered}}$$

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 3.2 represents raw data for benchmark.

Table 3.2

Initial ratings data per food delivery company

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

Sources: [65], [66]

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.

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 3.3).

Table 3.3

Number of customer app views on monthly basis

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%

Source: compiled by author on basis of reference [67]

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.

3.2. Analysis of managerial approaches on example of non-food delivery players

The purpose of third chapter within the master thesis refers to usage of gathered insights and information to manage recommendations, application of which will develop the operations of business via implementation of internal managerial processes. Still, theoretical part and detailed description of business processes of GlovoApp Ukraine is not enough to conduct recommendations. Mentioned recommendations should be conducted according to existing managerial approaches and methodologies, that were described and analyzed in the first chapter of master thesis. As soon as managerial approaches are analyzed with reference to existing examples with application of data approach, we will move to formulation of recommendations. Such approach will give an opportunity to rely on arguments, that will be represented as mentioned examples.

Teleperformance is a relevant example due to the fact, that there is opportunity to analyze the managerial approach, since the approaches are represented in principles of the company. These principles work toward either middle and bottom levels of structure. Teleperformance is an omnichannel company, which headquarter is situated in France. Company is specialized on business process outsourcing, that refers to the handling of communication with clients on behalf of a client. For now, company serves 170 markets all over the world.

First of all, to analyze the management approaches of the company, it is needed to pay attention to it's policies, such as: TOPS (abb. Teleperformance Operational Processes & standards), BEST (abb. Baseline Enterprise Standard for Teleperformance) and TCD (abb. Top Call Driver). Also, it is needed to pay attention to security system of the company, that also affects managerial processes in terms of approaches.

TOPS is a set of policies that are followed by Teleperformance operational

departments. Financial, marketing, human resources and other departments that don't relate to management of customers contacts handling are not obliged to follow this set of instructions. TOPS affects the means of contact between the "front line management" (employees that handle calls) and process of supervision over them. Officially, it is required for a manager to divide his work process on two parts. First part is a providing a feedback on a performance of an agents, proceeding on instructions for them and shaping them as a professional in terms of communication with an end user. This process takes 80% of a work time. Second part is documentation of front line manager's performance: conducting meetings with relative departments, documentations on a work that was done during a work day, analysis of current key performance indicators condition a project.

BEST is a set of policies that is applied to a middle management of other departments. For example, BEST Quality Assurance is a set of policies that are followed by QA managers, that are responsible for quality of transactions and contacts handled by support agents and BEST Workforce Management has instructions that contain information about how schedules should be settled for agents. BEST is applied to all departments, except Operations department, because they are followed only by TOPS.

The described policies have taken a lot from the previously mentioned approaches. Most of all, there are a lot of similarities with scientific approach due to an intend to provide employees with as many instructions as it is possible. If to dive into the question deeper, it is shaky way to set a processes because in modern world there are a lot of external factors that affect business and COVID-19 is one of significant factors that influenced most businesses in all spheres, mostly negative. Desires of outsourcing company clients can change frequently and the approach that is picked by Teleperformance requires constant refreshment of the internal procedures and checks for relevance.

The theory of Max Weber contributed to the settlement of Teleperformance

processes. The hierarchy is bureaucratic because the escalation goes through each level of corporate structure. The flow can be shortened only in case when ESAT (abb. Employee Satisfaction) surveys are conducted. The advantage is that all escalated information is checked before providing it to the head of department, but disadvantage is that there is a high probability of information distortion and loss of the information on a certain link of a chain.

High level of bureaucracy affects the theory of Douglas McGregor, because it prohibits the opportunity of “Y” theory development. Big number of instructions makes the enterprise less flexible and company is not able to refuse from tight control that is a part of “X” theory.

There is no opportunity to claim that Teleperformance has open or closed model, because it is mixed. The open model is inherent to the approach of the company, because BPO requires high level of calibration among the departments. But some features from closed model are applied here as well, it to refer to Registration Document: “... All such personal data is collected and processed, not only in accordance with applicable legislation, but also in compliance with a set of essential security standards applicable in all Teleperformance centers (Global Essential Compliance and Security Policies or GESCP), particularly with a view to preventing any risks of fraud or breaches of security standards ... In addition, a global Security Committee chaired by the Data Privacy and Chief Compliance Officer meets twice a month to analyze potential data fraud risks, monitor the proper application of the GESCP and, where applicable, review any opportunities for improving current procedures.” [60, p 125]. The internet resources for most of individuals are limited in order not let any information get leaked to internet and, as a consequence, to a competitors of a client. In case client requests accesses to certain resources, then he claims full responsibility for all possible consequences that can appear in production.

The company is not flexible as it should be and it contradicts to the theory of contingency approach, because of limitations and strict instructions. Unfortunately, this

fact contributes to a high level of attrition in terms of clients (that use the services of business process outsourcing). Only in Ukraine, for the 2020th Ukrainian Teleperformance division has lost 4 clients because the processes were inflexible and pandemic decrease the need in expansion to different channels of communication with end user. The fact of loss of clients can be explained by complicated situation that is affected by the loss of demand from end user's side. Indian Teleperformance division was forced to dismiss 23% of a headcount: "Teleperformance employs more than 13,000 employees in India and of which close to 3,000 are being laid off from 21 cities.", "...The company explained that many of its clients had discontinued their services given the decline in demand. Others have asked the company to reduce staffing. There is also uncertainty regarding the future trends, the mail said." [62]. The issue was explained by Teleperformance representatives with statement: "This has meant that revenue from our organisation have significantly reduced and thus it cannot sustain the same costs and overheads" [62]. Such loss in headcount shows that Teleperformance as an enterprise is too vulnerable to uncertain factors, like Covid-19. The vulnerability can be explained by strict following the instructions and the events that are not covered by instructions are wreaking havoc till they won't be documented as an action plan.

According to Best Workplaces 2020 by Great Place to Work institute the total turnover for 2020 (Teleperformance) equals 32.9% [63, p 8].

Having information about this rate and policies it is possible to define the LCP of the leaders: poor leader – member relationships according to turnover, high task structure that was mentioned before and strong power due to work of BPO on behalf of a client. The LCP is high so the company should give preference to a relationship motivated leaders. Taking into account the issue of high attrition rate within employees, it is important to observe how it affects company's

Another reference to scientific approached was raised in investigations by Thodoris Chongrogiannos and Nikolas Leontopoulos. After the appearance of threat in the form

of pandemic, most of employees were transferred to WAHA (abb. Work at home agent). Agents that were working at home had to keep web cameras turned on all the time they were on shift. Teleperformance claimed, that it is required to keep GESCP policies and prevent any fraud attempts from employee's side. Still, one of the employee's claimed, that all information that was fraud-sensitive was encrypted. Such actions from an enterprise show a desire to increase the level of control over the individuals. That is a tool, that helps in productivity calculation (e.g. number of calls handled for an hour) in order to calculate the needed number of agents that are required for certain volume of transactions.

In order to estimate the development of business, that moves with scientific approach we should compare results in terms of revenues, costs of goods sold and SG&A. Cost of goods sold in terms of contact centers stand for salaries of first line agents, who proceed on sales or customer consulting. SG&A provides an opportunity to assess company's investments in terms of hiring and training process, that are important for holding employees on the workplace for appropriate amount of time. The results can be seen on the benchmark of main indicators, that represent employee wellbeing within the company (see Table 3.4).

Table 3.4

Teleperformance P&L indicators benchmark

Indicator	Amount, millions EUR					%, YoY			
	2016	2017	2018	2019	2020	2016	2017	2018	2019
Revenue	3649	4180	4441	5355	5732	14.6%	6.2%	20.6%	7.0%
Cost of Goods Sold	2778	3165	3344	4150	4607	13.9%	5.7%	24.1%	11.0%
SG&A	512	556	587	562	516	8.6%	5.6%	-4.3%	-8.2%

Source: [60]

Stability of represented indicators was violated in 2018. Decrease in SG&A indicator gives visibility to simplification of recruitment and training process, that leads to tendency of retention worsening. Growth misalignment in terms of revenues and COGS confirms that due to high turnover rate (32.9% in 2020 as an example) leads to understaffing on the projects, that are maintained by Teleperformance. Average value of deviation between revenues and COGS in 2018 and 2019 equals 4%, that was not previously experienced by an enterprise in previous years of operations.

Such negative tendency shows that pure scientific approach on example of Teleperformance company doesn't work well in terms of direct interactions with customer. Employees are not able to provide excellent service in case if their operations are observed that close and with application of strict rules, that don't let employees feel free and safe. Safety can be gained by other methods, that were observed in the first chapter.

3.3. Recommendations on development of Glovoapp managerial approach

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 pursues 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.

3.4. Sustainable development recommendations

In the online food delivery context, social issues are mainly represented by logistical problems, increasing customer's expectations and courier's satisfaction. With regards to traffic congestions, mobility barriers and urban areas' constraints, it is known that applying the concept of sustainability to last mile deliveries in urban areas is challenging, mostly due to the fast-changing nature of urban environments. Especially it refers to Ukraine realities.

A branch of particular significance in the supply chain is indeed urban logistics, which represents the final stage of the chain and embraces transportation actions in urban areas. Since it is estimated that by 2050 almost 70% of the total Earth's inhabitants will be established in cities, urban logistics will play a fundamental role in the everyday life. To guarantee a good social welfare and harmonization, proper urban plans, significant logistical efforts and cooperation between the main stakeholders, where one of them is governmental institutions that proceed on logistics development

in country.

Regarding couriers' satisfaction, it is fundamental that their safety becomes the first priority. In fact, the guarantee of a responsive service, through the in-time delivery service, increases the risk for couriers to have accidents on the road, principally in urban areas where traffic conditions are often critical. Since the traditional urban traffic flow has rapidly changed due to online food delivery platforms, law and policy makers are responsible for the development of new safety regulations, such as a reliable insurance system for couriers. Interventions in the optimization of urban areas' configurations and couriers first necessities, in particular regarding their safety, are urgently needed in order to decrease the rate of attrition within couriers pool and minimize any risks in case of accidents occurred with couriers during order fulfilment or on other stages of proceeding on platform.

Economic issues are mainly represented by failed deliveries, unfair competition and high commissions. Trying to solve these points entails several strategies. Since failed or delayed deliveries are directly related to communication issues between the main stakeholders, more focus should be put on information flows between partners, couriers and clients. The possibility for customers to directly communicate with riders reduces information asymmetries. For example, if the courier, that is responsible for a certain order delivery, misses the customer's address, courier can immediately communicate with the interested party, instead of waiting for the restaurant's interaction. Moreover, failed deliveries cause unnecessary food-waste.

To overcome the problem of unfair competition, price regulations and restrictions could guarantee fair competition between online food delivery platforms. Unfair competition involves for instance the use of aggressive price strategies, that can quickly defeat smaller businesses. As a matter of fact, the latter do not possess the capabilities and scale advantages to face such price wars. Also, high commissions can represent a severe problem for restaurants, which may be forced to refuse from high profit shares in exchange of visibility on online platforms, especially when COVID-19 hit restaurant

sphere. Also in this case, regulations are necessary to safeguard restaurateurs' profits. With regard to the environmental issues, it is well known that food deliveries cause noise as well as air pollution, considerable levels of food waste and extra plastic usage.

A possible sustainable solution to air and noise pollution could be the use of electric vehicles, which would significantly decrease deliveries' total carbon footprint. On the other hand, the final customer should be willing to accept higher delivery times and possible extra charges for an eco-friendlier delivery option. In this scenario it is evident how much power consumers have. As mentioned before, food-waste represents one of the main issues of modern society. To fix this problem, online food delivery platforms, especially Glovo as a market leader, should try to cooperate with restaurants to redistribute leftovers to people who could still enjoy the meal. This way, unsold and surplus food would be spared.

Considering the plastic usage issue, a sustainable option could represent reusable packaging to transport food deliveries or the choice to utilize paper boxes instead of plastic ones. Also, restaurants and online platforms should let the customer choose to order or renounce to cutlery, as it often remains unused. To conclude, although sustainability and profitability could seem two contradictory goals, there are several ways to implement sustainable solutions in the online food delivery sector, without damaging potential profits. On the contrary, revenues can be maximized when considering economic, social and environmental factors as a whole. Small changes can make an enormous difference in the long-term perspective.

Sustainability in terms of packages is an issue for Glovo nowadays, due to the fact, that since 11th of December 2021 restaurants and shops are prohibited to provide customers with plastic bags for free and now customers should pay for each plastic bag that is included in order. This situation can be used by Glovo in terms of marketing coverage. Glovo representatives can increase the visibility of their brand with paper bags, that can have Glovo logo. Increase in brand visibility can affect the rate of new customers arrival in a good way and take hold in food-delivery market rivalry.

In regions, that have good development in terms of food deliveries, there are opportunities to decrease costs and wastes with implementation and development of cloud- or dark-kitchens. Such establishments give opportunity to save place, that had to be designed for placing guests, in favor of scalability of kitchen. Glovo as a food delivery aggregator can influence uncontrollable urbanization with motivating restaurants to move to dark-kitchens. Recent studies on dark kitchens, that refer to demand of ordering from mentioned establishments, shown that ratings / reviews, hygiene in dark-kitchens and past experience with restaurant are top drivers of ordering from dark kitchens. Customers were asked “With respect to delivery-only kitchens, or cloud kitchens, which of the following are most important to you when ordering?”. Results are shown on the figure 3.2. Study is built on surveys, that were placed in India.

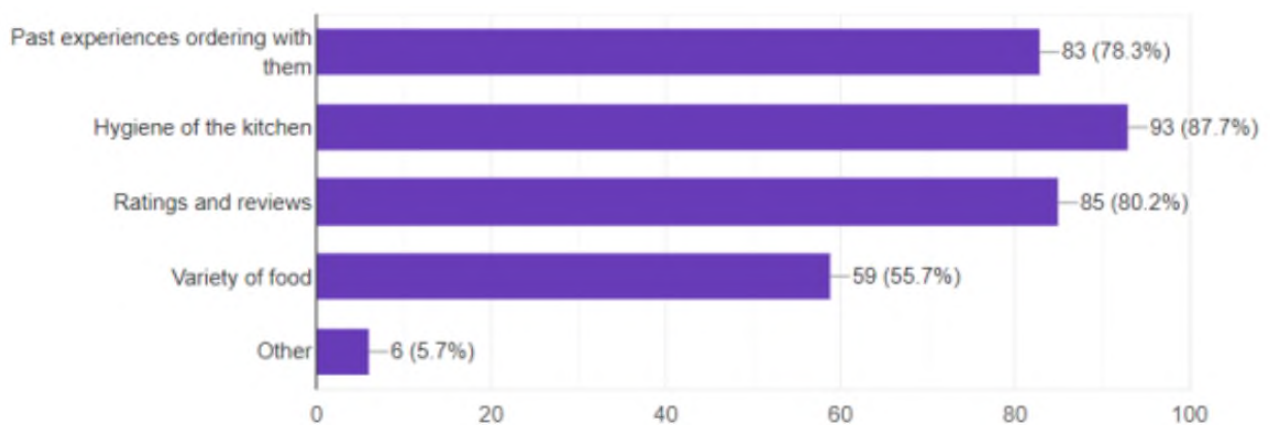


Fig. 3.2 Percentage of factors affecting consumers while ordering from dark-kitchens

Source: Figure extracted from reference [64]

Combining these results with analysis of in-app reviews, we can claim that before bringing impact to sustainable development Glovo should manage customers expectation from ordering food. As soon as customers are sure, that ordering from certain stores will be satisfactory, Glovo can scale dark-kitchens more aggressively than now.

CONCLUSIONS AND PROPOSALS

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.

First chapter was devoted to tasks that related to overall understanding of problems that were raised by ancient thinkers and scientist that developed approaches for solution fulfilment of such issues as chaos within a country or enterprise with implementation of points, that should be considered for organizational structure creation. During the analysis, it was possible to divide modern approaches in two sections, such as task- and human- oriented approaches. Each of them has issues in terms of details consideration.

Frederick Taylor concentrated only on the amount of work that should be done by worker, with no reference to feelings of an individual and it's perception of fulfilled task. Such actions in the enterprise that was ran by mentioned pioneer caused discontent in team, that affected all layers of hierarchy. Strict boundaries of managed scope was not applicable to a human being, due to natural means. Mathematical approach is not always corresponding with number of actions that can be taken by an individual of group of people. Culture of "top performers" can't be scaled to all employees, because individuals have different motivations to perform better than they do now.

Issues that appeared after scientific approach implementation were covered by human oriented approaches, raised by Mary Follet, Abraham Maslow and other scientists that paid attention to motivation of an employee, to increase the efficiency not only via salary increase but with other ways. Combination of basic needs of individuals, that were identified by Abraham Maslow in his works and insights of Mary Follet on how these needs can be covered by entrepreneur's actions. Direct personal contacts, onboarding of newcomers, responsibilities delegation and implementation of soft-skills as a tools for psychological influence on productivity and overall success of an individual were involved in business worldwide by representatives of human

relations methodology school. As a result of findings on two main directions of management, modern thinkers implemented contingency approach, that is widely used

The aim second chapter 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. One of the task within the master thesis was application of theoretical part from first chapter in order to gain insights on how modern food delivery market is developed. To manage this task owner of the analysis within master thesis passed internship at Ukrainian hub of “GlovoApp” enterprise. Engagement into operations, company strategy and managerial following provided owner of thesis with an opportunity to emphasize the gaps that stop company from further development in terms of sales and impact on society. 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 that were discussed within first chapter. Incorrect marketing strategy and lack of market understanding to overcome rapid growth of competitors is explained by incorrect goal setting and supervision on subordinates.

On the secondary example of “Teleperformance” we have 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.

TOPS that was described in the third chapter is a brilliant tool, 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, such as "Teleperformance".

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. After the benchmark of Glovo and Teleperformance organizational structures and the way of employee pool management, we identified that Glovo is lacking of control on both parties.

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 company 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.

Each of represented enterprises can share experience in order to develop their business model and its outcomes in form of profit. Also, master thesis describes how management sustainability can affect overall sustainability on example of traffic interchange and plastic pollution. Overall sustainability in this case is not only an investment to social wellbeing, but also to an EBITDA success via appropriate marketing and reputation development approaches.

Master thesis 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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