UBER EATS
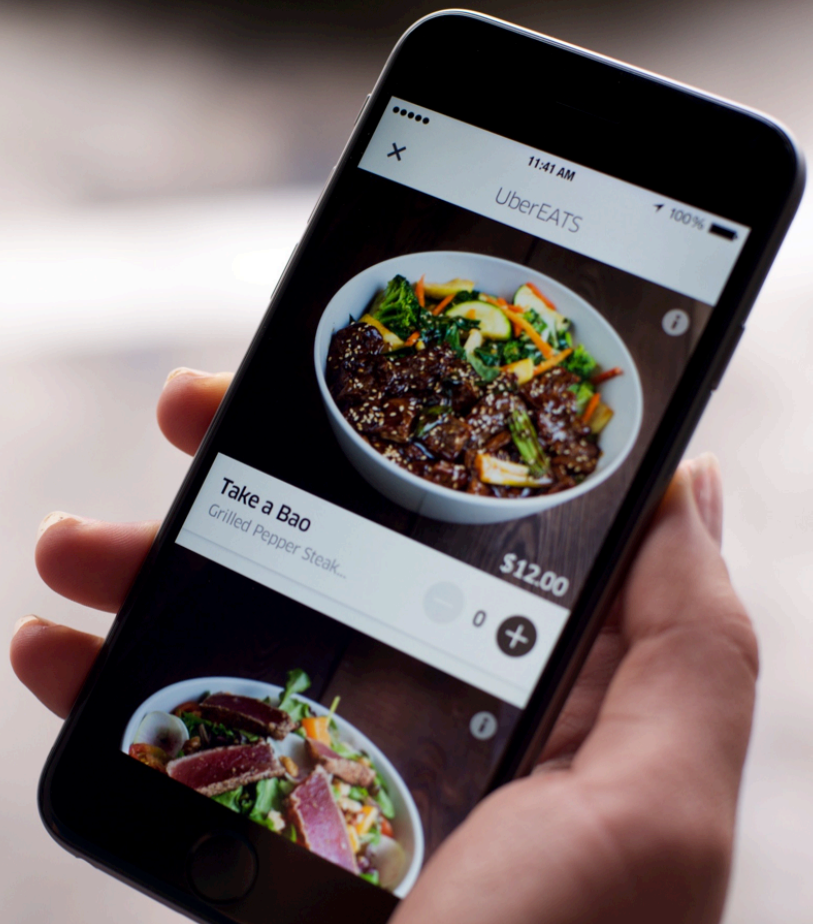
AMB359
Strategic Marketing

Due Date: 13th October 2016

Word Count: 2132

Amanda Szallasi   n8876436
Elsa Johnson   n8771251
Kelsey Rea   n8860131
Vincent Roche   n8610622
Zachariah Miller   n8325693

STRATEGIC MARKETING REPORT

Executive Summary

This marketing plan focuses on the business decisions of UberEATS and demonstrates the suitability to target high-end consumers in the 25-44 age bracket. Corporate climbers and busy families living in the inner-suburbs are identified as our targeted audience, based on the segments' size, profitability and accessibility. UberEATS' direct competitors all receive considerable financial backing. This allows them to strongly position themselves in an Australian market which has seen recent growth, thanks largely to innovative technology. However, this will not deter UberEATS, as proven success in other major Australian cities indicates that the food delivery submarket is a healthy industry.

However, there are strategic uncertainties to consider, mainly the wealth of competition that the pick-up and delivery service industries possess. This will require UberEATS to frequently assess their market position, and adapt to market changes with innovative strategies. Customers already associate Uber with superior value over competitors, through brand familiarity, accessibility and reliability. In order to maintain this value and appeal to wider audiences, UberEATS needs to consider current consumer trends, such as a healthy lifestyle and social/environmental responsibility. With these factors in mind, this plan highlights the proposed implementation of 3 objectives, which will energise and differentiate the brand, and reward customer loyalty.

Table of Contents

1.0 Analysis

1.1 External and Customer Analysis

1.1.1 External Analysis

The opportunity to target Brisbane's high-end consumer is available for UberEATS, as many competitors offer lesser quality food to the middle market consumer. Table 1 identifies the strengths, weaknesses, opportunities and threats for UberEATS.

Table 1: SWOT Analysis

Strengths	Weaknesses
- Availability of Uber drivers ready for delivery at any moment - Well known reputable brand - Uber has recently been legalised (Uber, 2016)	- Only way of ordering is through an App - research shows older demographics are not as technologically savvy as the younger generations (Roy Morgan, 2016)
Opportunities	**Threats**
- Target the high-end consumer who wants delivery from Brisbane's finest restaurants - Target central brisbane area - Utilise their availability of uber drivers for their deliveries	- Price sensitive market - High-end restaurants may want to stay exclusive to give consumers a unique brand experience (Payne & Frow, 2005, p.167-176)

UberEATS surpasses their competitors with their extensive availability of Uber drivers ready for delivery at any moment. This point of difference guarantees the success of UberEATS in the future, since their competitors physically cannot serve the greater masses. However, the limitation of the UberEATS App excludes the older demographics whom tend to be less technologically-savvy than their younger generations (Roy Morgan, 2016).

There is currently the opportunity to target the high-end consumer who wants delivery from Brisbane's finest restaurants. However as the market is price sensitive, UberEATS must consider a strategy for maintaining price parity as competitors aim to deliver better prices in the long term (Magner, 2016b).

Therefore, UberEATS must charge a maximum flat delivery fee of $5 and no minimum order quantity to stay competitive (Deliveroo, 2016; Menulog, 2016; Foodora, 2016; Eat Now, 2016). Furthermore, 'surge pricing' should not be used in this model to ensure customers are not disadvantaged by public holidays and peak times (Hall, Kendrick & Nosko, 2015).

UberEATS also faces the risk that high-end restaurants may want to stay exclusive to give their consumers the physical restaurant experience and service quality (Payne & Frow, 2005). By working with these restaurants, UberEATS can propose ways of ensuring unique brand experience and quality service to ensure customers are satisfied with their meal.

1.1.2 Customer Analysis

Due to the centralisation of restaurants within metropolitan areas, it is most efficient for UberEATS to target consumers residing in Brisbane's inner suburbs. A breakdown of target areas, and their distance from the CBD are shown below:

Table 2: Regions & Distance from Brisbane CBD

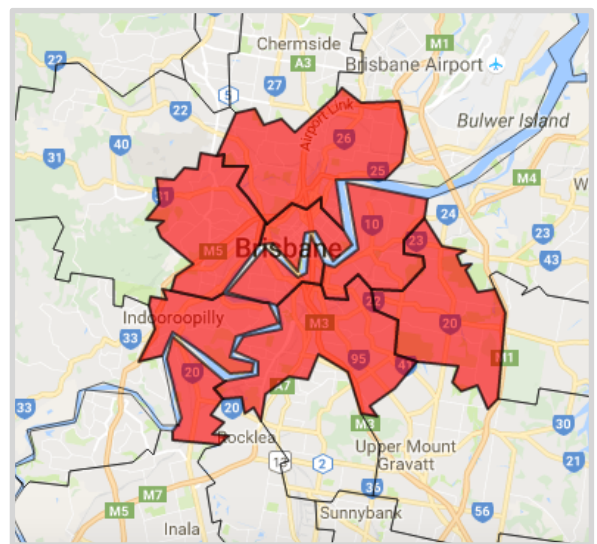| Region	Distance from CBD	
Brisbane Inner	0 km	
Brisbane Inner - East	7 km	
Brisbane Inner - North	7km	
Brisbane Inner - West	4 km	
Carindale	8.5 km	
Holland Park - Yeronga	5.6 km	
Sherwood-Indooroopilly	6.3 km	

Figure 1: Target Regions - Brisbane Market

In order to evaluate the regions outlined in Table 2, a Queensland Government Custom Region Report was generated based on current census data (Queensland Government Statistician's Office, 2016). Findings are shown below:

Table 3: Brisbane Market Analysis - Custom Region

Brisbane Market Analysis		
- **Custom Region**		
Population	*(All regions)*	432,917 (1.7% growth rate)
	(Inner Brisbane)	67,155 (2.3% growth rate)
Most Populated Regions	Brisbane Inner - North, Holland Park - Yeronga, Brisbane Inner.	
Age Breakdown	15-24 :	16.9%
	25-44 :	37%
	45-64 :	21.2%
Median Age		32.9 years
Population Projection		1.4% increase pa.
Household Make-up	One family household :	59%
	Group households :	11.3%
	Lone person household :	29%
Internet Connection		84.7%
Income	(Median Individual)	$41,196
	(Median Family)	$114,777
Occupation	Professionals & Managers:	49.4%
	Clerical & Admin:	15%

Inner Brisbane regions within 8km of the CBD present a desirable consumer market for UberEATS (see Table 3). With an already connected population of 430,000, these regions offer a large consumer base of one-family (59%) and lone-person households (29%). There is a large demographic of consumers aged 25-44 (37%), a market that closely aligns with Australia's current Uber user base (see Appendix 1) (Roy Morgan, 2016). The median family income was $114,777 (medium-high bracket) - suggesting a propensity for high calibre restaurants (Daymark Community Monitor, 2011). Furthermore, 64.4% of employees work within professional, administration, and managerial roles, presenting an opportunity for UberEATS to target corporate environments.

1.1.3 Segmentation Targeting and Positioning

Based on the Brisbane market analysis, in conjunction with Roy Morgan's Helix Personas (see Appendix 2), several consumer segments were identified:

Table 4: Consumer Segmentation and Profiling

Segment	Helix Persona	Consumer Profile
Corporate Climbers	200-Metrotechs	These young adults, aged 23-34 are mostly single and reside within the Inner suburbs of Brisbane. Career-driven and time-poor, this group often does not have time for a lunch break - often eating at their desk of grabbing something quick from a nearby food place. Cooking is not a priority and they often eat out with friends and colleagues - a habit made possible by their very high household incomes ($111,000).
Hardcore Foodies	208-Cultural Pioneers	Food and food trends are paramount to this group. They are the first to try new restaurants and love boasting about their food knowledge to friends and family. Aged 25-40 this group reside in the Inner and fringe suburbs of Brisbane. They have an average household income of $85,000-$103,000. In their spare time, Hardcore Foodies like to attend restaurants, nightclubs, and art galleries.

Table 4 Cont.: Consumer Segmentation and Profiling

Busy Families	404-Family First	This group resides on the fringe of Brisbane's Inner suburbs (Sherwood-Indooroopilly). With two full-time working parents, these suburban families are incredibly busy and often purchase take-out 1-2 times a week. This group is well-educated with an average family income ($102,000), and are moderately health-conscious.
Sharehouse Students	507-Making the Rent	Residing in the inner Brisbane suburbs (ie. St Lucia), this group live in shared housing with 2-4 other roommates, and are aged 18-24. Cooking is not high on the agenda, and this group often skimp on groceries in order to make rent. Takeaway and microwave meals are favourites and their mantra is 'the less effort the better'.They have a low household income of $67,000, and are always on the hunt for a bargain.

Based on this consumer segmentation analysis, it is necessary to assess each segment on size, profitability, and accessibility; to identify the most desirable target market for UberEATS.

Table 5: Consumer Segmentation Evaluation

	Size	Profitability	Accessibility	Total
Corporate Climbers	4	5	5	14
Hardcore Foodies	3	3	4	10
Busy Families	5	4	3	12
Sharehouse Students	2	2	2	6

Based on Table 5, it is recommended that UberEATS target the 'corporate climbers' and 'busy families' segments.

1.2   Competitor Analysis

The Courier Pick-up and Delivery Services industry manifests low market share concentration with the four leaders controlling below 40% of food courier industry revenue. With the industry being dominated by small businesses, this has consequently led to a market which does not hold constraints for new competitors (Magner, 2016b).
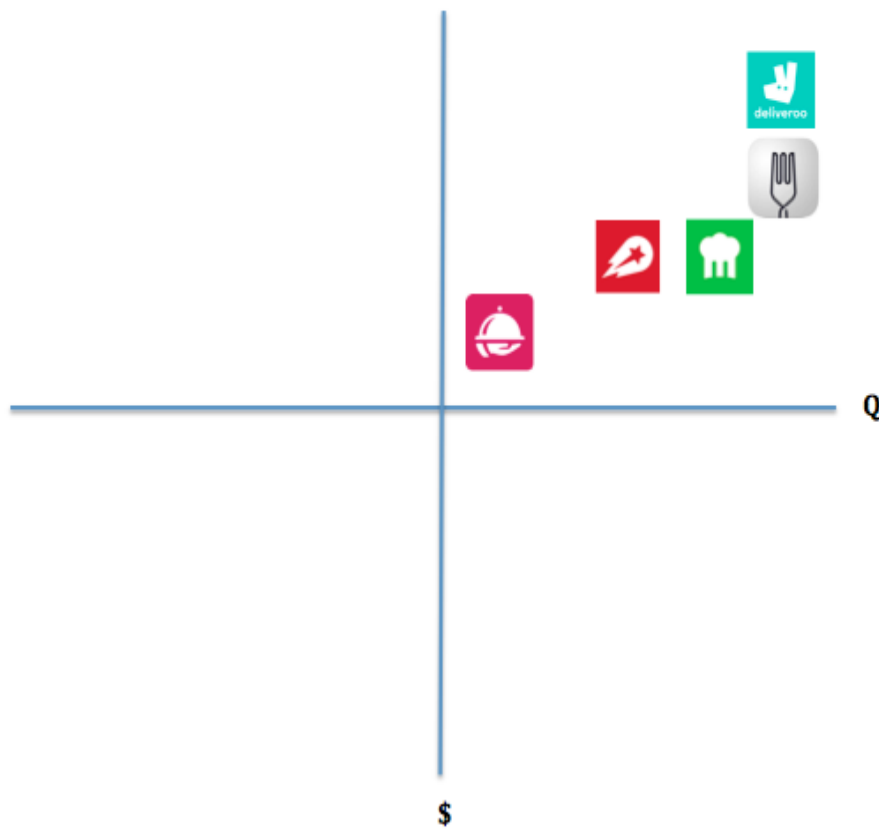

Figure 1: Positioning Map for UberEats Competitors: Price vs. Food Quality

Direct competitors are identified as Deliveroo, Menulog, Foodora and Delivery Hero. These companies each hold large market shares due to substantial financial backing or control large global market share in food delivery (Chessell, 2016; Harkness, 2016; Steen, 2016). With such financial input into these competitors, they have achieved a strong position in the Australian market. The food delivery market has grown drastically in the last five years, with three of the market leaders entering in that time.

Indirect competitors include Youfoodz and Lite n' Easy. These minor competitors have not been able to gain the industry market share that the market leaders hold. Youfoodz have positioned themselves to specialise in the delivery of fresh, healthy, easy-to-prepare meals that can be stored for up to nine days. Lite n' Easy similarly focuses on dietary plans, providing meals to assist in weight loss.

Table 6: Competitor Analysis

Competitors	Menulog	Foodora	Delivery Hero	Deliveroo
Size, Growth and Profitability	Has 7,000 restaurants in catalogue throughout major Australian cities. Longest serving and biggest food delivery advertising model in Australia. Annual revenue = 23.46 mil (Chessell, 2016).	Has 700 restaurants throughout Bris, Melb and Syd. Growth over previous year has been very strong.	Market leader in food delivery globally. Has 4,000 restaurants in catalogue across major Australian cities.	Has been in Australian market in just under a year, however, is the fastest growing deliver service. Has 600 restaurants in catalogue.
Cost Structure	Cost of meal and an additional delivery charge. Minimum spend will vary depending on location and restaurant.	Cost of meal and an additional delivery fee of $5	Delivery charge and minimum spend varies depending on restaurant and location.	Cost of meal and an additional delivery fee of $5
Image and Positioning	Positioned as the leader of the Australian food courier service industry (Steen, 2016).	"A true partner to the restaurants, we are not just a transactional platform. We are committed to growing their business." (Harkness, 2016).	Positioned as a global giant in food delivery.	Positioned a dominating a niche high-end market, having exclusive ties with nicer restaurants.
Objectives and Commitment	To span delivery capabilities as widely as possible across major Australian cities. Committed to providing the largest array of food options.	To achieve primarily growth followed by sustainability. Committed to adopting advanced technologies with financial backing of Delivery Hero, which aim to improve driver tracking (Harkness, 2016).	To span delivery capabilities as widely as possible across major Australian cities. Committed to providing the largest array of food options.	To retain the exclusive niche restaurant market, and maintain the position of leading the niche restaurant delivery service. Committed to providing a healthier and better quality food.

Table 6 cont.: Competitor Analysis

Current and Past Strategies	Offers a blog with content such as 'top 10 must have dishes' to appeal to foodies. Release EDM's that offer chance to subscribe to newsletter. Host annual competitions to boost loyalty and create Menulog community. Act as an online advertising and business model for restaurants. For promotion and sale of restaurant food, they receive a percentage from the restaurant takings (Steen, 2016).	Aim to make the service a smooth and easy process where customers can have their favourite restaurant dishes brought to them. Utilise billboard campaigns, in-restaurant communications, flyers and direct mailing.	Act as an online advertising & business model for restaurants. For promotion and sale of restaurant food, they receive a percentage from the restaurant takings (Steen, 2016). Continuously monitor competitor progress in order to compete with sudden changes. Utilise analytics tools to respond to these changes effectively and maintain competitive advantage.	An end-to-end delivery service that aim to "expand your customer base without having to expand the size of your dining room. Let us handle the complexity so you don't have to." Largely social media based marketing strategy. They leverage email to offer access to best deals for their users. Utilise call-to-action's for online competitions.
Strengths and Weaknesses	S: Boast the largest menu selection with the most locations in Australia. W: N/a	S: Recently purchased by Delivery Hero – now have tremendous financial backing. W: Market share small in comparison to leaders.	S: Tremendous financial backing from Germany. Second largest market share in Australia. W: N/a	S: Control the market share for top-end restaurants for customers looking for a higher quality product. W: Smallest overall market share of the competitors
Lifespan	Launched in Aus 2006.	Launched in Aus 2015.	Founded in Germany in 2011. Launched in Aus September 2011.	Founded in London 2013. Launched in Aus early 2016.

1.3   Market/Submarket Analysis

UberEATS is entering the restaurant industry as an intermediary food courier between restaurants and customers. After launching in Melbourne, UberEATS has demonstrated the possibility to make up 60-80% of restaurant's orders a night (Kohler, 2016). The restaurant industry has grown by 6.3% annually and is projected to continue growing in the next five years (Magner, 2016a). Customers are busier with less leisure time and more discretionary income. Restaurants offer customers a chance to save time on meal preparation. Australian consumers are considering health in all aspects of food consumption (Business Wire, 2011). Consumers are focusing on quality, and are willing to pay a premium price for high quality and healthy meals (Magner, 2016a).

UberEATS is entering a promising submarket in Brisbane; the food delivery market. Using Porter's Five-Factor Model of Market Profitability (see Figure 2), to profile the industry's profitability and attractiveness depending on competition amongst existing firms, threat of substitute products, bargaining power of consumers, bargaining power of suppliers and threat of potential entrants (Walker, et al., 2015).
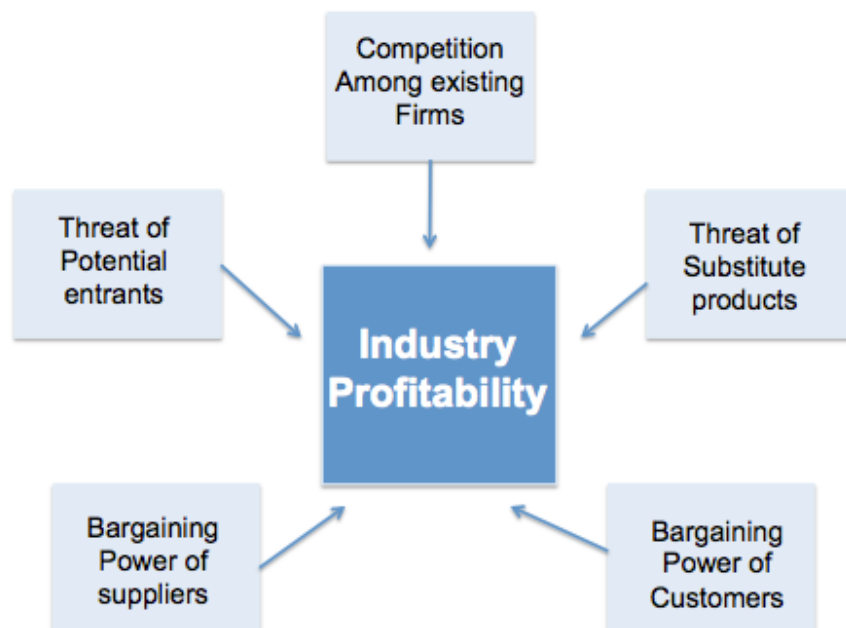

Figure 2: Porter's Five-Factor Model of Market Profitability

Table 7: Porter's Five Factor Model of Profitability

Competition among existing firms	- Companies such as Deliveroo, Foodora, Menulog and Delivery Hero exist as direct competitors
Threat of substitute products	- The opportunity for consumers to indulge in ready-made delivered meals is ever present; companies such as Lite 'n Easy present a threat to UberEATS as consumers are likely to favour the less expensive option in the long-run
Bargaining power of consumers	- Consumers hold a lot of the power in this market and are likely to choose less expensive options if the market permits
Bargaining power of suppliers	- The main suppliers for UberEATS are restaurants, the bargaining power they have is to be part of UberEATS meal offerings to its customers. Without restaurants on board UberEATS would have little differentiation in the market.
Threat of potential entrants	- There is currently no overriding threat of potential entrants as UberEATS maintains their unique point of different of a large network of available drivers - Major firms entering the market must maintain an innovative strategy in order to compete with UberEATS

Demand for online shopping has increased exponentially and has in turn, raised demand for courier businesses (Magner, 2016b). The growing desire for personalisation, convenience and preference to managing more online have led to the emergence of "Food Delivery 2.0" and opening the market to third-party services such as UberEATS (AFN, 2016). As UberEATS is a delivery service, there is a concern that this niche market loses a restaurant's branding by using an independent contractor to deliver meals (Kohler, 2016).

1.4   Environmental Analysis and Strategic Uncertainty

1.4.1 Environmental Analysis

While many restaurants offer delivery, external food delivery companies such as UberEATS are providing consumers with the value of choice (McCauley, 2016). The table below identifies the PESTLE analysis for UberEATS.

Table 8: PESTLE Analysis for UberEats

Political	- Political campaigns against the taxi lobby (Kosoff, 2015)
Economic	- Growth in experience based spending
Socio-cultural	- Healthy lifestyle trend (Scholliers, 2015, p.2-6) - Rise of sharing culture
Technological	- Consumers response to technology varies (McKinley, 2002, p.57-58) - Proliferation of smartphone technology - Big Data
Legal	- Legalisation of Uber in Queensland (Uber, 2016)
Environmental	- Influx of consumers choosing uber instead of public transport raises environmental concerns

UberEATS maintain their App as the main point of call for this service and it remains vital for UberEATS to present an easy-to-use App (McKinley, 2002). Big Data is the phenomenon of identifying patterns and trends in large data sets (Manyika, et al., 2011). Using Big Data, UberEATS is able to track consumer's current location and advertise local restaurants (Walker, et al., 2015). With the rise of the 'sharing culture' and healthy lifestyle trend, consumers are now demanding healthy food from quality restaurants (AFN, 2016).

Ensuing legalisation in Queensland, Uber's rideshare service has experienced an influx of users (Uber, 2016). However this is will also result in environmental concerns, as consumers may be less likely to utilise public transport services. The rise of 'mobile consumers' also presents a strategic opportunity for UberEATS. According to Deloitte (2015), over 80% of

smartphone engagement amongst Australian consumers is application-based, with Smartphones being the most popular device with users 55 years and younger (Uber's key demographic). Furthermore, 34% of users plan to replace their smartphone device within the next year (2015). Constant technological advancements may impose additional costs for UberEATS, however, it also presents an opportunity to enhance their technology in-line with smartphone advancements.

1.4.2 Strategic Uncertainty

Increasing competition presents strategic uncertainty as the food courier pick-up, and delivery service industry faces a high level of market competition (Magner, 2016b). UberEATS' competitive advantage is their large network of available drivers which will buffer new market entrants. Driving factors for competition include price, delivery time, marketing, and reputation (Magner, 2016b).

Scholliers (2014) identifies a future demand for food delivery services as consumers are demanding convenience. Fluctuations in disposable income has the potential to impact consumer demand and revenue in this sector. In order to counteract changes in disposable income, UberEATS will need to continually reassess their market position and employ responsive marketing strategies that adapt to changing market climates. (See Table 9).

Table 9: Strategic Uncertainty Impact Analysis

Strategic Uncertainty	Impact	Immediacy	Action
Decline in Disposable Income	High	Low	Monitor and analyse; contingent strategies considered. - React to changes in disposable income; offer incentives and discounts or increase prices.
Market Competition	High	High	Analyse in-depth; develop strategy. - Investigate new competitors. - Create contingency plans for new market entrants.
Technological Advancements	High	High	Analyse in-depth; develop strategy. - Research and development. - Trend analysis.

1.5   Strategic Objectives

Table 9: SMART Objective 1: Stimulate restaurant signs ups

Specific	10 new restaurant sign ups in first month.
Measurable	1 new restaurant sign up every 3 days (in a 30-day month).
Achievable	The success of UberEATS in other major Australian cities (e.g. Melbourne) should act as an indicator of the potential benefits that restaurants receive, as the app is responsible for 60-80% of orders per night. Coupled with the number of consumers who prefer the dining experience, restaurants who partner with UberEATS would be sure to benefit from the increased business. As well as the financial bonus of signing up with UberEATS, our plan is to also highlight the new restaurants through social media channels to our established following, whilst also helping to decrease their marketing costs.
Realistic	Due to the process that it takes for a restaurant to partner with UberEATS, our objective only sets a minimal goal. Reaching this total will still be realistic, as the Brisbane CBD alone boasts over 600 restaurants, not including the various options provided in the surrounding suburbs (Zomato, 2016). Therefore, this provides UberEATS with a wide range of options to select from.
Timely	30 new restaurant sign ups in the first 3 months.

Table 10: SMART Objective 2: App sign ups

Specific	5,000 app sign ups in the first month
Measurable	167 sign ups per day (in a 30-day month).
Achievable	We will introduce the UberWEAR promotional strategy for the Brisbane clientele, in which the first customers to sign up will receive an UberEATS reusable bib. This campaign will help to attract consumers in the initial stage due to the added incentive of a novelty item, as well as assisting with the increase of brand recognition.
Realistic	In order to achieve our objective of attracting new customers, we need to ensure that our promotional strategies appeal to our target audience. In a survey that we conducted, 34% of the 100 respondents indicated that they would prefer a reusable bib over other options (e.g. lunchboxes and aprons). It is also essential to use social media influencers (with established followings) to help generate buzz around the campaign in its initial phase, and to appeal to a variety of audiences.
Timely	The goal is to ultimately record 15,000 sign ups within the first 3 months.

Table 11: SMART Objective 3: Food Orders

Specific	15,000 food orders in the first month.
Measurable	500 orders per day (in a 30 -day month).
Achievable	A loyalty program will be implemented for the customers in order to obtain this objective. The strategy will see a $15 discount for every 5th order made by the consumer, and this will be used to encourage individuals to become frequent users of the UberEATS app.
Realistic	Loyalty programs help generate positive reactions from consumer, which influences them to become repeated buyers of a brand. Because our first objective aims to attract new customers, this strategy will be implemented to keep them for an extended period of time.
Timely	The goal is to receive 45,000 orders in the first 3 months.

2.0   Execution Strategy

2.1   Value Proposition

UberEATS offers inexpensive, reliable food delivery services with quality and healthy food options. UberEATS' extensive range of drivers guarantees fast delivery, highlighting a main benefit of UberEATS that rival firms cannot compete with. This provides value for 'corporate climbers' and 'busy families', who are incredibly time-poor.

With branded packaging and speedy service, UberEATS delivers quality food to their consumer - providing an easy solution for 'corporate climbers' and 'busy families' to satisfy their weekly takeaway purchases. They exceed in performance, customer support, process quality and aesthetic design with consumers being able to rate their meal via their App immediately after delivery (Uber, 2016). Easy ordering processes allow for 'corporate climbers' and 'busy families' to order a variety of meals at the touch of a button. In order to maintain it's quality-based value proposition, UberEATS will need to undergo continuous assessment to ensure the service is creating positive quality perceptions.

Additionally, it is recommended that UberEATS respond to consumer health trends, providing a 'healthy-options' menu for target customers. According to FMCG, consumers are more emotionally invested in their food than ever before, and have become increasingly concerned with "what their food choices are saying about them" (Australian Food News, 2016 & FMCG, 2016). By responding to consumer trends and engaging healthy restaurants such as Botanica and Berry Bliss, UberEATS will not only strengthen appeal for health-conscious 'corporate climbers' and 'busy families', but also but also create competitive advantage in a saturated market.

2.2   Energizing and Leveraging the Business

It is essential that firms find innovative strategies to add value to the business, rather than investing money. (Aaker, 2010). 80% of CEOs surveyed by PwC believed innovation to be the key-driving factor toward competitive advantage (2012). It has been identified as an important objective to effectively engage the 'corporate climbers' and 'busy families' markets; therefore these strategies have formed with the intention of doing this. UberEATs now have the opportunity to take significant strides in each of these areas if capitalised effectively.

2.2.1 Brand Differentiation

To successfully capture the Corporate Climbers market, a product offering that is different to its competitors is essential. A survey that interviewed 100 people at random indicated 75% of people would be more inclined to order takeaway if the options available contained healthier offerings, and food quality was the most important quality considered when ordering take away (Appendix **4.3**). For UberEATS to add a higher quality and healthy range to their menu, a strategy is to be created to incentivise the restaurants that offer the according premium meals on board.

This strategy will select one night a week where UberEATS subsidises the delivery costs of selected restaurants. A 3-month roster will be drawn-up, allowing the restaurant applicants to alternate weeks over that period. The selected restaurant will be promoted over Facebook to maximise potential usage. This strategy will look to increase sales on a day during the week, where restaurants would not be as likely to fill their restaurants. With 15%, Monday presented as the most popular day during the week to have food delivered (Appendix 4.3). This deal would offer an alternative means to restaurants to boost sales. This is designed to incentivize a minimum of 84 after the 3-month period.

Consequently, offering a deal that would incentivise high-end restaurants to get on board with UberEATS, this would create a much higher quality product offering available for UberEATS to differentiate their business.

2.2.2 Loyalty Program

Brand loyalty develops dedication from customers to purchase from the same company and establish perceived benefits including a feeling of satisfaction, confidence in the brand and knowledge of what to expect from the brand (Gremler & Brown, 1996).

UberEATS is a courier app and relies on continual orders and purchases to achieve sustainable growth. To grow brand loyalty induce further usage of the service, UberEATS should develop a loyalty program. Launching in Brisbane, UberEATS will offer $15 off every fifth meal. This deal covers the cost of delivery and will lower the price of the meal, incentivising UberEATS users to continue ordering until their fifth order. This loyalty program is financially viable to continue after the initial three month marketing strategy.

2.2.3 Brand Energizer

As a subsidiary of Uber, UberEATS must differentiate itself from Uber and develop its own app users and customer base. Brand energisers are additional products or promotions that significantly enhance and excite the target brand (Aaker, 2010). UberWEAR is an exciting proposal to engage customers.

UberWEAR will be exclusive for the first UberEATS customers in Brisbane. UberWEAR will consist of recyclable bibs that arrive with the first customer downloads and consecutive orders off the app within the first month of releasing UberEATS, assisting in reaching the goal of 5,000 signups in the first month. In a completed survey 34% of customers were most excited by the option of a personalised bib. The bibs will be novelty branded items, customisable for different situations, such as the office, formal events or day-to-day. The market that UberEATS is targeting are 'busy corporates' and 'busy families', UberWEAR is a product that will engage these markets and will allow them to easily order and eat without damaging their clothing.

UberWEAR will tie into UberEATS social media campaign. Using social influencers will increase awareness and endorse UberWEAR and UberEATS as a viable take-away service. UberWEAR will be sent to food and fashion Instagram influencers with 5,000-7,000 followers. Using influencers with a lower following develops the perception of uniqueness, increasing brand authenticity and exclusivity - exactly the impact UberWEAR is designed to make with the target audience (De Veirman, Cauberghe & Hudders, 2016).

2.3   Budget

Table 12: Itemised Budget for UberEATS Marketing Strategy

Item	Cost	Subtotal
UberWEAR: Reusable bibs	$ 2 x 5,000	$10,000
Free Delivery on Mondays	$ 5 x 500 (deliveries p/day) = 2,500 x 12	$30,000
Loyalty program	$15 off every 5th order: 45,000/5 x 20	$180,000
Influencer marketing	Influencer Cost = $100 x 10 x 2 *(based on $100 per post for 10 influencers with 2 posts).*	$2,000
Sponsored ads	Facebook Power Editor Campaign = $16,000 *(based on a 3 month lifetime budget using automatic bidding and targeted ad serving)*	$16,000
Contingency	Allowance for additional promotion costs.	$12,000
	TOTAL	**$ 250,000**

Source: Alibaba, 2016.

UberWEAR is estimated at $2 a piece, for 5,000 pieces is $10,000 (see Table 12). The influencer campaign is also tied to UberWEAR, at an estimated $100 per post, using 10 influencers, posting twice, the total cost would be $2,000. To differentiate UberEATS from the competition UberEATS is focusing on adding premium restaurants by offering free deliveries on Monday, at an estimated average of 500 deliveries a day the cost would be $30,000 over three months. Using Facebook as the advertisement platform for this campaign would cost $16,000. To maintain customers using the app UberEATS will develop a loyalty program of $15 off the fifth meal, which would cost $180,000 in the first three months.

Milestones

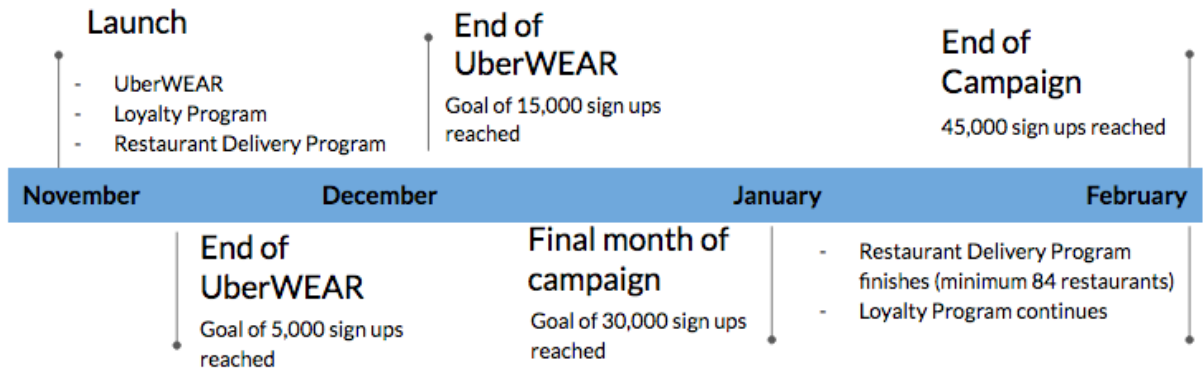*3 month timeline breakdown of UberEATS marketing campaign*

Launch
- UberWEAR
- Loyalty Program
- Restaurant Delivery Program

End of UberWEAR
Goal of 15,000 sign ups reached

End of Campaign
45,000 sign ups reached

November	December	January	February

End of UberWEAR
Goal of 5,000 sign ups reached

Final month of campaign
Goal of 30,000 sign ups reached

- Restaurant Delivery Program finishes (minimum 84 restaurants)
- Loyalty Program continues

Figure 3: Milestone for UberEATS

3.0 Conclusion

This plan demonstrates how UberEATS can use strategies to establish a dominant position in the Brisbane's food delivery market. Based on the promotion of healthy food options, UberEATS should appeal to high-end restaurants within Brisbane to differentiate the brand. Our plan also outlines the use of discounts for continual purchases, thus rewarding our customers' loyalty. Finally, we will aim to energise the UberEATS brand through promotional products and social media campaigns. These tactics will benefit the company especially throughout its initial stages, as it will attract sign ups to the App.

4.0   Reference List

Aaker, D. A. (2010). Energy Relevance . In *Brand Relevance: Making Competitors Irrelevant* (pp. 311-320). San Francisco: Jossey-Bass.

Alibaba. (2016). Wholesale custom personalized funny designer adult bibs. Alibaba. Retrieved October 10, 2016 from https://www.alibaba.com/product-detail/wholesale-custom-personalized-funny-designer-adult_60406625688.html?spm=a2700.7724838.0.0.LZDA6J

Australian Food News. (2016). Australian dietitians predict Top 5 nutrition trends for 2016. Retreived from http://www.ausfoodnews.com.au/2016/02/03/australian-dietitians-predict-top-5-nutrition-trends-for-2016.html

Business Wire. (2011). Research and markets: The future of food and beverage consumer trends in australia 2011. *Business Wire.* Retrieved from http://gateway.library.qut.edu.au/login?url=http://search.proquest.com/docview/848430408?accountid=13380

Chessell, J. (2016). Menulog starts to deliver on its hefty $855m price tag. *Financial Review.* Retrieved September 28, 2016, from http://www.afr.com/technology/menulog-starts-to-deliver-on-its-hefty-855m-price-tag-20160301-gn7x3r

Daymark Community Monitor. (2011). It's all relative: what it means to be low and middle income in Australia. Retrieved from http://www.daymark.com.au/wp-content/uploads/2015/09/Daymark-Community-Monitor-Income-perceptions-2011-final.pdf

De Veirman, M., Cauberghe, V., & Hudders, L. (2016). Marketing through instagram influencers: impact of number of followers and product divergence on brand attitude. *15th International Conference on Research in Advertising*. Presented at the 15th International Conference on Research in Advertising.

Deliveroo. (2016). Deliveroo: The Food You Love, Delivered To Your Door. Retrieved 24 August, 2016 from https://deliveroo.com.au

Deloitte. (2015). Mobile Consumer Survey 2015. Retrieved from http://landing.deloitte.com.au/rs/761-IBL-328/images/deloitte-au-tmt-mobile-consumer-survey-2015-291015.pdf?mkt_tok=3RkMMJWWfF9wsRokvaTIe+/hmjTEU5z16e8sXqSwhIkz2EFye+LIHETpodcMT8RqNr/YDBceEJhqyQJxPr3CKtEN09dxRhLgAA==

Eat Now. (2016). Eat Now. Order Takeaway & Food Delivery Online. Retrieved 24 August, 2016 from https://www.eatnow.com.au

FMCG. (2016). Healthy Trends Drive Australian Food Consumption. Retrieved from https://insidefmcg.com.au/2016/03/29/healthy-trends-drive-australian-food-consumption/

Foodora. (2016). Foodora. Australia's Best Restaurants Now Deliver. Retrieved 24 August, 2016 from https://www.foodora.com.au

Gremler, D. D., & Brown, S. W. (1996). Service loyalty: its nature, importance, and implications. *Advancing service quality: A global perspective*, *5*, 171-181
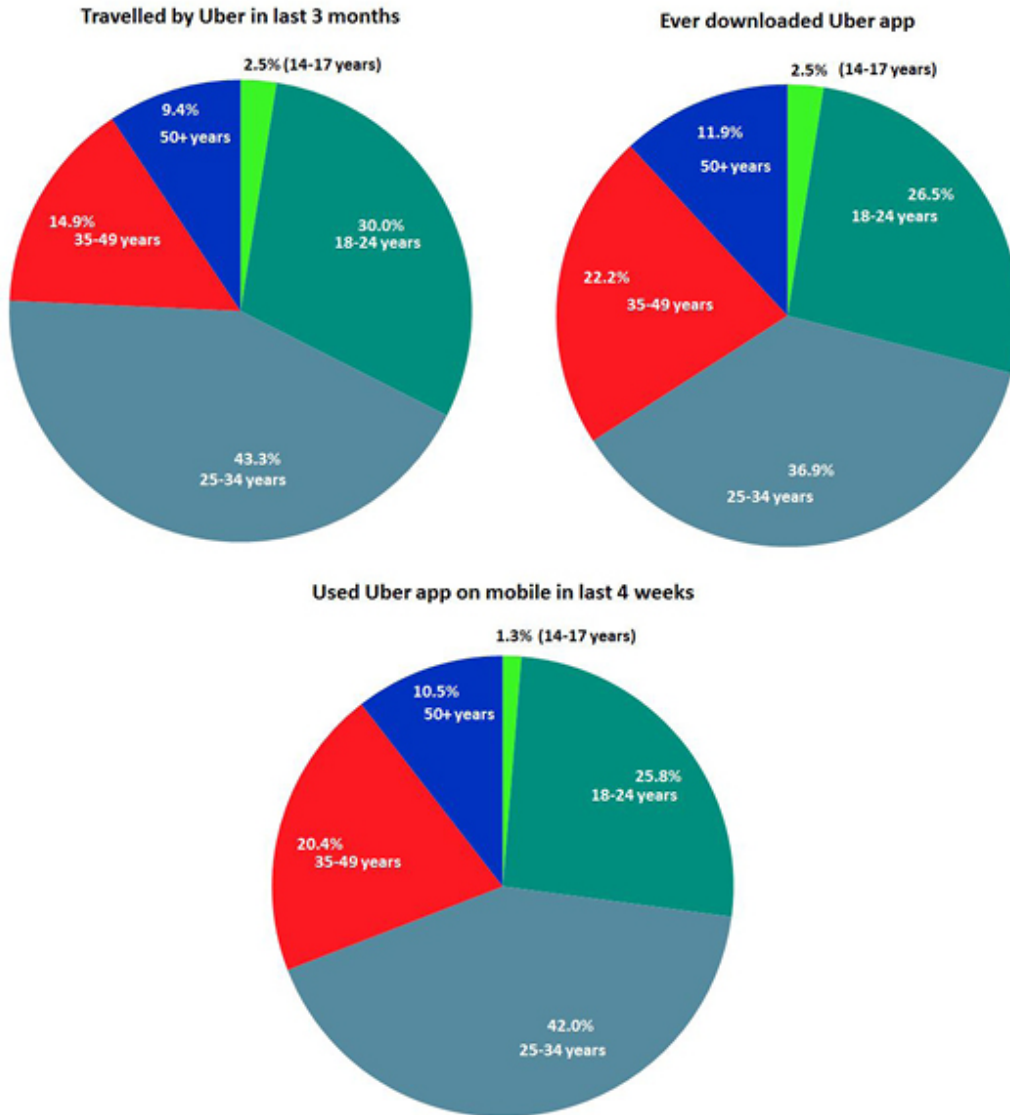
Hall, J., Kendrick, C. & Nosko, C. (2015). The Effects of Uber's Surge Pricing: A Case Study. Retrieved 6 September, 2016 from http://1g1uem2nc4jy1gzhn943ro0gz50.wpengine.netdna-cdn.com/wp-content/uploads/2016/01/effects_of_ubers_surge_pricing.pdf

Harkness, J. (2016). Food delivery disruptors are eating up the market: how is foodora handling competition?. *Dynamic Business.* Retrieved September 28, 2016, from http://www.dynamicbusiness.com.au/featured/food-delivery-disruptors-are-eating-up-the-market-how-is-foodora-handling-competition.html

Kohler, C. (2016). UberEats turning food delivery business upside down. *The Australian*. Retrieved August 29, 2016, from http://www.theaustralian.com.au/business/ubereats-turning-food-delivery-business-upside-down/news-story/c596a7f48df28a34db8e38fd4d175061

Kosoff, M. (2015). Uber is a political machine. Retrieved 29 September, 2016 from http://www.businessinsider.com.au/heres-why-uber-is-a-political-machine-2015-7?r=US&IR=T

Magner, L. (2016a). Restaurants in Australia, may 2016. IBIS World. Retrieved August 28, 2016, from http://clients1.ibisworld.com.au.ezp01.library.qut.edu.au/reports/au/industry/default.aspx?entid=2010

Magner, L. (2016b). Courier and pick-up and delivery services in Australia. IBIS World. Retrieved August 29, 2016, from http://clients1.ibisworld.com.au.ezp01.library.qut.edu.au/reports/au/industry/default.aspx?entid=5034

Manyika, J., Chui, M., Brown, B., Bughln, J., Dobbs, R., Roxburgh, C., Byers, A. (2011). Big Data: The next frontier for innovation, competition and productivity. Retrieved October 12, 2016 from http://www.mckinsey.com/Insights/MGI/Research/Technology-and-Innovation/Big-data-The-next-frontier-for-innovation

McCauley, D. (2016). Ubereats is live, with hundreds of dishes from top Melbourne restaurants. But can it deliver?. *News.com.au.* Retrieved 6 September, 2016 from http://www.news.com.au/finance/business/travel/ubereats-is-live-with-hundreds-of-dishes-from-top-melbourne-restaurants-but-can-it-deliver/news-story/fef7398a1b8554c59e54e7b9a88ac0f4

McKinley, M. (2002). Market Forces and Emerging Trends. In McKinley *Marketing Alignment: Breakthrough Strategies for Growth and Profitability* (pp.57-58). Tucson, Arizona: Hats Off Books.

Menulog. (2016). Menulog, What do you feel like?. Retrieved 24 August, 2016 from https://www.menulog.com.auhttps://deliveroo.com.au

Payne, A., & Frow, P. (2005). A strategic framework for customer relationship management. *Journal of Marketing*, *69*(4), 167-176.

PricewaterhouseCoopers LLP. (2012). *How to drive innovation and business growth.* PwC Advisory Oracle practice. Oracle.

Queensland Government Statisticians Office. (2016). Brisbane Community Profiles. Retrieved from

http://statistics.qgso.qld.gov.au/profiles/qrp/resident/pdf/HKS1XJXLUV4G4QT7H5IEYB0D5K31WT75CRZJZZY234C0TG79PZN5IPQN4V3TC4Q7M304QSAKAVERR8NVKQ6FIXSHM2DC4PAP7D4J9HUZV2WAXEIPMA9U2IP95EHVHKAI/qld-regional-profiles-resident#view=fit&pagemode=bookmarks

Roy Morgan. (2016). The Uber phenomenon. Retrieved 20 September, 2016 from http://roymorgan.com.au/findings/6658-uber-phenomenon-201602050108

Scholliers, P. (2015). Convenience foods. What, why and when. *Appetite, 94,* 2-6. doi: 10.1016/j.appet.2015.02.107

Steen, J. (2016). *Takeaway Food Delivery Services: Making Lazy Dinner In Bed 100 Percent Possible*. Retrieved September 28, 2016, from The Huffington Post: http://www.huffingtonpost.com.au/2016/04/14/takeaway-food-delivery-services-making-lazy-dinner-in-bed-100-p/

Uber. (2016). Uber. Retrieved September 29, 2016 from https://www.uber.com/en-AU/?exp=hp-c

Wilson, D. (2016). 3 Things menulog can teach you about social and digital marketing. *IMOB*. Retrieved October 1, 2016, from http://www.increasemyonlinebusiness.com/social-media/3-things-menulog-can-teach-social-digital-marketing/

Zomato. (2016). Popular localities in and around Brisbane. Retrieved October 8, 2016, from https://www.zomato.com/brisbane.

5.0   Appendix

5.1   Appendix 1: Uber Users: Age Breakdown

Travelled by Uber in last 3 months

- 2.5% (14-17 years)
- 9.4% 50+ years
- 14.9% 35-49 years
- 30.0% 18-24 years
- 43.3% 25-34 years

Ever downloaded Uber app

- 2.5% (14-17 years)
- 11.9% 50+ years
- 22.2% 35-49 years
- 26.5% 18-24 years
- 36.9% 25-34 years

Used Uber app on mobile in last 4 weeks

- 1.3% (14-17 years)
- 10.5% 50+ years
- 20.4% 35-49 years
- 25.8% 18-24 years
- 42.0% 25-34 years

Source: Roy Morgan Single Source (Australia), July–December 2015, n=7,427.

5.2   Appendix 2: Helix Personas - Roy Morgan
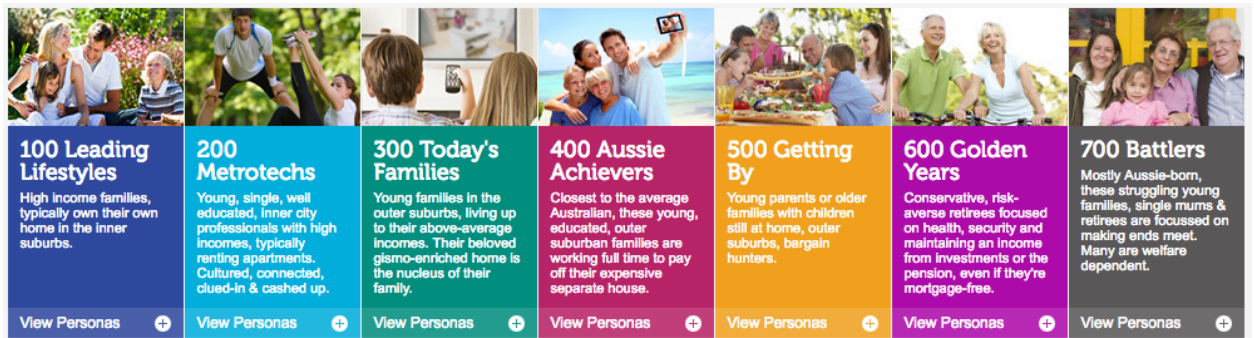
Source: Roy Morgan. (2016). Helix Personas - By Roy Morgan. Retreived from
http://www.helixpersonas.com.au/

5.3   Appendix 3: Survey Results

What day of the week would you be most likelyhave food delivered?

Answered: 100   Skipped: 0
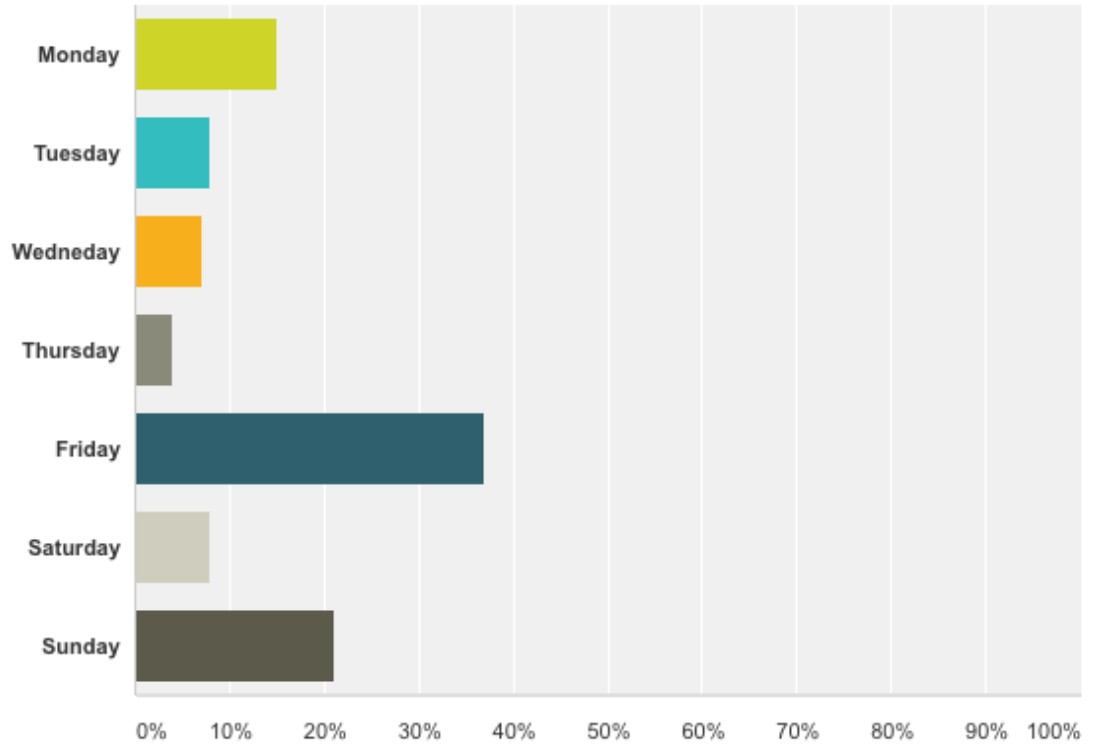
Answer Choices	Responses	
Monday	15.00%	15
Tuesday	8.00%	8
Wedneday	7.00%	7
Thursday	4.00%	4
Friday	37.00%	37
Saturday	8.00%	8
Sunday	21.00%	21
Total		100

How often do you order takeaway food?

Answered: 100   Skipped: 0
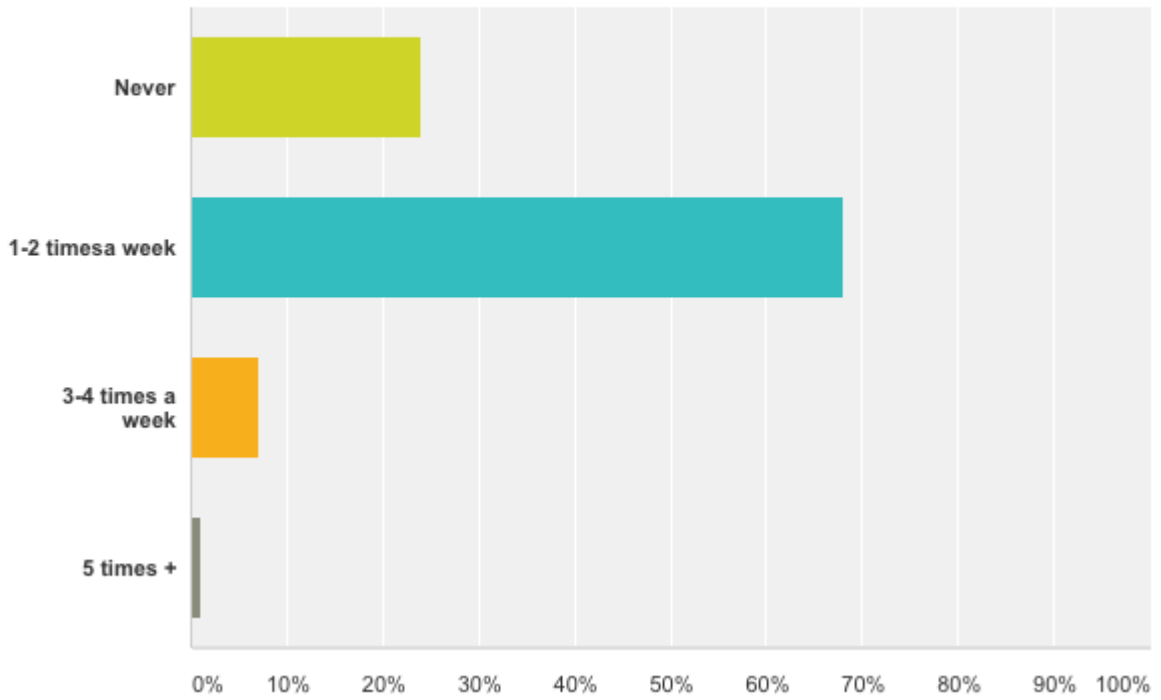
Answer Choices	Responses	
Never	24.00%	24
1-2 timesa week	68.00%	68
3-4 times a week	7.00%	7
5 times +	1.00%	1
Total		100

How often do you eat out?

Answered: 100   Skipped: 0
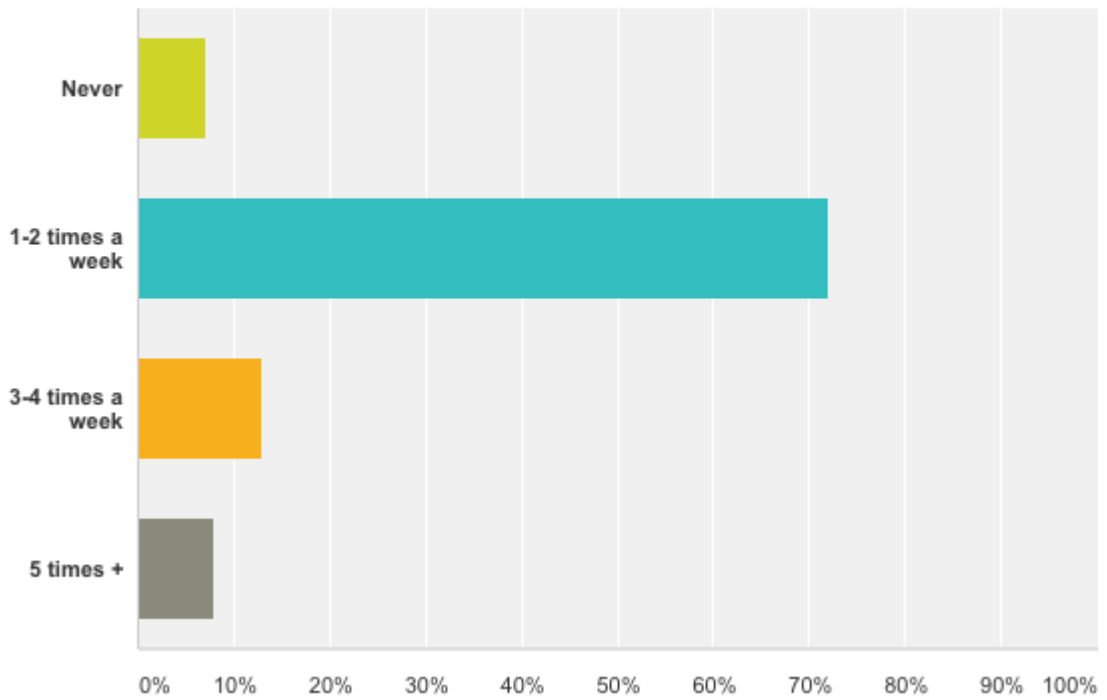
Answer Choices		Responses	
▼	Never	7.00%	7
▼	1-2 times a week	72.00%	72
▼	3-4 times a week	13.00%	13
▼	5 times +	8.00%	8
Total			100

Would you be more likely to have food delivered if you had healthier options?

Answered: 100   Skipped: 0
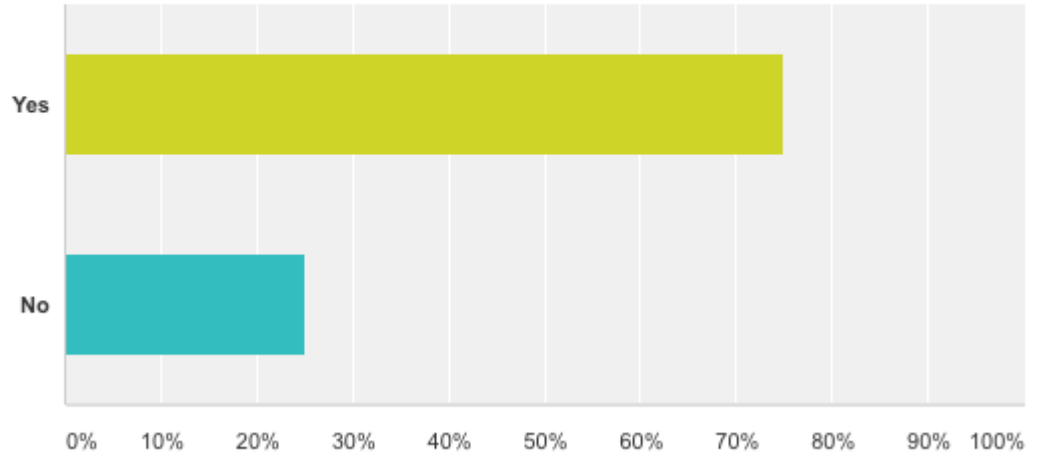
Answer Choices	Responses	
Yes	75.00%	75
No	25.00%	25
Total		100

Which branded novelty product would you bemost excited to receive with your meal?

Answered: 94   Skipped: 6
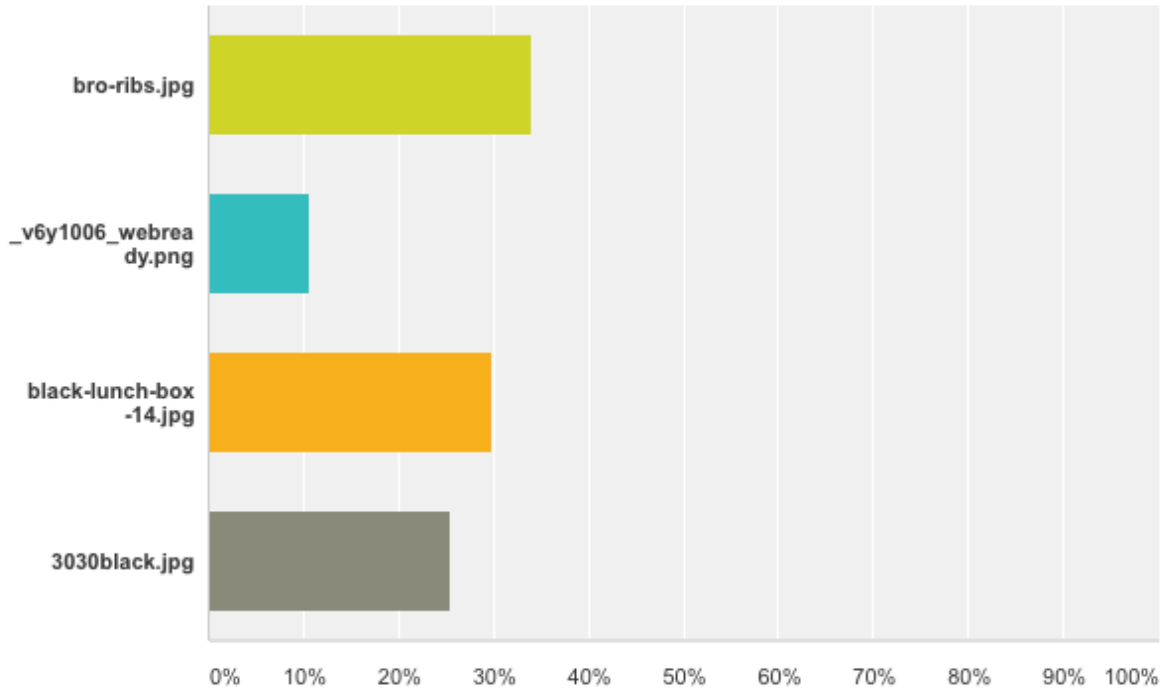
Answer Choices		Responses	
▼		34.04%	32
▼		10.64%	10
▼		29.79%	28
▼		25.53%	24
Total			94

What is most important to you when ordering takeaway?

Answered: 100   Skipped: 0
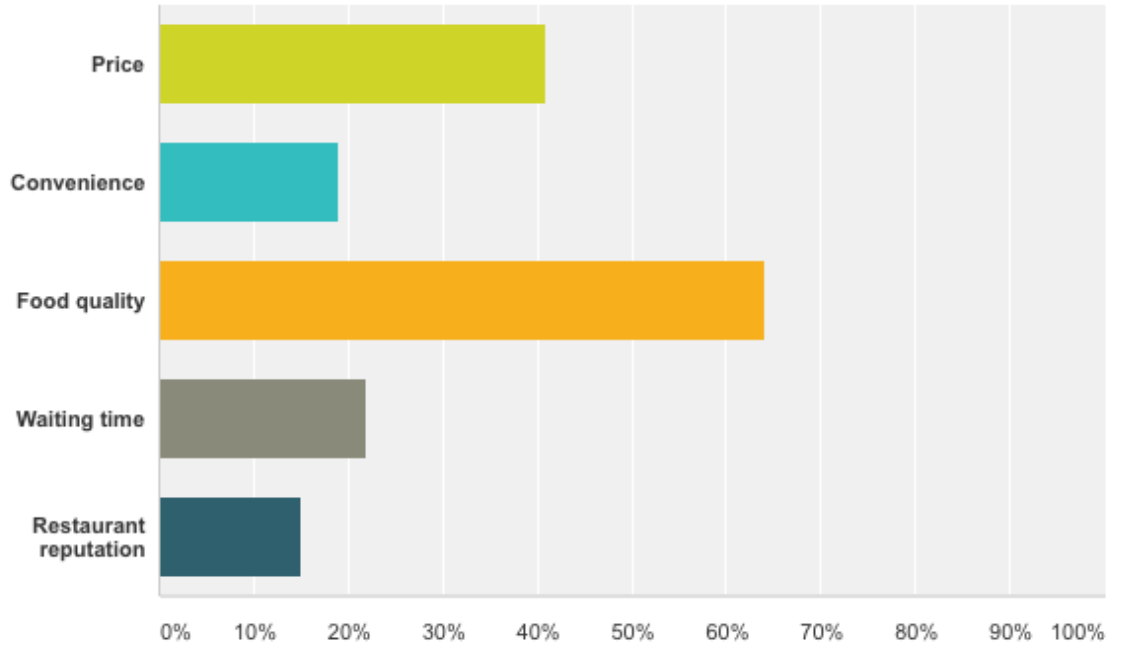
Answer Choices	Responses	
Price	41.00%	41
Convenience	19.00%	19
Food quality	64.00%	64
Waiting time	22.00%	22
Restaurant reputation	15.00%	15
Total Respondents: 100		