

Report on  
“Analyzing the effectiveness of social media campaigns  
of online food /grocery delivery platform”

By:  
Rayisa Rayhana  
ID: 19304054

An internship report submitted to the **Brac Business School** in partial fulfillment of the requirements for the degree of **Bachelor of Business Administration**

Brac Business School  
Brac University  
April, 2023

© [2023]. Brac University

All rights reserved.

## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

### **Student's Full Name & Signature:**

---

**Rayisa Rayhana**

Student ID: 19304054

### **Supervisor's Full Name & Signature:**

---

**Tausif Bari**

Lecturer, Brac Business School

Brac University

## **Letter of Transmittal**

Tausif Bari  
Lecturer,  
Brac Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report.

Dear Sir / Madam,

This is my pleasure to display my experience in the customer service agent position of foodpanda Bangladesh.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Rayisa Rayhana  
Student ID: 19304054  
BRAC Business School  
BRAC University  
Date: April 8, 2023

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between foodpanda Bangladesh and Rayisa Rayhana.....

The information provided in this paper is confidential and can only be used for this internship purpose. .

## **Executive Summary**

foodpanda is an online food delivery platform that connects customers with a wide range of restaurants, shops, and grocery outlets, allowing them to order their favorite meals, necessary grocery items, or medications with just a few clicks. foodpanda's user-friendly app interface and trustworthy delivery service makes it popular among the users. Ambareen Reza and Zubair B. A. Siddiky, both co-founders and managing directors of the company, are responsible for different teams.

The first chapter of this project includes my overview of the internship in foodpanda Bangladesh where I have described my roles and responsibilities and what I have learned from the internship. Furthermore, in the second chapter I have discussed the organization and its practices and departments. Lastly, in the third chapter I have discussed the project part where I tried to prove my hypothesis by taking responses from users of foodpanda who are always exposed to the facebook campaigns.

# Table of Contents

|   |           |
|---|-----------|
| <b>Declaration</b> .....  | <b>1</b>  |
| <b>Letter of Transmittal</b> .....                                    | <b>2</b>  |
| <b>Non-Disclosure Agreement</b> .....                                 | <b>3</b>  |
| <b>Executive Summary</b> .....  | <b>4</b>  |
| <b>Table of Contents</b> .....  | <b>5</b>  |
| <b>List of Figures</b> .....  | <b>6</b>  |
| <b>List of Acronyms</b> .....   | <b>8</b>  |
| <b>Chapter 1: Overview of Internship</b> .....                        | <b>9</b>  |
| 1.1 Student Information:.....   | 9         |
| 1.2 Internship Information.....                                       | 9         |
| 1.2.1 Employment Details.....   | 9         |
| 1.2.2 Supervisor Details.....   | 9         |
| 1.2.3 Job responsibilities.....                                       | 9         |
| 1.3 Internship Outcomes.....  | 10        |
| 1.3.1 Student's contribution to the company.....                      | 10        |
| 1.3.2 Benefits to the student.....                                    | 11        |
| 1.3.3 Problems/Difficulties (faced during the internship period)..... | 12        |
| 1.3.4 Recommendations (to the company on future internships).....     | 13        |
| <b>Chapter 2: Organization Part</b> .....                             | <b>14</b> |
| 2.1 Introduction.....   | 14        |
| 2.2 Overview of the organization.....                                 | 14        |
| 2.3 Management Practices.....   | 15        |
| 2.3.1 Leadership style.....   | 15        |
| 2.3.2 Human resource planning process: recruitment and selection..... | 16        |
| 2.3.3 The compensation system.....                                    | 18        |
| 2.3.4 The training and development initiatives.....                   | 18        |
| 2.3.5 Performance appraisal system.....                               | 18        |
| 2.4 Marketing practices.....  | 19        |
| 2.4.1 Marketing strategy.....   | 19        |
| 2.4.2 Target customers, targeting and positioning strategy.....       | 20        |
| 2.4.3 Marketing channels.....   | 20        |
| 2.4.4 Product development.....  | 21        |
| 2.4.5 Branding activities.....  | 21        |
| 2.4.6 Advertising and promotion strategies.....                       | 22        |
| 2.4.7 Critical marketing issues and gaps.....                         | 23        |
| 2.5 Financial Performance and Accounting Practices.....               | 23        |
| 2.5.1 Finance Performance.....  | 23        |
| 2.5.2 Accounting Practices.....                                       | 26        |

|   |           |
|---|-----------|
| 2.6 Operations Management and Information System Practices..... | 26        |
| 2.6.1 Operations Management.....                                | 26        |
| 2.6.2 Information system practices.....                         | 27        |
| 2.7 Industry and competitive analysis.....                      | 28        |
| 2.7.1 Porter’s five forces:.....                                | 28        |
| 2.7.2 SWOT Analysis:.....                                       | 29        |
| 2.8 Summary and Conclusions.....                                | 31        |
| 2.9 Recommendations.....  | 31        |
| <b>Chapter 3: Project Part.....</b>                             | <b>33</b> |
| 3.1 Introduction.....   | 33        |
| 3.1.1 Literature review.....                                    | 33        |
| 3.1.2 Objectives.....   | 34        |
| 3.1.4 Significance.....   | 34        |
| 3.2 Methodology.....  | 35        |
| 3.3 Findings and Analysis.....                                  | 35        |
| 3.4 Summary and Conclusions.....                                | 41        |
| 3.5 Recommendations.....  | 42        |
| <b>References.....</b>  | <b>44</b> |
| <b>Appendix.....</b>  | <b>46</b> |

## List of Figures

| Figure No. | Figure Name   | Page No. |
|------------|---|----------|
| 1.         | Current Ratio   | 23       |
| 2.         | Inventory turnover ratio  | 24       |
| 3.         | Total asset turnover ratio  | 24       |
| 4.         | Gross profit margin   | 24       |
| 5.         | Operating margin  | 25       |
| 6.         | Net profit margin   | 25       |
| 7.         | Return on equity ratio  | 25       |
| 8.         | Debt to equity ratio  | 26       |
| 9.         | Age demography  | 35       |
| 10.        | Occupation  | 36       |
| 11.        | App usage   | 36       |
| 12.        | Efficiency of marketing efforts   | 37       |
| 13.        | Customer attraction   | 37       |
| 14.        | Advertisements' efficiency on people's online experience                          | 38       |
| 15.        | Ads influence on purchasing decision  | 38       |
| 16.        | Efficiency of celebrity promoted campaigns  | 39       |
| 17.        | Promotional discounts and vouchers influence people's purchase decisions (orders) | 40       |
| 18.        | Efficiency of pop up ads  | 40       |
| 19.        | Contribution in everyday life   | 41       |



## **List of Acronyms**

SOP = Standard Operating Procedures

APAC = Asia and Pacific Regional Team

CS = Customer Service

AHT = Average Handling Time

KPI = Key Performance Indicators

NID = National Identity Card

TIN = Taxpayer Identification Number

HR = Human Resource Department

IFRS = International Financial Reporting Standards

IAS = International Accounting Standards

B2C = Business-to-Consumer

# Chapter 1: Overview of Internship

## 1.1 Student Information:

Name: Rayisa Rayhana

ID: 19304054

Program: Bachelor of Business Administration

Majors: Marketing and Finance

## 1.2 Internship Information

### 1.2.1 Employment Details

Name of the Company: foodpanda Bangladesh

Address: Navana Pristine Pavilion, 8th Floor, Plot-128, Block-CEN, Gulshan Ave, Dhaka 1212

Period of Working: July 16, 2021 - Present

Department of Internship: Service Operations

### 1.2.2 Supervisor Details

Name of the Supervisor: Fariha Ahmed

Designation of the Supervisor: Senior Manager, Service Operations

### 1.2.3 Job responsibilities

I have been working as a customer experience representative for the social media team since January 1, 2022. I was working on the email team before that. I have listened to a great deal of customer issues and resolved them through Facebook Messenger. My responsibilities are given below:

- I. Answering client questions: I am accountable for giving timely answers to questions from

customers about foodpanda's services, rider recruitment, restaurant partnership and job opportunities. This also includes responding to inquiries on the delivery procedure, menu items, or promotional offers.

- II. Customer complaint management: I have to manage customer complaints effectively and properly. I pay attention to the client's complaints, determine the underlying source of the problem, empathize with that problem and try to provide a resolution that satisfies the individual's dissatisfaction. For instance, if a customer comes with a complaint of stale food received in their order, I have to apologize, give empathy to the customer, take the order code and refund accordingly.
- III. Offering technical support: I am in charge of helping users who might be having problems with the foodpanda app or website. For instance, a customer came saying that his app is not working. I have to acknowledge the issue and ask for a screenshot to scrutinize the problem and help him/her accordingly. Such technical issues are being diagnosed by me.
- IV. Working with several other departments: In order to guarantee that customers are not waiting for a resolution and their concerns are dealt with quickly and efficiently, I work with other departments including operations, marketing, and finance. For instance, if a customer complains that they didn't get the refund in their bank account, I immediately reach out to the finance team regarding the refund status if it has been processed or not.
- V. Overseeing social media activity: I am in charge of keeping an eye on foodpanda Bangladesh-related social media activity, including comments, reviews, and feedback from customers. Sometimes people put bad comments in the post, which I have to hide immediately.
- VI. Managing customer databases: I am in charge of keeping track of customer contact details, order histories, and feedback. The data provided by the customers helps me to pinpoint areas of improvement which I can tell in the meetings with my team lead and manager.

## **1.3 Internship Outcomes**

### **1.3.1 Student's contribution to the company**

One of foodpanda's most important departments, service operations works directly with client happiness and their pain points. I have worked in email and am currently working in social media as an agent for more than a year. My performance statistics as an agent throughout the whole time

shows that I was among the best at attending to customers' dissatisfactory experiences and resolving their problems. I have received “Panda of the Month” as a performance appraisal certificate from the management. Moreover, the largest project I worked on during my 23 months with foodpanda Bangladesh was the training sessions for batches 10, 11, 12, 13, and 14. Since every employee must undergo a 36-hour training procedure with their particular team trainers after the hiring process is complete, the new employees' are introduced to shadow and live sessions which is the on the job training where a tenured agent works and new employees watch and learn from them. I participated in five distinct projects and onboarding cycles and this responsibility was given to me by the management. Each batch's shadow and live sessions lasted over a month, and the new employees always thanked me for my relentless help and mentorship. Furthermore, I have always been keen towards the social media activity of the official page of foodpanda and how customers react to it. I helped my team lead identify several issues with the contents, which were then rectified. A recent issue that I noticed was unwanted and irrelevant comments of youtube video links posted by random people under foodpanda’s official facebook pages’s contents. I immediately flagged the issue to my team lead and a new rule of checking the facebook page every hour was introduced to the whole team, so that we can hide such irrelevant comments. My team lead Mr. Mustafiz thanked me for this special contribution as the irrelevant comments would directly hamper the company's image.

### **1.3.2 Benefits to the student**

Through this role in foodpanda, I have gained a lot of experience in working with customer issues and understanding them. I have become more empathetic towards everyone. I got to see how Multinational companies carry out their day to day operations so smoothly. I have learnt to manage my time effectively and multitask to meet deadlines. I learnt to work in several other softwares, such as Salesforce, Hurrier, Backend, Ops portal, Pandacare etc which enhance my skills further.

### **1.3.3 Problems/Difficulties (faced during the internship period)**

As I started to work in foodpanda during lockdown for Covid'19, I mostly had to work online from home. The training hours were very long and tiring as I did it online. During the very first few weeks, the initial learning of several tools used by foodpanda like Salesforce, Hurrier, and the Backend was a bit tough for me to cope with. However, after the first week, I learned it with the help of my teammates and leads.

Furthermore, foodpanda has a standard operating procedure (SOP) for every issue that customers come across and informs us (the customer service team) to resolve. As an agent, I had to memorize more than 50+ SOPs, in order to provide customers instant resolution within 3 minutes. Memorizing all the SOP was hard at first, but within time I overcame this issue. In addition to that, SOPs of each issue are constantly updated and such frequent changes can be hard to keep up sometimes. Hence, I had to prefer back to the SOP (which is in a large database) and navigate my way through it and provide correct resolutions to the customers. For example, a customer claiming that the rider didn't give back the change for an order, I had to check in our dashboard if the customer was fraud or genuine, then ask the customer for how much we owe to the customer, verify the issue by calling him/her and provide a voucher or a bank refund of that amount of money (only if customer agrees to that). Previously there was no verification call in such a scenario, it has been newly updated and I had to follow the updated ones.

Besides, each case should be resolved within 3 minutes after I get that case in Salesforce. I couldn't complete one case within this 3 minute time frame, in the beginning of my journey in foodpanda and used to take more than 3 minutes. However, after several days my speed of writing automatically increased and I was able to understand the issue, provide apology, empathy, and resolve the issue within the 3 minutes time frame.

Lastly, as people are becoming more data driven, managers sometimes expect equal contribution and efficiency from everyone regardless of their time in foodpanda, their age or gender. Standing up against such expectations was really hard for me as a new employee.

### **1.3.4 Recommendations (to the company on future internships)**

When I started working in foodpanda during Covid'19, lockdown restrictions were imposed. Now that Bangladesh doesn't have any Covid restrictions, the company should focus more on employees' better understanding of the softwares and their usage. Furthermore, training hours of employees should be lessened and more time for on the job training should be allocated. For instance, instead of 9 hours training each day, employees should get 5 hours training and trainers should assess the understanding of the employees via small quizzes.

Moreover, expecting every employee to work at the same speed is an infeasible thing. Hence, the company should focus more on proper training and less on the outcomes of training. New employees should not be evaluated whether they can do one case within the 3 minute time frame.

Lastly, SOPs should be made available to the employees in an easier format. For example, a website containing all the procedures where employees can just use the search bar and get directly to the flow chart.

## **Chapter 2: Organization Part**

### **2.1 Introduction**

We live in a digital world today. Because of the increase in internet and mobile phone use, the entire globe is now in the palm of your hands. To buy food or groceries, people don't have to leave their homes. Platforms for online delivery take care of it for us. Online purchases without physical inspection or touch were unheard of fifteen years ago. foodpanda provided us with the chance to live in total independence and with technology that enables people to purchase food and grocery online in Bangladesh.

### **2.2 Overview of the organization**

foodpanda is an international online food ordering and delivery platform that is currently active and fully operational in 40 nations in all five continents. The company is one of the top food delivery platforms in Bangladesh. Since foodpanda Bangladesh is a subsidiary of Delivery Hero, it is mostly managed, supervised, and regulated from the Delivery Hero SE headquarters in Berlin, Germany. Team Bangladesh, on the other hand, is directly accountable to the Asia and Pacific Regional Team (APAC). Under the direction of Ambareen Reza and Zubair B. A. Siddiky, foodpanda began operating in Bangladesh in 2013. The mission of the company is to bring good food into their customers' everyday lives (foodpanda, 2013). The company prioritizes excellent customer service in addition to delivering food right to customers' doors and calls for going the extra mile to guarantee customer satisfaction.

Users have access to four ordering options, including food delivery, pick-up, pandamart, and shops. One must select the "food delivery" option if they want their restaurant order delivered right to their door. Orders placed in the pickup section can be picked up by the customer themselves. In addition, our riders will deliver pandamart, the newest addition to our grocery delivery service, to customers' houses. Last but not least, the app also includes a list of nearby local businesses so users can purchase essentials like groceries, electronics, and other necessities like medicine.

With the use of the website or mobile app for foodpanda Bangladesh, customers can quickly order meals from a variety of restaurants. Consumers may use the platform's menus, reviews, and ratings of various restaurants to guide their ordering decisions. The ordering process is simple, and customers may choose to pay online or with cash when their meal is delivered.

## **2.3 Management Practices**

### **2.3.1 Leadership style**

The leadership style at foodpanda is constantly participative. On a weekly basis, a town hall meeting is held in each department to get feedback from the team, which directs the company's authorities to take future actions. For instance, customer service (CS) team lead Mr. Mustafiz sets a meeting with all the sub teams (Risk and Fraud Management, Social Media, Email, Service Recovery, Escalation BD) and talks about the improvements in team scores, the issues that employees are facing in terms of softwares used or customers issue that needs a special attention, any upcoming projects that we might be seeing and takes feedbacks from all the employees. In addition to being receptive to criticism, he encourages his team members to express their thoughts. Also, it offers team members of all ranks the chance to exchange suggestions for the business's future development. The managers will ask their team members for thoughts and comments if a project or new growth strategy is on the line in order to increase the feasibility of the initiative. Because of participative leadership, interns and other staff members get a greater chance to express their ideas and thoughts to upper management. For instance, digiGO, a new mobile app to track employees' timely attendance was about to be introduced, before doing it the managers took time to get employee feedback and make them aware about this app and how it works through a meeting.

At foodpanda, managers heavily rely exclusively on an employee's performance and do not interfere with how each person works. As a result, employees have the authority to make a decision for the betterment of the team. For instance, my line manager instructed the employees



of the CS team to conduct a survey for the online payment issue failures. Some employees chose to actually resolve the issue as they conducted the survey through a phone call. However, there were no direct instructions that the issue had to be solved immediately, after gathering the data, management took a closer look and improved the online payment gateway to fix the failures, and customers got their refunds back (for or that which were not successful). Furthermore, the company uses KPI (Key Performance Indicator) as a tool to motivate personnel to consider methods to carry out their duties more efficiently or to provide suggestions for how work may be carried out more successfully. For the customer service team, KPIs are the quality of each employee, the number of cases solved, and the average time it took to finish cases or the average handling time (AHT). Based on the KPI, a financial incentive is given to each employee. For instance, if the overall score of an employee is 95% and above, he/she gets the full KPI which is 4000 for my role. On the other hand, if an employee's quality score goes down, the KPI goes down and he/she gets 3000 taka. This financial reward based on the KPI of an employee helps them maintain a certain performance standard while also helping the company to provide a great customer service experience. Additionally, foodpanda keeps daily, weekly, and monthly records to track employee development by the quality score, number of cases done and average handling time (AHT). Each week meetings are set with team leads and quality assurance team members where the performances of each team are analyzed and agents get their feedback on what to improve, in order to provide better resolution. Weekly meetings to review and analyze performance makes sure that an exchange of feedback is going on between the higher management and employees for any future betterment. Also, the way that teams work together cohesively and support one another in times of need is equally impressive. Such practice makes it really beneficial for the whole company.

### **2.3.2 Human resource planning process: recruitment and selection**

foodpanda Bangladesh has a rigorous process of planning, recruiting, and selecting employees. As the business expands, the company needs to hire more and more people. Managers feel the need of hiring additional people or when an employee is leaving their job, they talk to the hiring managers regarding this need. Human resources professionals take the first step and do a job analysis, which involves determining the essential qualifications for the position. The steps in the

job analysis process entail gathering and examining data on the tasks, commitments, abilities, and knowledge needed for a certain position. The data is typically gathered using a variety of techniques, such as interviews with the manager of the department in question and current employees, observation of job duties, and reviewing job-related documents like performance reviews, job descriptions, and training manuals. The next step is to attract candidates through job sites, social media, etc. For instance, foodpanda uses LinkedIn to look for potential candidates and posts vacancies there. After seeing the vacancy position, candidates have to apply through LinkedIn, and they will be shortlisted based on their educational background, job experience, and expertise. After the CV sorting is done based on their abilities, expertise, and experience, an interview invitation is sent to the shortlisted individuals. Furthermore, a small test is taken where employees have to prove their analytical and basic knowledge of customer handling. From my personal experience, in this test I had to write an email offering a customer who got stale food in his order within 10 minutes. The above mentioned example is for the employees who applied for a position in the customer service team. After that, the top applicants are then chosen based on their qualifications, experience, and competency. After the screening procedure and selection of the potential employee are done by interviewing and examining them, the chosen individuals are put through a background investigation to confirm their credentials. For the background investigation, HR sends a form to fill up which requires an employee's scanned copies of National Identity Card (NID), TIN (Tax Identification Number) certificate, passport, certificates of graduation or post graduation, references, experience letter, present and permanent address, emergency contacts etc. Next, HR sends the candidate an official offer letter once the proper investigation is finished. Lastly, HR does the onboarding which is incorporating newly recruited workers into foodpanda's company culture and operations. HR gives a presentation with slides opened to the new workers about foodpanda. A corporate orientation is given as the initial stage of onboarding. During this time, new recruits are taught about the company's history, mission, and goals. They also get a rundown on the expectations, culture, and framework of foodpanda. Moreover, new employees get to meet their co-workers, HR professionals and their managers. For instance, I met some of my coworkers during the onboarding session and made some great friends.

### **2.3.3 The compensation system**

Regarding the compensation system, information has not been disclosed by the HR and below provided information are given from what I have seen and received in the service operations department. foodpanda has a base salary for every employee which is maintained as industry average. Furthermore, financial incentives depending on employees KPI is also given. The financial incentive based on the performance of employees for the customer service team is BDT 4000. If an employee's performance is maintained 95% and above, he/she is given the full financial incentive. Moreover, there are two festival bonuses provided by the company during Eid al-Fitr and Eid al Adha.

### **2.3.4 The training and development initiatives**

As previously mentioned, the SOPs are ever changing and it is significant that every employee is aware of the new update, so that they can provide customers with good service (in time of need). Hence, training and developments are crucial for the team I work in. There is a designated trainer for the team who is responsible for all the training given to the employees. The new updates come from the regional team (APAC) and Bangladeshi trainer is responsible for the rollout and making employees understand it correctly. For instance, a change in partial refund issue has been rolled out by the APAC team and the trainer of my team is Mr. Hazari, he calls an online meeting with employees and makes them (employees) understand the terms and conditions, when partial refunds should be initiated and how to provide partial refunds in Salesforce software. All new employees must go through training sessions with the trainers of their designated department.

### **2.3.5 Performance appraisal system**

The company provides verbal performance appraisals in the weekly meetings as the team lead looks at the quality scores, case count and AHT. Moreover, foodpanda has a unique appraisal in a form of certificate and recognition which is "Panda of the Month". Every month a top scorer of the team is given this recognition and certificate of appreciation. I have received it after scoring 100% in a month of quality. Furthermore, there are also financial incentives of BDT 5000 for the person who maintains such a high score consecutively for 3 months and is given the recognition

of “Panda of the Quarter”. This motivates employees to go above and beyond their performance level to achieve the title and incentive.

## 2.4 Marketing practices

### 2.4.1 Marketing strategy

foodpanda uses a variety of marketing techniques to guarantee the reach of their service to the right customers.

- Digital marketing: To reach its target audience, foodpanda Bangladesh uses a variety of digital marketing methods, including social media platforms, promotional emails, and search engine marketing. On their social media profiles, they frequently publish interesting material and undertake marketing efforts to draw in prospective customers. For instance, making customers aware of the new campaign with Eastern Bank Ltd which includes a BDT 150 worth voucher (EBLFP150) through a facebook post on their official facebook page.
- Affiliate marketing: foodpanda uses instagram influencers, food bloggers etc to make sure that customers are aware of all the new facilities or vouchers. For example, a famous food blogger of Bangladesh, Faiza, is using her platform (facebook, youtube blogs to promote foodpanda’s grand iftar takeaway fest.
- Offline marketing: This strategy includes constantly exposing people to ads of foodpanda or its promotional deals in newspapers, magazines, billboards, shopping mall entrance, flyers etc to promote the service and attract more customers. For instance, anyone entering the premises of Shimanto Square, a very famous shopping mall in Dhanmondi can see a giant picture of foodpanda’s mascot “Pau Pau”.
- Partnership marketing: foodpanda partners with the famous mobile financial service provider bKash to promote hassle free online payments and amazing discounts and cashback offers on using it. For instance, a recent campaign of BDT 100 cashback on every order above BDT 500, placed using the bKash payment method through the foodpanda app in between 3pm to 9pm. Using this strategy several banks have provided vouchers on using their credit cards and debit cards.

## **2.4.2 Target customers, targeting and positioning strategy**

The main target customers are urban residents, who have a comparatively higher disposable income and are comfortable using food delivery services. Moreover, urban and suburban locations with a large number of eateries and potential consumers are also targeted through their marketing strategies. Next, working professionals, young adults, and individuals who might not have the time or desire to prepare a meal at home or eat out are among its target markets. However, the print media strategies are targeted towards everyone living in Bangladesh, and the advertisements provided in social media like Facebook are for everyone who has access to Facebook. From my working experience, the amount of interactions through Facebook is the highest among customers of foodpanda in Bangladesh.

foodpanda Bangladesh promotes itself as an efficient and reasonably priced meal delivery service with access to a wide range of ethnic cuisines from neighborhood eateries. Convenience, low prices, and trustworthiness are the cornerstones of its brand identity. They highlight their quick and dependable delivery service, user-friendly website and app, and simple payment methods. By collaborating with neighborhood eateries and highlighting their menu items, foodpanda Bangladesh also portrays itself as a platform that encourages small local businesses. They stress their dedication to offering customers a variety of cuisines and supporting both international and local eateries.

## **2.4.3 Marketing channels**

In the recent age of globalization, everyone uses marketing channels to their advantage, and foodpanda is no different. In order to reach out to its target customers and promote its services, foodpanda uses the following channels:

- **Social Media:** Facebook is the most popular social media platform in Bangladesh and foodpanda uses it the most to promote their service. Furthermore, they provide pop up ads in between videos played in youtube and facebook. Also, instagram is highly used for the hashtag trend and influencers to tag or promote any specific restaurants. For instance, Madchef partnered up with foodpanda and introduced a new burger named ‘Chick got fried’

which was promoted by several instagram influencers like Shoumik Ahmed, Salman Muqtadir etc using the hashtags.

- Email: Customers are sent updates of vouchers and deals by emails as they sign up with their email address. They mostly distribute newsletters, promotional offers, and discounts in order to keep the customers interested in and updated on their offerings.
- Events: foodpanda organizes live events like workshops, concerts, or meet-and-greets which help them draw in new customers and persuade them to try their other services or attend next events. For instance, the recent Grand iftar takeaway fest emphasizes on pickup orders and how to use it.
- Sponsorship: Using sponsorship as a marketing tool, foodpanda draws customers towards the company by giving them exposure of the service, the company name in sponsored content or at sponsored events. Through such sponsorship for foodpanda, both brand awareness and brand image are developed in potential and existing customers' minds. For instance, foodpanda sponsored Bangladesh at Street Child World Cup 2022, who represented Bangladesh in Doha.

#### **2.4.4 Product development**

Data regarding new product or service development is confidential and was not given permission to be disclosed.

#### **2.4.5 Branding activities**

foodpanda introduced a very cheerful mascot, “Pau Pau” recently as they kept expanding business in the country. The introduction of foodpanda's new brand concept, personified by its brand ambassador Pau-Pau, intends to give the firm a human touch and make it more accessible to consumers' everyday lives. Pau-Pau, a playful and daring panda who was first introduced last year, has gained a lot of popularity. Moreover, over the years, foodpanda has changed its color palette. When foodpanda originally started in Bangladesh, the color of the mascot, app interface, and rider's dress code were a distinct orange color. However, foodpanda decided to change it and make it pink for a colorful brand refresh and new visuals. This is how the branding activities are separating foodpanda from the other

delivery service providers in Bangladesh. Furthermore, to promote brand awareness and connect with its target audience, foodpanda Bangladesh collaborates with and supports a range of occasions and associations. For instance, they collaborated with the Bangladeshi literary event, Dhaka Lit Fest, to serve cuisine to visitors. Moreover, the business also operates a number of social media initiatives to advertise its brand and interact with clients. For instance, they now have a promotion dubbed "#HungryBunch" that invites patrons to post photos of their meals on social media. Additionally, brand ambassadors who work for the business promote the brand on social media and other platforms. Celebrities like Safa Kabir and Tamim Iqbal are used to market the company and its unique offerings.

#### **2.4.6 Advertising and promotion strategies**

foodpanda Bangladesh employs a number of important tactics, including:

- **Discounts and Offers:** To draw customers and appeal to them to utilize its services, the company runs a number of promotions and discounts. Typically, social media, email marketing, and in-app alerts are used to promote these deals. For instance, a notification from the app at 12 pm on what to order for your lunch at the office tempts customers to go to the app and search for their favorite foods.
- **TV Advertising:** foodpanda has also used attractive TV commercials to promote their products and services. For instance, one of their advertisements showed a consumer who was depressed but became uplifted after receiving his Foodpanda delivery.
- **Loyalty programs:** Customers may earn points for each order they place through foodpanda Bangladesh's loyalty program, which is available to all customers. These reward points can be exchanged for savings on subsequent purchases. For instance, ordering 3 consecutive days from the local cuisines will make sure that you get 1000 points which will be stored in a pandabox and a customer can redeem it and get a voucher.

## 2.4.7 Critical marketing issues and gaps

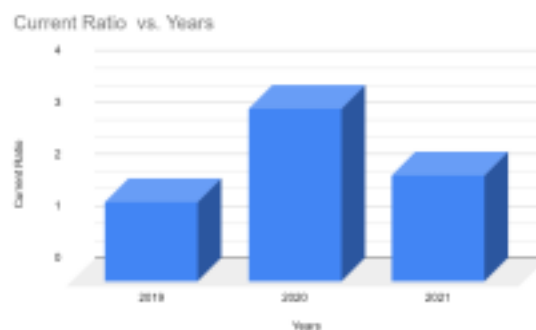
The company didn't provide information regarding critical marketing issues and gaps. Moreover, due to confidentiality issues, the employees didn't want to talk about the gap. However, from my personal experience I have seen many campaigns fail and unable to get people's attention and generate the amount of revenue as the company expected. Hence, I focused on social media campaigns and analyzed the effectiveness of those campaigns on people's purchase behavior.

## 2.5 Financial Performance and Accounting Practices

### 2.5.1 Finance Performance

foodpanda Bangladesh doesn't publish its financial reports. The mother company (Delivery Hero) provides the financial report of all the businesses together in their financial report which I will analyze. The latest financial report that has been found in the website of Delivery Hero, is the half yearly financial report, 2022. The 2022's full financial report has not been published yet. I will be taking 2021, 2020 and 2019, three years of data for my analysis part.

**Liquidity:** In order to measure a company's liquidity, first the current ratio has to be calculated. As



per the provided graph, in 2020 the company had a higher liquidity ratio which indicates a greater degree of liquidity compared to other years. Even though the ratio indicates that the firm can pay its obligations, it also means that the company is not using its current assets efficiently. In 2021, the ratio decreased which means the company started using its assets efficiently and became less liquid compared to the previous year 2020.

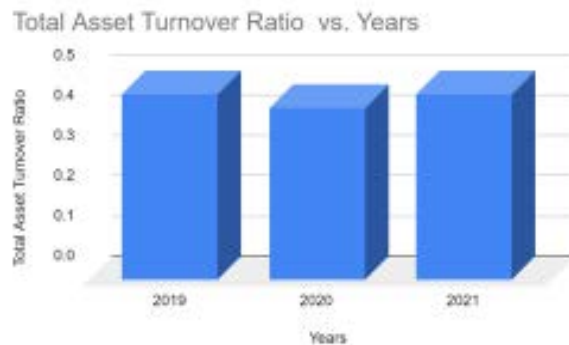
**Efficiency:** In order to interpret the efficiency of the company, I am going to look at the inventory





turnover ratio. As we can see from the chart, all the ratios are in negative form, meaning that the company is not doing enough to turn its inventory into sales. We can conclude that the company is not being efficient.

Another ratio used here to interpret the efficiency is the Asset turnover ratio. Asset turnover ratio indicates the efficiency with which the firm uses its assets to generate sales. Here, 3 years have



almost the same asset turnover ratio but in 2020 the ratio dropped a bit. However, as food delivery service companies have more rapid sales, the company has a higher asset turnover ratio. Hence, the company is using its assets efficiently.

**Profitability:** For the profitability ratio, firstly gross profit margin ratio is being calculated for 3 years. Gross profit margin indicates the percentage of each sales dollar remaining after the firm has paid for



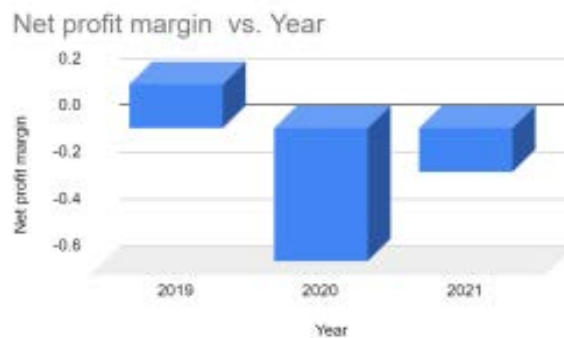
its goods. After seeing the ratio, 3 years shows that the ratio is above 1 which indicates that the company is profitable.

From the operating profit margin ratio, we can see that it is going down consecutively. In recent



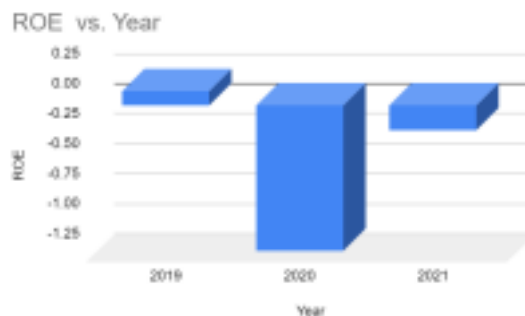
years it came down to -0.18% indicating that the company can pay its fixed costs like employees salaries, rents etc. The company is becoming profitable each year.

Next, the net profit margin which indicates how much profit the company earned for every dollar of



revenue generated. It was negative in 2021 and 2022, indicating the money the company is generating is not enough to cover the cost of the operating expenses. The company is in loss.

Next, we look at the return on equity ratio. This ratio measures the return earned on the common



stockholders investment in the firm. As the company has a negative return on equity (ROE), its net income is less than the equity that its shareholders have placed in it. The company has low profitability from the provided ratios.

**Leverage:** For understanding the company's leverage debt to equity ratio has to be calculated. The



ratio has gotten up in 2020, but it decreased in 2021. This indicates the risk comparatively lower than the previous years. A very high debt to equity ratio means that the company cannot fulfill its liabilities to the common stockholders.

## 2.5.2 Accounting Practices

In an effort to preserve a global standard and make unifying several statements simple, IFRS and IAS are utilized to generate the financial statements. To ensure openness and make financial records easily auditable for the government, all fundamental accounting standards are used and have been generated in accordance with IAS 34 Interim Financial Reporting and are in compliance with the International Financial Reporting Standards (IFRS) (Financial Reports and Presentations – Delivery Hero, 2022). Moreover, the company uses accrual basis accounting. Furthermore, the delivery hero uses accumulated depreciation method for its plants, property and equipment.

## 2.6 Operations Management and Information System Practices

### 2.6.1 Operations Management

As mentioned before, foodpanda has diversified their operations in many ways from food delivery to grocery delivery platform pandamart, from pandago service of providing riders for any business's

parcel delivery to dine in option in restaurants with additional benefits. Almost every other service involves effective rider distribution, communication with our vendors, and the operation of each service by a specialized team at foodpanda. Direct field operations, which are the riders' jobs, are monitored and supervised by the Operations and Rider Compliance team. Area Operations Manager, Fleet Management Executive, and other individuals make up the team and look after it. On behalf of the business, they are in charge of collecting the daily cash that the riders have taken from the customers after delivering the food at the end of each working day. The business intelligence team assigns timetables and operational tasks to the riders based on forecasts and capacity reports. In the event that a rider engages in wrongdoing, they also take harsh measures.

Even though the computerized procedure of alerting and allocating the available riders occurs when an order has been placed, occasionally attentive supervision is inevitable. The dispatch team must occasionally manually allocate riders in cases of urgency or issues. The riders are supported by the Rider Service staff. Rider Service has a live support team that they can contact if they run into any problems while delivering. The team can also keep an eye on and manage all of the riders who are currently active. This gives them the ability to actively assign riders depending on their proximity to the restaurants and the rider's locations.

Any matters involving vendors or partners are handled by the Partner Service Team. It is essential for the vendor to speak with an employee of the company if they face any critical situations. When such a situation arises, the Partner Service Team's assistance is needed. Also, the partner suppliers are given the required technology, such as cellphones, tablets, and receipt (GPRS) printers. A specialized staff is also in place to keep an eye on pandamart's operations. Given that pandamart is the sole channel through which foodpanda conducts B2C purchases directly, pandamart has a distinct management team to oversee imports, suppliers, distribution, transportation, and supply chain management. In order to ensure effective distribution throughout the pandamart locations, foodpanda contracts out the logistics services.

### **2.6.2 Information system practices**

In particular, foodpanda is mindful of the safety of its data. Foodpanda uses a range of applications since it needs to preserve data. It is possible to use custom and third-party programs. Software is

used in many sectors to safeguard data. Slack, Salesforce, Work Chat, Tableau, and other programs are used by departments. They assessed the performance of their staff using software that was designed just for them. On the contrary, the HR division uses different types of HRMS software. The data protection policy of the company prohibits disclosing the identities of such softwares.

## 2.7 Industry and competitive analysis

In recent years, many companies have come up with the idea of online shopping and food delivery services. Due to COVID'19, the country saw a massive change in people's purchasing behavior and a shift towards online platforms. During the pandemic, foodpanda expanded its business all over Bangladesh, covering almost 50+ districts. The industry has some common competitors like HungryNaki, Pathao food, etc. According to Zubair Siddiky, a co-founder of foodpanda Bangladesh, the sector generates somewhere between 175-200 crores BDT annually. In the next two to three years, he predicts that the market for food delivery will increase by five times, to 1,000 crore BDT (Startup, 2021).

In comparison to other economic heavyweights like India, the Bangladeshi food sector hasn't advanced very far. Bangladesh's food delivery business only generates 43 million USD, compared to India's more than 6 billion USD (Bhattacharjee, 2021).

### 2.7.1 Porter's five forces:

- Threat of substitutes (medium): The substitute of foodpanda's service are the Home-cooking pages found online and Private-chef services. Furthermore, people are getting more accustomed with the takeaway service as they enjoy eating food in their comfort zone (home, office). For instance, many home makers started their home made food business by opening a page on facebook where customers can order or pre order their favorite food and get delivery in their (customer's) home.
- Threat of new entrants (low): Currently the food delivery service industry has very few companies (foodpanda, Pathao food, HungryNaki). However, the number has been reduced as Uber eats, Shohoz food etc shut down their business. Hence, sustaining in the market is really

tough for companies as companies need to put a lot of capital in the business. However, according to an interview with Fahim Mashroor, the former president of the Bangladesh Association of Software & Information Services (BASIS), small domestic firms find it challenging to thrive in the food delivery service industry owing to a lack of capital (Hossain, 2023). Hence, the threat of new entrants are comparatively lower.

- **Competitive rivalry (high):** Pathao food and Hungrynaki hold a significant rivalry as they are constantly trying to beat foodpanda. As Hungrynaki has the investments of Daraz and Pathao food has the investments from the ride sharing app, both the competitors are growing their business. However, foodpanda has some unique propositions which other services don't have, like pick-up, q-commerce shops etc.
- **Bargaining power of suppliers (medium):** Restaurants and shops that partner up with foodpanda are considered the business's suppliers. The partner service team works to make sure the vendors are satisfied with foodpanda. If they are not, they can switch to another business like Pathao food and hamper our business. For instance, foodpanda requires a certain amount of commission for each order (the exact number cannot be revealed due to confidentiality) from the restaurants that are partnered with foodpanda, if the restaurant decides to not pay high commission and partner up with other delivery services like Pathao food or Hungrynaki for their low commission policy, foodpanda loses significant amount of money.
- **Bargaining power of buyer (high):** The consumer is the most powerful force because they're the main focus of any business. Customers' needs must be met, especially when it comes to food delivery services. Now that there are several other food delivery services available, customers can choose to stay or leave foodpanda any time they want. Furthermore, unfavorable customer comments on social media sites can be sensitive areas where there might be a big loss of sales.

### **2.7.2 SWOT Analysis:**

#### **Strengths:**

- I. Compared to any other online food delivery service, foodpanda has expanded its business from cities to rural areas including 64 districts in Bangladesh. For instance, people living in Sylhet's Habiganj can get access to foodpanda's service, they cannot access Hungrynaki or

Pathao food in the Habiganj area.

- II. foodpanda has a unique customer service feature which sets them apart from the other competitors. For instance, the help center option in the app which connects instantly to a customer service agent and doesn't require additional information from customers. This live chat service of foodpanda ensures customers issues or problems are immediately resolved.
- III. User-friendly app interface makes it easier for people to order. The app is really easy to use regardless of generational gaps in between people. For example, a millennial finds it easier to use the app, the same way gen z finds it easier to use it.
- IV. Local and international restaurants, chains partnering up with foodpanda to provide customers taste of various cuisines. This partnership ensures that people from different backgrounds and preferences can easily enjoy meals by ordering through foodpanda.

#### Weakness:

- I. Poor attitude of riders sometimes leads to customer dissatisfaction which eventually hampers the image of the company. Even though the riders are properly trained, some riders show disrespect towards customers. From my recent experience, I have come upon a case where a customer complained that the rider called the customer several times on the phone to come downstairs to receive the food. Even though riders are instructed to deliver at the customers doorsteps such issues hamper the company's reputation and image.
- II. Due to the expansion of business, the management of every sector, every team is tough. For instance, there are separate teams who look after the operations of different cities like Khulna, Barisal, Sylhet etc and managers have to keep track of every aspect which is time consuming.
- III. Partner restaurants / shops sometimes provide poor quality food or items for which customers get dissatisfied and lose faith in the company's service. For example, when a customer gets stale food from a famous restaurant in the app with a 4.7 rating, they are more likely to not order in future.

#### Opportunities:

- I. Expanding to more rural areas to cater the market better.
- II. Further expansion into new businesses to offer customers a wider range of services like healthy diet tips and suggestions of healthy foods in the app / website.

- III. Integrating with mobile financial service providers like Nagad, for customers ease of paying through for the order. From my working experience, I have seen a lot of customers come and ask if we take Nagad payments, and after saying that we don't, they provide us with feedback that we should provide options for Nagad payment.

Threats:

- I. Threats of other existing businesses providing the service with lower prices in the market, can be harmful. For instance, if Pathao decides to give a unified delivery charge of 30 taka for every order regardless of the distance. On the other hand, foodpanda takes delivery charges based on the distance from the restaurant and customers location.
- II. Harmful threats can be possessed by the customers themselves if they decide to badmouth the company for any particular issue like order being late or any item being missing from the order. For instance, if restaurants take more time to prepare a food, foodpanda's riders have nothing to do but wait for the order to be prepared. However, from my working experience I have seen people blaming foodpanda for the delay, even though it is not the company's fault and giving negative reviews in social media platforms.

## **2.8 Summary and Conclusions**

foodpanda has been providing good service in our country. However, customers expect even more from an organization with this kind of international exposure. Overall, Foodpanda has transformed the way people place food orders and has emerged as a practical and well-liked option for individuals looking to experience restaurant-caliber meals in the convenience of their own homes. However, the market has other competitors named Pathao Food and Hungrynaki. There are threats and opportunities for any business, and foodpanda has to make sure that they use them properly.

## **2.9 Recommendations**

- I. foodpanda should invest more on the riders' training and abide by rules to make sure that



customers don't have to face anything bad from them. For instance, 3 weeks training and monthly performance reviews can help riders to be in their best behavior.

II. Enhancing partner incentives should be a priority in addition to focusing on increasing customer happiness. If the partner restaurants are not happy doing business with foodpanda, that will have a huge impact on the business.

III. Partnering up with more mobile financial service providers to help customers achieve a hassle free payment option.

IV. The app should be more frequently updated and technical teams should work on optimizing the app to its fullest potential. For instance, technical teams can use efficient code to make sure that the app runs smoothly.

V. Furthermore, for navigation a better version of the maps should be implemented as it will ensure that customers can see where the rider is and the rider can see where to deliver clearly.

## Chapter 3: Project Part

### 3.1 Introduction

During my working period, I have seen foodpanda receive criticism in a number of social media campaigns. As per the company's projected revenue, it didn't achieve the target sales. Hence, the marketing team is trying their best to overcome this issue and make advertisements and campaigns on Facebook more interactive. Researchers discovered that Facebook is a very good platform to boost a company's brand value and subsequently client acquisition in a study of the effects of consumer engagement behavior (Bitter & Grabner-Kräuter, 2016). The majority of the marketing is done through the Facebook page of foodpanda. According to studies, marketing initiatives significantly affect e-commerce users and stimulate the urge for buyers to place additional orders (Xiao et al., 2023). If campaigns don't generate enough engagement and result in more people ordering, the company loses profits.

#### 3.1.1 Literature review

foodpanda Bangladesh has been known for its online food and grocery delivery facilities within 30 minutes. It has expanded throughout Bangladesh as they started their operations in several other cities outside of Dhaka, like Cumilla, Cox's Bazaar, Rajshahi, Sylhet, etc.

The campaigns made by foodpanda are constantly shown on Facebook, whether scrolling through the news feed or watching a video. In a study of Facebook campaigns mothers ran to encourage their daughters to get the HPV vaccine, the researchers discovered a significant correlation between Facebook efforts and increased engagement and vaccination rates (Chodick et al., 2021). However, for foodpanda some campaigns seem to bring profit, while others don't, as per the company database. In another study, the efficiency of incentive-based social media campaigns for a Fortune 500 company's brand was examined, and it was discovered that not all promotional postings receive the same levels of engagement. Instead, some posts received far

more engagement than others, indicating that not all incentive-based programs are the same (Razi et al., 2019). foodpanda Bangladesh is constantly using influencers and actors/actresses to make campaigns more interactive. According to the company's Facebook page, foodpanda partnered up with actress Safa Kabir for a pandamart promotion where they offered people who had the highest amount of grocery item orders from pandamart within a 3-day time frame. In my experience, customers were not at all interested in meeting Safa Kabir; instead, they were making fun of the actress. According to posts on foodpanda's official Facebook page, however, emotional films of riders' struggles and restaurant owners' experiences were well received on Facebook (heroes of foodpanda, 2022).

### **3.1.2 Objectives**

The purpose of this research is to find out whether the facebook campaigns influence consumers purchase decisions or not.

### **3.1.3 Research questions**

1. To test whether facebook live with celebrities makes consumers order from the app / website.
2. To understand if discounts and deals published on facebook page influence customers to order from app / website.
3. Assess if facebook pop up video ads makes consumers more likely to order from app / website.

### **3.1.4 Significance**

This report will shed light on whether social media campaigns are effective or not. As per my research, I have seen no other studies done on the effectiveness of social media campaigns for foodpanda Bangladesh. Hence, this study will have significant perspectives.

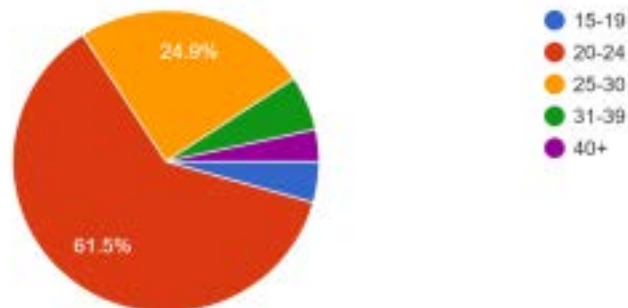
### 3.2 Methodology

As primary data, I will be collecting responses from people through a survey via Google Form. I will be using convenience sampling for the research. Convenience sampling will help me collect data faster as I have a time constraint, and it will be affordable too. The target population for this research is general consumers who are exposed to Facebook campaigns. I will be using both primary and secondary data. For secondary data, I am relying mostly on research papers previously published on related topics and articles published online.

### 3.3 Findings and Analysis

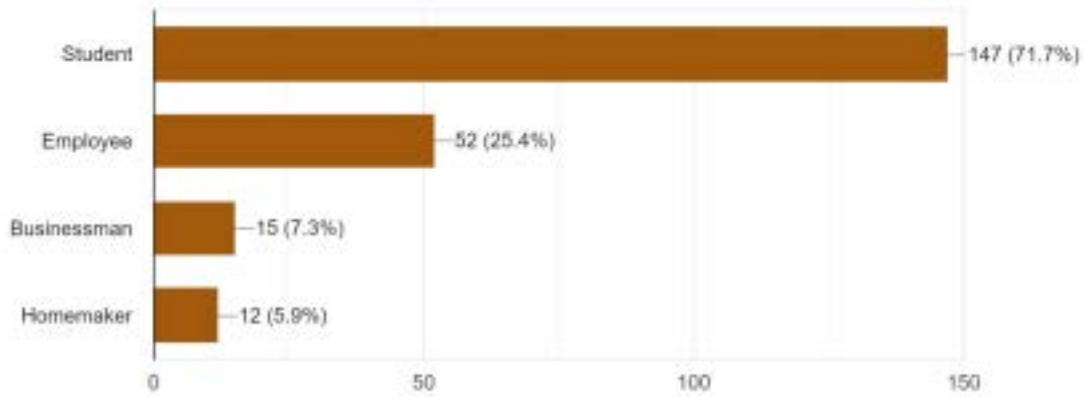
In this survey 205 responses were collected, from all sorts of people to generate an unbiased report.

What is your age range?  
205 responses



**Age demography:** This question was provided in the survey to understand the age demography. Most of the respondents are between 20-24 years old. Around 61% of respondents belong to that group, and everyone in that age group is somehow exposed to the marketing campaigns of foodpanda Bangladesh. The next highest percentage was 24.9%, who are between 25-30 years old. As a student of Brac University, it was easier for me to reach out to the people of my age group. The age group of 31-39 were 5.9% who participated in this survey. The respondents of other age groups were significantly lower than 5%.

**Occupation**  
205 responses



**Occupation:** Most of the respondents were students, as previously seen in the age demography. 71.7% of the respondents are students, 25.4% people are employees, mostly fresh graduates, 7.3% are businessmen, and 5.9% are homemakers. All of them are aware of foodpanda and its advertisements.

**App usage:** Most of the respondents use the foodpanda app to order food from restaurants or

**How many times a week you use foodpanda app to order?**  
205 responses



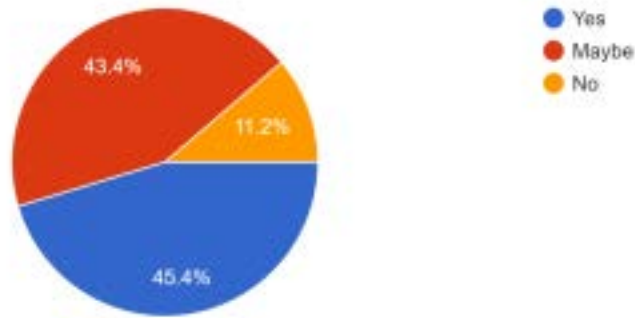
grocery items at least once a week. As the data shows, 57.1% of the respondents use it 0–1 time a week. 25.4% of the respondents use the app to order 2-4 times a week, more than 10% people and to be exact around 21 people regularly use the app as they use it 5-7 times a week. People love the idea of food being delivered to them with just a few taps.

**Efficiency of marketing efforts:** In foodpanda’s official Facebook page, several vouchers and Buy 1 Get 1 offers, as well as several promotional deals, are always posted. The majority of the

people, 45.4%, believe that foodpanda's marketing team is able to provide all the updates through their page.

Do you believe that foodpanda's marketing team is able to provide you all the updated vouchers, offers and discount information through facebook campaigns?

205 responses

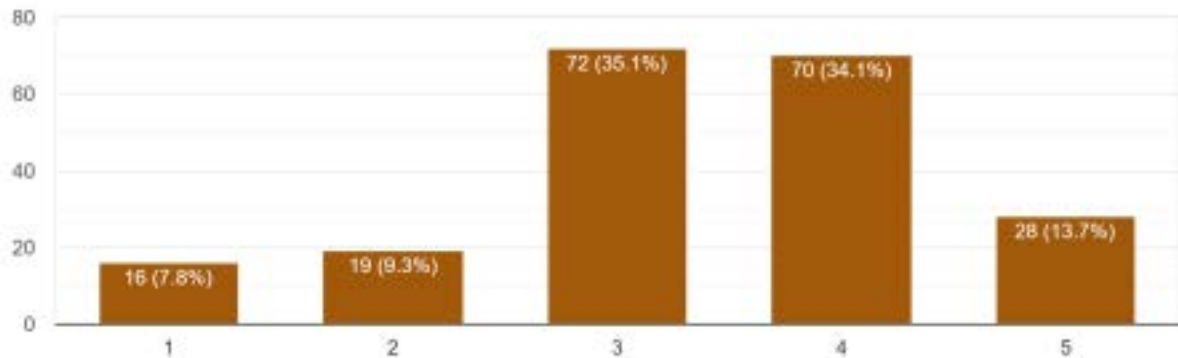


These are the people who constantly check the page for updates. However, 43.4% of respondents said maybe, which means that they don't always look through the page for updates. On the other hand, 11.2% of the respondents believe that foodpanda's marketing team has not been sufficient enough to provide all the updates.

**Customer attraction:** The majority of the respondents were neutral about the foodpanda's strategies to attract customers. 35.1% respondents responded with a point of 3 that means not bad, not good either.

On a scale from 1 to 5 how much would you scale foodpanda's online marketing strategies to attract customers?

205 responses

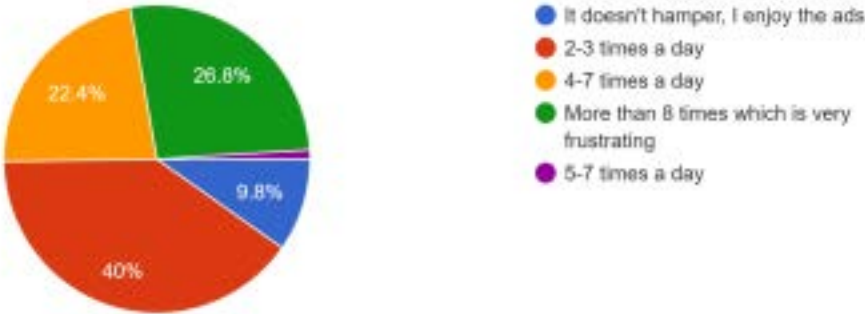


However, almost the same percentage can be seen when giving 4 out of 5 for the strategies used to attract customers. 34.1% of respondents gave 4 out of 5. Additionally, 13.7% of respondents

gave full points (5 out of 5) to the online marketing strategies. On the other hand, 9.3% and 7.8% of respondents gave 2 and 1 points, respectively, to the strategies, meaning that they don't like them.

**Advertisements' efficiency on people's online experience:** 40% of people said that they see ads 2-3 times a day. However, 26.8% of respondents feel very frustrated as foodpanda's ads pop up

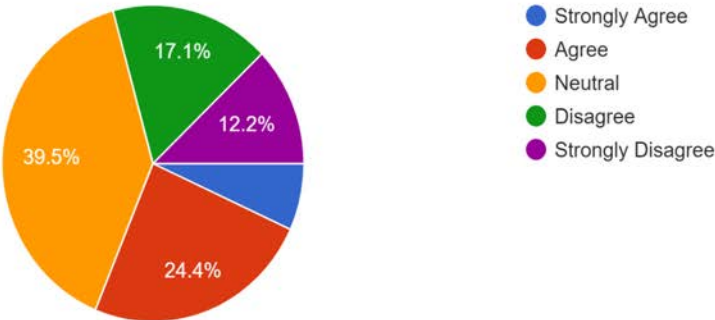
How many times foodpanda's ads comes show up in between your online experience in a day? (via social media platforms)  
205 responses



more than eight times in between their online activities and hamper their experience. Next, 22.4% of the respondents say that they see ads 4–7 times a day. Surprisingly, 9.8% of respondents said they enjoyed the ads, and they said it didn't hamper their online experience.

**Ads influence on purchasing decisions:** Less than half the respondents were neutral as 39.5% of the sample said that ads influence was neutral in their purchasing decision or ordering habits.

Does foodpanda's online ads influence you to order from the app / website?  
205 responses

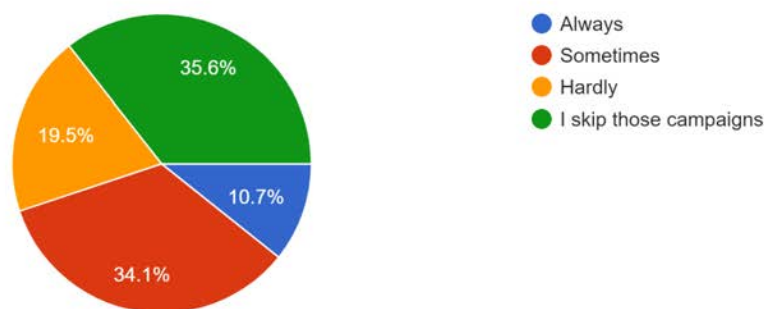


24.2% of respondents agreed that the online ads influenced them to order from the app / website.

Next, 17.1% of the respondents strongly agreed with the fact that ads did make them order from the app. On the other hand, 12.2% disagreed, and 6.8% strongly disagreed, that ads didn't influence them to order from the app.

**Efficiency of celebrity promoted campaigns:** Most respondents said that they skip those campaigns where foodpanda brings celebrities to promote campaigns and the number is 35.6% of them. However, 34.1% of respondents sometimes enjoy those campaigns that celebrities promote in foodpanda's Facebook page which indicates how people can associate with celebrities now.

Do you enjoy the campaigns that celebrities promote through the facebook page of foodpanda and take part in the campaign by ordering from the app? e.g. chance to meet and shop with Safa Kabir  
205 responses



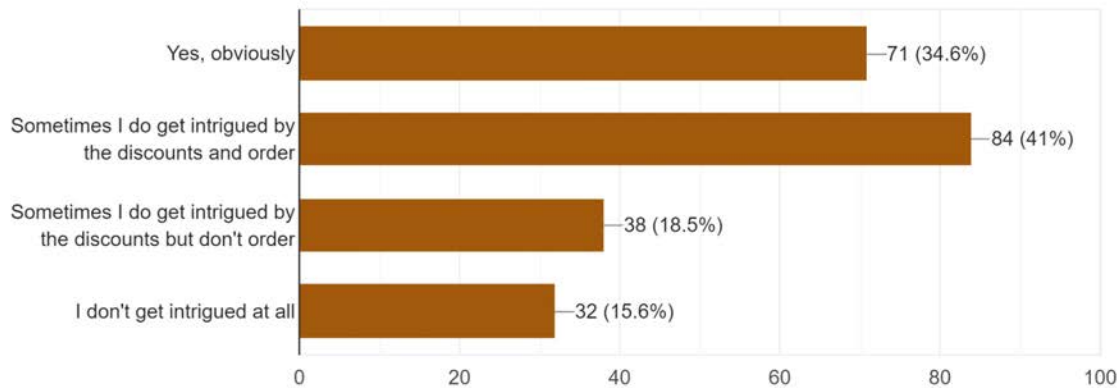
19.5% of respondents hardly enjoy these types of contents. Only 10.7% of respondents, a very little amount of respondents said that they always enjoy those campaigns.

**Promotional discounts and vouchers influence people's purchase decisions (orders):** 41% of the respondents sometimes feel intrigued by the vouchers and order from the app. However, 34.6% of respondents responded, saying they obviously take advantage of vouchers and amazing deals published on the Facebook page of foodpanda. Furthermore, 18.5% of respondents said that they do get intrigued by the offers but don't order sometimes.



Amazing discounts, vouchers and deals published on the facebook page intrigues me to order from the app

205 responses

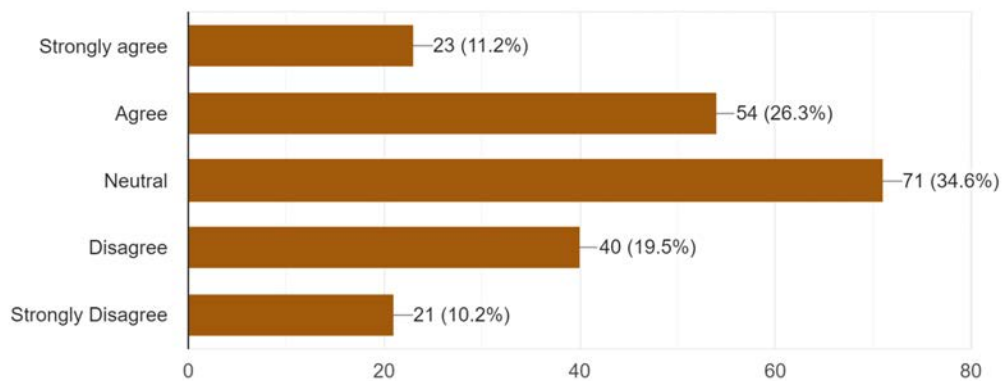


Lastly, 15.6% of respondents said that they don't get intrigued at all by the amazing vouchers and offers.

**Efficiency of pop up ads:** 34.6% of respondents responded that they feel neutral about the facebook pop up ads. However, 26.3% of respondents agreed that the pop up ads make them crave the food shown in the advertisement and influence them to order.

Facebook pop up ads given by foodpanda instantly makes me crave the food shown on that advertisement and influences me to order from the app / website

205 responses

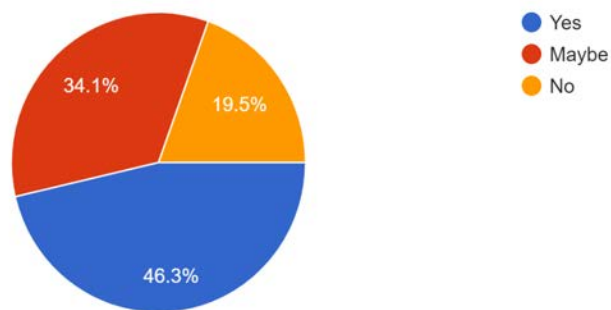


11.2% of respondents strongly agree with that, which means they order frequently after seeing those pop up ads. However, 19.5% and 10.2% of the respondents disagree and strongly disagree that pop up ads make them crave the food shown in the ads and influence them to order.

## Contribution in everyday life:

Do you think foodpanda's contribution in your day to day life significant?

205 responses



The majority of the respondents, around 46.3% of them, agreed that foodpanda's contribution in their daily life is significant. However, 34.1% of the respondents said that foodpanda contributes to their lives. On the other hand, 19.5% of the respondents think that foodpanda's contribution is not significant in their day-to-day lives.

### 3.4 Summary and Conclusions

For the first research question, whether facebook live with celebrities makes consumers order from the app / website, I have asked the respondents if they enjoyed the campaigns that celebrities promote through the facebook page of foodpanda and take part by ordering in it. For instance, a recent campaigns was introduced by foodpanda where several celebrities like Safa Kabir, Keto bhai (Mashrur Enan) did facebook live in the official page of foodpanda and people shopping with them through pandamart will get a chance to meet and win amazing gifts. However, most respondents said that they skipped those campaigns. The reason behind this could be the respondents don't like the celebrities that are doing the promotion. On the other hand, the campaigns could be boring as well.

As per a recent research, celebrity endorsed announcements for business tend to be more successful than non celebrity endorsed ones (Li et al., 2022). Even though such celebrity involvement showed promising results, in the case of foodpanda it slightly backfired, and almost half the respondents were not fond of it.

Secondly, in order for us to understand if discounts and deals published on facebook page influence customers to order from app / website, I have asked the respondents if amazing discounts, vouchers and deals published on the facebook page intrigue customers to order from the app. In response, most people love vouchers and discounts, and place orders using those vouchers. As per a recent report, it is seen that Bangladeshi people are most intrigued by the vouchers and keep on switching from one platform to another, in quest of discounts and less priced foods (Hossain, 2023). Hence, it is a great indication of the customers' needs and wants from a food delivery service.

Lastly, I wanted to assess if facebook pop up video ads makes consumers more likely to order from app / website and for this question, I asked the respondents whether the pop ups worked on them or not. Most respondents responded neutrally about this and said that they neither disagreed nor agreed. This indicates that foodpanda's pop up ads are not generating more orders in the app / website.

From the data analyzed, it can be concluded that foodpanda needs to work on their online marketing strategies. Moreover, most campaigns with celebrities are not generating many orders and enough revenue for the company. Even though a huge number of people like the campaigns with celebrities and order more by seeing such contents (facebook live, deals etc). Proper allocation of money should be done while making the campaigns, as sometimes they may not help the company to reach its potential. On the other hand, promotional vouchers and discounts provided by the company are definitely influencing more customers to order. Hence, the company should capitalize on this part.

### **3.5 Recommendations**

I have some recommendations to make for the company, after analyzing the report.

- I. foodpanda should be investing more on vouchers, promotional deals and discounts. As people

love having discounts in their ordered food, it has the power to generate more revenue for the company.

- II. The company should also focus more on efficient online marketing strategies. Recent celebrity endorsements did not generate the expected amount of profit for the company. For instance, one advertisement done by Tamim Iqbal and his wife, couldn't raise the order number by the amount expected. Rather than spending too much money on celebrity endorsement, foodpanda should focus on using more influencers and bloggers who are currently trending on social media platforms.
- III. The company should focus on reducing pop ups in between facebook videos and blogs. Instead of repeated pop up ads being shown several times, it can be shown fewer times which will ensure that potential customers are reached and no customer feels irritated by those pop ups.
- IV. Also, foodpanda should promote more reels through social media platforms by bloggers and influencers which will be short, precise but very efficient for the company and it's image. According to a blog, 72% of users of social media feel more connected by the usage of small reels by the businesses (Digivizer, 2022).
- V. Lastly, partnerships with banks, restaurants should be strengthened by providing customers with both small and large vouchers as different people have different food preferences and quantity. For instance, someone who lives alone is less likely to order dinner above BDT 300 for them, and providing them with a 65 / 80 taka voucher can help them significantly for small amounts. On the other hand, someone with a large family of 4 orders dinner which should be more than 1000 taka, and can be offered a 150 taka discount voucher by the restaurant.

## References

About • foodpanda | food and more, delivered. (2013, December).

<https://www.foodpanda.com/about/>

Bitter, S., & Grabner-Kräuter, S. (2016). Consequences of customer engagement behavior: when negative Facebook posts have positive effects. *Electronic Markets*, 26(3), 219–231.

<https://doi.org/10.1007/s12525-016-0220-7>

Bhattacharjee, J. (2021). Food Delivery Industry of Bangladesh Making Strides Through Influx of Foreign Capital. *Business Inspection BD*.

<https://businessinspection.com.bd/bangladesh-food-delivery-industry/>

Chodick, G., Teper, G. R., Levi, S., Kopel, H., Kleinbort, A., Khen, E., Schejter, E., Shalev, V., Stein, M., & Lewis, N. (2021). The impact of a Facebook campaign among mothers on HPV vaccine uptake among their daughters: A randomized field study. *Gynecologic Oncology*, 160(1), 106–111. <https://doi.org/10.1016/j.ygyno.2020.10.037>

Digivizer. (2022, August 22). Why use Instagram Reels in your social media strategy. *Digivizer*.

<https://digivizer.com/blog/why-use-instagram-reels-in-your-social-media-strategy/>

heroes of foodpanda. (2022, August 21). facebook.com.

<https://www.facebook.com/foodpandaBangladesh/videos/1240951836670944>

Hossain, M. (2023, April 11). Bangladesh's food delivery startups are scaling back and shutting down. Rest of World.

<https://restofworld.org/2022/food-delivery-startups-struggle-in-bangladesh/>

Li, M., Li, J., Yasin, M. a. I., Hashim, N. B., Ang, L. K., & Bidin, R. (2022). Impact of celebrity-endorsed environmental advertisements on green economy development. *Technological Forecasting and Social Change*, 184, 121979.

<https://doi.org/10.1016/j.techfore.2022.121979>

Razi, M. A., Tarn, J. M., & Mumuni, A. G. (2019). Effectiveness of incentivized social media campaigns for a Fortune 500 company's brand. *American Journal of Business*.

<https://doi.org/10.1108/ajb-07-2017-0019>

Startup, F. (2021). Inside Foodpanda Bangladesh's Aggressive Growth Push: An Interview With Zubair Siddiky, Managing Director,. *Future Startup*.

<https://futurestartup.com/2019/03/06/foodpanda-bangladeshs-aggressive-growth-push-zubair-siddiky/>

Xiao, Y., Zhu, L., He, W., & Huang, M. (2022). Influence prediction model for marketing campaigns on e-commerce platforms. *Expert Systems With Applications*, 211, 118575.

<https://doi.org/10.1016/j.eswa.2022.118575>

# Appendix

## Final Proposal Part

### Problem Statement

During my working period, I have seen foodpanda receive criticism in a number of social media campaigns. As per the company's projected revenue, it didn't achieve the target sales. Hence, the marketing team is trying their best to overcome this issue and make advertisements and campaigns on Facebook more interactive. Researchers discovered that Facebook is a very good platform to boost a company's brand value and subsequently client acquisition in a study of the effects of consumer engagement behavior (Bitter & Grabner-Kräuter, 2016). The majority of the marketing is done through the Facebook page of foodpanda. According to studies, marketing initiatives significantly affect e-commerce users and stimulate the urge for buyers to place additional orders (Xiao et al., 2023). If campaigns don't generate enough engagement and result in more people ordering, the company loses profits.

### Background Information

foodpanda Bangladesh has been known for its online food and grocery delivery facilities within 30 minutes. It has expanded throughout Bangladesh as they started their operations in several other cities outside of Dhaka, like Cumilla, Cox's Bazaar, Rajshahi, Sylhet, etc.

The campaigns made by foodpanda are constantly shown on Facebook, whether scrolling through the news feed or watching a video. In a study of Facebook campaigns moms ran to encourage their daughters to get the HPV vaccine, the researchers discovered a significant correlation between Facebook efforts and increased engagement and vaccination rates (Chodick et al., 2021). However, for foodpanda some campaigns seem to bring profit, while others don't, as per the company database. In another study, the efficiency of incentive-based social media campaigns for a Fortune 500 company's brand was examined, and it was discovered that not all promotional postings receive the same levels of engagement. Instead, some posts received far more engagement than others, indicating that not all incentive-based programs are the same (Razi et al., 2019). foodpanda Bangladesh is constantly using influencers and actors/actresses to make campaigns more interactive. According to the company's Facebook page, foodpanda partnered up with actress Safa Kabir for a pandamart promotion where they offered people who had the highest amount of grocery item orders from pandamart within a 3 day time frame. In my experience, customers were not at all interested in meeting Safa Kabir; instead, they were making fun of the actress. According to posts on foodpanda's official Facebook page, however,

emotional films of riders' struggles and restaurant owners' experiences were well received on Facebook (meet our heroes | MD. Belal Hossain - Pizzaology | heroes of foodpanda, 2022).

### **Research objective**

The purpose of this research is to find out whether the facebook campaigns influence consumers purchase decision or not

### **Research questions**

1. To test whether facebook live with celebrities makes consumers order from the app / website.
2. To understand if discounts and deals published on facebook page influence customers to order from app / website.
3. Assess if facebook pop up video ads makes consumers more likely to order from app / website

### **Preliminary Methodology**

As primary data, I will be collecting responses of people through a survey by google form. I will be using convenience sampling for the research. The target population for this research is general people who are exposed to facebook campaigns. I will be using both primary and secondary data. For secondary data I am relying mostly on research papers previously published on related topics.

### **Significance of the study**

This report will shed light on whether social media campaigns are effective or not. As per my research, I have seen no other studies done on the effectiveness of social media campaigns for foodpanda Bangladesh. Hence, this study will have significant perspectives.

### **Timeline of the report work**





## d) Net assets

The Group's balance sheet is structured as follows:

| EUR million         | Dec. 31, 2021   | %            | Dec. 31, 2020 <sup>1</sup> | %            | Change         |
|---------------------|-----------------|--------------|----------------------------|--------------|----------------|
| Non-current assets  | 9,108.9         | 71.7         | 2,427.7                    | 42.1         | 6,681.2        |
| Current assets      | 3,594.8         | 28.3         | 3,339.0                    | 57.9         | 255.8          |
| <b>Total assets</b> | <b>12,703.7</b> | <b>100.0</b> | <b>5,766.7</b>             | <b>100.0</b> | <b>6,937.0</b> |

<sup>1</sup> Restated

| EUR million                         | Dec. 31, 2021   | %            | Dec. 31, 2020 <sup>1</sup> | %            | Change         |
|-------------------------------------|-----------------|--------------|----------------------------|--------------|----------------|
| Equity                              | 5,490.9         | 43.2         | 1,160.8                    | 20.1         | 4,330.1        |
| Non-current liabilities             | 5,458.1         | 43.0         | 3,607.0                    | 62.5         | 1,851.2        |
| Current liabilities                 | 1,754.7         | 13.8         | 998.9                      | 17.3         | 755.8          |
| <b>Total liabilities and equity</b> | <b>12,703.7</b> | <b>100.0</b> | <b>5,766.7</b>             | <b>100.0</b> | <b>6,937.0</b> |

| EUR million   | 2021            | 2020            | Change          |            |
|---|-----------------|-----------------|-----------------|------------|
|   |                 |                 | EUR million     | %          |
| Revenue   | 241.5           | 146.7           | 94.8            | 64.6       |
| Increase or decrease in finished and unfinished products and services | 0.2             | 0.3             | -0.1            | -33.3      |
| Other own work capitalized  | 17.0            | 17.5            | -0.5            | -2.9       |
| Other operating income  | 818.4           | 114.3           | 704.1           | >100       |
| Material expenses   | -22.9           | -13.6           | -9.3            | 68.4       |
| Personnel expenses  | -348.4          | -225.3          | -123.1          | 54.6       |
| Depreciation, amortization and impairments                            | -2,632.1        | -640.3          | -1,991.8        | 100        |
| Other operating expenses  | -678.4          | -517.0          | -161.4          | 31.2       |
| Net interest result   | -19.1           | 3.9             | -23.0           | >100       |
| Income from investments   | 0.0             | 0.4             | -0.4            | -100.0     |
| <b>Earnings before taxes (EBT)</b>                                    | <b>-2,623.8</b> | <b>-1,113.1</b> | <b>-1,510.7</b> | <b>100</b> |
| Taxes   | -63.4           | 37.1            | -100.5          | >100       |
| <b>Net loss</b>   | <b>-2,687.2</b> | <b>-1,076.0</b> | <b>-1,611.1</b> | <b>100</b> |

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as of December 31, 2021

### ASSETS

| EUR million  | Note          | Dec. 31, 2021   | Dec. 31, 2020 <sup>1</sup> |
|--|---------------|-----------------|----------------------------|
| <b>NON-CURRENT ASSETS</b>                            |               |                 |                            |
| Intangible assets                                    | F.1.          | 6,995.3         | 1,377.3                    |
| Property, plant and equipment                        | F.2.          | 681.0           | 342.7                      |
| Other financial assets                               | F.3.          | 1,131.6         | 419.8                      |
| Other assets   | F.5.          | 7.3             | 0.1                        |
| Deferred tax assets                                  | F.6.          | 5.2             | 0.1                        |
| Investments accounted for using the equity method    | D.3.c)        | 288.5           | 287.8                      |
|  |               | <b>9,108.9</b>  | <b>2,427.7</b>             |
| <b>CURRENT ASSETS</b>                                |               |                 |                            |
| Inventories  | F.7.          | 79.5            | 36.1                       |
| Trade and other receivables                          | F.4.          | 437.1           | 138.2                      |
| Other financial assets                               | F.3.          | 4.5             | 23.1                       |
| Other assets   | F.5.          | 179.8           | 79.5                       |
| Income tax receivables                               | F.15.         | 14.1            | 7.3                        |
| Cash and cash equivalents                            | F.8.          | 2,446.7         | 2,922.2                    |
| Assets of disposal group classified as held for sale | D.2.e)/D.3.c) | 433.0           | 132.6                      |
|  |               | <b>3,594.8</b>  | <b>3,339.0</b>             |
| <b>Total assets</b>                                  |               | <b>12,703.7</b> | <b>5,766.7</b>             |

### EQUITY AND LIABILITIES

| EUR million   | Note          | Dec. 31, 2021   | Dec. 31, 2020 <sup>1</sup> |
|---|---------------|-----------------|----------------------------|
| <b>EQUITY</b>   |               |                 |                            |
| Share capital/subscribed capital                          | F.9.a) and b) | 251.0           | 199.4                      |
| Capital reserves  | F.9.c)        | 8,901.9         | 3,485.4                    |
| Retained earnings and other reserves                      | F.9.d)        | -3,670.2        | -2,527.7                   |
| Treasury shares   | F.9.e)        | -7.8            | -0.1                       |
| Equity attributable to shareholders of the parent company |               | 5,474.9         | 1,157.1                    |
| Non-controlling Interests                                 |               | 16.0            | 3.7                        |
|   |               | <b>5,490.9</b>  | <b>1,160.8</b>             |
| <b>NON-CURRENT LIABILITIES</b>                            |               |                 |                            |
| Pension provisions  | F.10.         | 32.2            | 0.4                        |
| Other provisions  | F.11.         | 26.9            | 12.1                       |
| Trade and other payables                                  | F.12.         | 935.6           | 598.5                      |
| Convertible bonds   | F.13.         | 4,159.6         | 2,949.5                    |
| Other liabilities   | F.14.         | 37.1            | 20.0                       |
| Deferred tax liabilities                                  | F.6.          | 266.7           | 26.4                       |
|   |               | <b>5,458.1</b>  | <b>3,607.0</b>             |
| <b>Current liabilities</b>                                |               |                 |                            |
| Liabilities to banks                                      |               | 2.2             | -                          |
| Other provisions  | F.11.         | 118.6           | 65.1                       |
| Trade and other payables                                  | F.12.         | 1,206.9         | 655.8                      |
| Other liabilities   | F.14.         | 335.3           | 124.8                      |
| Income tax liabilities                                    | F.15.         | 86.9            | 36.3                       |
| Liabilities of disposal group classified as held for sale | D.2.e)        | 4.7             | 117.0                      |
|   |               | <b>1,754.6</b>  | <b>998.9</b>               |
| <b>Total equity and liabilities</b>                       |               | <b>12,703.7</b> | <b>5,766.7</b>             |

<sup>1</sup> The comparative information is restated due to correction of errors. See Section B.17. for further details.

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

for the period from January 1 to December 31, 2021

| EUR million   | Note   | 2021            | 2020 <sup>1</sup> | EUR million   | Note   | 2021            | 2020 <sup>1</sup> |
|---|--------|-----------------|-------------------|---|--------|-----------------|-------------------|
| Revenue   | G.1.   | 5,855.6         | 2,471.9           | <b>OTHER COMPREHENSIVE INCOME (NET)</b>   |        |                 |                   |
| Cost of sales   | G.2.   | -4,597.6        | -1,977.8          | Items not reclassified to profit or loss:                                       |        |                 |                   |
| <b>Gross profit</b>   |        | <b>1,258.0</b>  | <b>494.2</b>      | Remeasurement of net liability (asset) arising on defined benefit pension plans | F.9.d) | -3.5            | -2.5              |
| Marketing expenses  | G.3.   | -1,300.3        | -632.4            | Items reclassified to profit or loss in the future:                             |        |                 |                   |
| IT expenses   | G.4.   | -310.9          | -152.3            | Effect of movements in exchange rates   | F.9.d) | -25.5           | -48.2             |
| General administrative expenses   | G.5.   | -1,317.5        | -615.3            | <b>Other comprehensive income</b>   |        | <b>-29.0</b>    | <b>-50.8</b>      |
| Other operating income  | G.6.   | 732.1           | 36.0              | <b>Total comprehensive income for the period</b>                                |        | <b>-1,125.5</b> | <b>-1,458.0</b>   |
| Other operating expenses  | G.7.   | -105.6          | -4.5              | Net result for the period attributable to:                                      |        |                 |                   |
| Impairment losses on trade receivables and other assets                     | G.7.   | -35.4           | -19.7             | Shareholders of the parent  |        | -1,100.1        | -1,409.1          |
| <b>Operating result</b>   |        | <b>-1,079.4</b> | <b>-894.2</b>     | Non-controlling interests   |        | 3.6             | 1.9               |
| Net interest result   | G.8.   | -120.1          | -73.2             | Total comprehensive income attributable to:                                     |        |                 |                   |
| Other financial result  | G.9.   | 420.6           | -334.4            | Shareholders of the parent  |        | -1,125.3        | -1,463.8          |
| Share of profit or loss of associates accounted for using the equity method | D.3.e) | -179.4          | -91.2             | Non-controlling interests   |        | -0.2            | 5.8               |
| <b>Earnings before income taxes</b>   |        | <b>-958.3</b>   | <b>-1,393.0</b>   | Diluted and basic earnings per share in EUR                                     |        | -4.47           | -7.03             |
| Income taxes  | G.11.  | -138.2          | -14.2             |   |        |                 |                   |
| <b>Net result</b>   |        | <b>-1,096.5</b> | <b>-1,407.2</b>   |   |        |                 |                   |

<sup>1</sup> The comparative information is restated due to correction of errors. See Section 8.17. for further details.

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the period from January 1 to December 31, 2021

| EUR million  | Attributable to the owners of the parent |                  |                   |                              |                                     |                 |                 | Minority interests | Total equity    |
|--|--|------------------|-------------------|------------------------------|-------------------------------------|-----------------|-----------------|--------------------|-----------------|
|  | Subscribed capital                       | Capital reserves | Retained earnings | Currency translation reserve | Revaluation for pension commitments | Treasury shares | Total           |                    |                 |
| <b>NOTES</b>   | F.9.a) and b)                            | F.9.c)           | F.9.d)            | F.9.d)                       | F.9.d)                              | F.9.e)          |                 |                    |                 |
| <b>Balance as of Jan. 1, 2021<sup>1</sup></b>  | <b>199.4</b>                             | <b>3,485.4</b>   | <b>-2,159.1</b>   | <b>-363.8</b>                | <b>-4.8</b>                         | <b>-0.1</b>     | <b>1,157.1</b>  | <b>3.7</b>         | <b>1,160.8</b>  |
| Net result   | -  | -                | -1,100.1          | -                            | -                                   | -               | -1,100.1        | 3.6                | -1,096.5        |
| Other comprehensive income   | -  | -                | -                 | -20.6                        | -4.5                                | -               | -25.1           | -3.9               | -29.0           |
| <b>Total comprehensive income</b>  | <b>-</b>                                 | <b>-</b>         | <b>-1,100.1</b>   | <b>-20.6</b>                 | <b>-4.5</b>                         | <b>-</b>        | <b>-1,125.2</b> | <b>-0.3</b>        | <b>-1,125.5</b> |
| <b>Transactions with owners-payment received and change in non-controlling interests</b> |  |                  |                   |                              |                                     |                 |                 |                    |                 |
| Capital increases  | 51.6                                     | 4,533.6          | -                 | -                            | -                                   | -               | 4,585.2         | -                  | 4,585.2         |
| Equity-settled share-based payments  | -  | 396.4            | -                 | -                            | -                                   | -               | 396.4           | -                  | 396.4           |
| Equity-compound instrument   | -  | 486.4            | -                 | -                            | -                                   | -               | 486.4           | -                  | 486.4           |
| Other changes to equity <sup>2</sup>   | -  | -                | -17.3             | -                            | -                                   | -7.7            | -25.0           | 12.4               | -12.6           |
| <b>Transactions with owners</b>  | <b>51.6</b>                              | <b>5,416.5</b>   | <b>-17.3</b>      | <b>-</b>                     | <b>-</b>                            | <b>-7.7</b>     | <b>5,443.0</b>  | <b>12.4</b>        | <b>5,455.4</b>  |
| <b>Balance as of Dec. 31, 2021</b>   | <b>251.0</b>                             | <b>8,901.9</b>   | <b>-3,276.4</b>   | <b>-384.4</b>                | <b>-9.3</b>                         | <b>-7.8</b>     | <b>5,474.9</b>  | <b>16.0</b>        | <b>5,490.9</b>  |

<sup>1</sup> Retained earnings as of January 1, 2021, are restated due to correction of errors. See Section 8.17. for further details.

<sup>2</sup> Retained earnings include results from hyperinflationary economies of €-17.3 million. Minority interests include treasury shares attributable to Woowa (€12.8 million) and a reduction of the non-controlling interest in Sweetheart Kitchen.

### 3. Net Assets, Financial Position and Results of Operations

#### a) Financial performance of the Group

##### Consolidated statement of profit or loss and other comprehensive income

The 2020 Group result developed as follows:

| EUR million   | 2020            | 2019          | Change          |                |
|---|-----------------|---------------|-----------------|----------------|
|   |                 |               | EUR million     | in %           |
| Revenue   | 2,471.9         | 1,237.6       | 1,234.3         | 99.7           |
| Cost of sales   | -1,977.8        | -926.4        | -1,051.4        | >100           |
| <b>Gross profit</b>   | <b>494.2</b>    | <b>311.2</b>  | <b>183.0</b>    | <b>58.8</b>    |
| Marketing expenses  | -632.4          | -495.2        | -137.2          | 27.7           |
| IT expenses   | -152.3          | -94.8         | -57.5           | 60.6           |
| General administrative expenses   | -615.3          | -373.5        | -241.8          | 64.7           |
| Other operating income  | 36.0            | 19.9          | 16.1            | 81.1           |
| Other operating expenses  | -4.5            | -6.7          | 2.2             | -32.3          |
| Impairment losses on trade receivables and other receivables                    | -19.7           | -8.8          | -11.0           | >100           |
| <b>Operating result</b>   | <b>-894.2</b>   | <b>-648.0</b> | <b>-246.2</b>   | <b>38.0</b>    |
| Net interest cost   | -73.2           | -9.4          | -63.8           | >100           |
| Other financial result  | -334.4          | 93.7          | -428.2          | >100           |
| Share of the profit or loss of associates accounted for using the equity method | -86.7           | -99.7         | 13.0            | -13.1          |
| <b>Earnings before income taxes</b>   | <b>-1,388.5</b> | <b>-663.4</b> | <b>-725.1</b>   | <b>&gt;100</b> |
| Income taxes  | -14.2           | -26.5         | 12.3            | -46.4          |
| <b>Net loss from continuing operations</b>                                      | <b>-1,402.7</b> | <b>-689.9</b> | <b>-712.9</b>   | <b>&gt;100</b> |
| Net income from discontinued operations   | -               | 920.2         | -920.2          | >100           |
| <b>Net result</b>   | <b>-1,402.7</b> | <b>230.2</b>  | <b>-1,633.1</b> | <b>&gt;100</b> |

#### a) Net assets

The Group's balance sheet is structured as follows:

| EUR million         | Dec. 31, 2020  | in %         | Dec. 31, 2019  | in %         | Change         |
|---------------------|----------------|--------------|----------------|--------------|----------------|
| Non-current assets  | 2,435.4        | 42.2         | 1,723.0        | 64.5         | 712.3          |
| Current assets      | 3,339.0        | 57.8         | 949.7          | 35.5         | 2,389.3        |
| <b>Total assets</b> | <b>5,774.3</b> | <b>100.0</b> | <b>2,672.8</b> | <b>100.0</b> | <b>3,101.6</b> |

| EUR million                         | Dec. 31, 2020  | in %         | Dec. 31, 2019  | in %         | Change         |
|-------------------------------------|----------------|--------------|----------------|--------------|----------------|
| Equity                              | 1,168.5        | 20.2         | 1,869.5        | 69.9         | -701.0         |
| Non-current liabilities             | 3,607.0        | 62.5         | 185.4          | 6.9          | 3,421.6        |
| Current liabilities                 | 998.9          | 17.3         | 617.9          | 23.1         | 381.0          |
| <b>Total liabilities and equity</b> | <b>5,774.3</b> | <b>100.0</b> | <b>2,672.8</b> | <b>100.0</b> | <b>3,101.6</b> |

**DELIVERY HERO SE, BERLIN**  
BALANCE SHEET AS OF DECEMBER 31, 2020

| ASSETS  | 31.12.2020 | 31.12.2019 |
|---|------------|------------|
| IN MILLION EUR                                    |            |            |
| <b>A. FIXED ASSETS</b>                            |            |            |
| <b>I. INTANGIBLE ASSETS</b>                       |            |            |
| 1. INTERNALLY GENERATED INTANGIBLE ASSETS         | 19.0       | 4.2        |
| 2. PURCHASED TRADEMARKS AND SOFTWARE              | 8.5        | 11.5       |
| 3. ADVANCE PAYMENTS AND ASSETS UNDER DEVELOPMENT  | 8.3        | 2.4        |
|   | 35.8       | 18.0       |
| <b>II. PROPERTY, PLANT AND EQUIPMENT</b>          |            |            |
| 1. PLANT AND MACHINERY                            | 0.4        | 0.3        |
| 2. OFFICE AND OTHER OPERATING EQUIPMENT           | 11.2       | 6.3        |
| 3. ADVANCE PAYMENTS AND ASSETS UNDER CONSTRUCTION | 0.9        | 1.3        |
|   | 12.5       | 7.9        |
| <b>III. FINANCIAL ASSETS</b>                      |            |            |
| 1. SHARES IN AFFILIATED COMPANIES                 | 1,946.8    | 1,479.0    |
| 2. LOANS TO AFFILIATED COMPANIES                  | 1,246.3    | 766.9      |
| 3. INVESTMENTS                                    | 513.7      | 225.7      |
| 4. SECURITIES HELD AS FIXED ASSETS                | 1,356.9    | 464.3      |
| 5. SHARES IN OTHER INVESTMENTS                    | 61.7       | 43.7       |
|   | 5,125.4    | 2,979.5    |
|   | 5,173.7    | 3,005.4    |
| <b>B. CURRENT ASSETS</b>                          |            |            |
| <b>I. INVENTORIES</b>                             |            |            |
| 1. UNFINISHED SERVICES                            | 1.2        | 1.0        |
| 2. FINISHED GOODS AND MERCHANDISE                 | 2.0        | 1.6        |
| 3. ADVANCE PAYMENTS                               | 1.9        | 2.2        |
|   | 5.1        | 4.8        |
| <b>II. RECEIVABLES AND OTHER ASSETS</b>           |            |            |
| 1. TRADE RECEIVABLES                              | 0.5        | 4.7        |
| 2. RECEIVABLES FROM AFFILIATED COMPANIES          | 162.6      | 102.2      |
| 3. OTHER ASSETS                                   | 490.8      | 57.4       |
|   | 653.8      | 164.2      |
| <b>III. CASH ON HANDS AND BANK BALANCES</b>       |            |            |
|   | 1,701.3    | 252.1      |
|   | 2,360.2    | 421.1      |
| <b>C. DEFERRED EXPENSES</b>                       |            |            |
|   | 301.0      | 10.3       |
|   | 7,834.9    | 3,436.8    |

  
**BALANCE SHEET**  
ANNUAL FINANCIAL STATEMENT 2020

| SHAREHOLDER'S EQUITY AND LIABILITIES                                | 31.12.2020 | 31.12.2019 |
|---|------------|------------|
| IN MILLION EUR  |            |            |
| <b>A. SHAREHOLDER'S EQUITY</b>                                      |            |            |
| <b>I. ISSUED CAPITAL</b>  |            |            |
| 1. SUBSCRIBED CAPITAL   | 199.4      | 188.8      |
| 2. OWN SHARES (NOMINAL VALUE)                                       | -0.1       | -0.1       |
|   | 199.3      | 188.7      |
| <b>II. CAPITAL RESERVE</b>  |            |            |
|   | 3,700.1    | 2,785.1    |
| <b>III. PROFIT / LOSS CARRYFORWARD</b>                              |            |            |
|   | 100.4      | -346.1     |
| <b>IV. NET LOSS / PROFIT FOR THE YEAR</b>                           |            |            |
|   | -1,076.0   | 446.5      |
|   | 2,923.8    | 3,074.3    |
| <b>B. PROVISIONS</b>  |            |            |
| 1. TAX PROVISIONS   | 16.7       | 8.3        |
| 2. OTHER PROVISIONS   | 126.4      | 131.2      |
|   | 143.1      | 139.5      |
| <b>C. LIABILITIES</b>   |            |            |
| 1. CONVERTIBLE BONDS  | 3,263.1    | 0.0        |
| 2. LIABILITIES TO BANKS   | 1,377.9    | 208.0      |
| 3. TRADE PAYABLES   | 2.0        | 0.4        |
| 4. LIABILITIES TO AFFILIATED COMPANIES                              | 5.5        | 2.7        |
| 5. OTHER LIABILITIES  | 79.8       | 10.9       |
| - THEREOF FOR TAXES EUR 5.608.729,00 (PY: EUR 1.646.674,80) -       |            |            |
| - THEREOF FOR SOCIAL SECURITY EUR 921.677,87 (PY: EUR 268.136,95) - |            |            |
|   | 4,728.3    | 222.0      |
| <b>D. DEFERRED INCOME</b>   |            |            |
|   | 0.9        | 1.0        |
| <b>E. DEFERRED TAX LIABILITIES</b>                                  |            |            |
|   | 38.7       | 0.0        |
|   | 7,834.9    | 3,436.8    |

**DELIVERY HERO SE, BERLIN**  
**INCOME STATEMENT FOR THE PERIOD**  
**FROM JANUARY 1 TO DECEMBER 31, 2020**

| IN MILLION EUR  | 2020   |          | 2019   |        |
|---|--------|----------|--------|--------|
| 1. REVENUE  |        | 146.7    |        | 91.5   |
| 2. INCREASE OR DECREASE IN FINISHED AND UNFINISHED PRODUCTS AND SERVICES              |        | 0.3      |        | -0.6   |
| 3. OTHER OWN WORK CAPITALIZED   |        | 17.5     |        | 3.8    |
| 4. OTHER OPERATING INCOME   |        | 114.3    |        | 874.6  |
| 5. COST OF MATERIALS  |        |          |        |        |
| A) COST OF RAW MATERIALS, SUPPLIES AND PURCHASED GOODS                                |        | -13.6    |        | -7.8   |
| 6. PERSONNEL EXPENSES   |        |          |        |        |
| A) WAGES AND SALARIES   | -206.1 |          | -120.9 |        |
| B) SOCIAL SECURITY AND OTHER BENEFITS   | -19.1  | -225.3   | -11.8  | -132.7 |
| - THEREOF FOR PENSIONS:<br>EUR -169130.05000 (PY: EUR -110118.21000) -                |        |          |        |        |
| 7. AMORTIZATION OF  |        |          |        |        |
| A) INTANGIBLE ASSETS AND DEPRECIATION OF PROPERTY, PLANT AND EQUIPMENT                | -13.2  |          | -7.3   |        |
| B) WRITE-DOWNS ON CURRENT ASSETS EXCEEDING ORDINARY WRITE-DOWNS USUAL FOR THE COMPANY | -45.4  | -58.5    | -8.8   | -8.1   |
| 8. OTHER OPERATING EXPENSES   |        | -517.0   |        | -387.5 |
| 9. INCOME FROM INVESTMENTS  |        | 8.4      |        | 57.2   |
| - THEREOF FROM AFFILIATED COMPANIES:<br>EUR 143320.74000 (PY: EUR 57198361.90000) -   |        |          |        |        |
| 10. INCOME FROM THE LENDING OF FINANCIAL ASSETS                                       |        | 67.1     |        | 44.2   |
| - THEREOF FROM AFFILIATED COMPANIES:<br>EUR 67121292.40000 (PY: EUR 44199694.47000) - |        |          |        |        |
| 11. INTEREST AND SIMILAR INCOME   |        | 0.7      |        | 0.8    |
| 12. WRITE-DOWNS OF FINANCIAL ASSETS   |        | -581.8   |        | -249.2 |
| 13. INTEREST AND SIMILAR EXPENSES   |        | -56.5    |        | -6.6   |
| - THEREOF TO AFFILIATED COMPANIES:<br>EUR -1933.85000 (PY: EUR -2647442.31000) -      |        |          |        |        |
| 14. NEGATIVE INTERESTS PAID ON SHORT TERM INVESTMENTS                                 |        | -7.5     |        | -0.6   |
| 15. INCOME TAXES  |        | 37.4     |        | -13.1  |
| - THEREOF FOR DEFERRED TAXES:<br>EUR 58123521.00000 (PY: EUR -105837.40000) -         |        |          |        |        |
| 16. EARNINGS AFTER TAXES  |        | -1,075.7 |        | 446.6  |
| 17. OTHER TAXES   |        | -0.3     |        | -0.1   |
| 18. NET LOSS / PROFIT FOR THE YEAR  |        | -1,076.0 |        | 446.5  |

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
for the period from January 1 to December 31, 2020

| EUR million  | Attributable to the owners of the parent |                  |                   |                              |                                     |                 |          | Minority interests | Total equity |
|--|--|------------------|-------------------|------------------------------|-------------------------------------|-----------------|----------|--------------------|--------------|
|  | Subscribed capital                       | Capital reserves | Retained earnings | Currency translation reserve | Revaluation for pension commitments | Treasury shares | Total    |                    |              |
| NOTES  | F.9.a) and b)                            | F.9.c)           | F.9.d)            | F.9.d)                       | F.9.d)                              | F.9.e)          |          |                    |              |
| Balance as of Jan. 1, 2020   | 188.8                                    | 2,745.6          | -749.0            | -311.6                       | -2.2                                | -0.1            | 1,871.5  | -2.0               | 1,869.5      |
| Impact from restatement <sup>1</sup>   | -  | -                | -3.1 <sup>2</sup> | -                            | -                                   | -               | -3.1     | -                  | -3.1         |
| Balance as of Jan. 1, 2020 restated  | 188.8                                    | 2,745.6          | -752.1            | -311.6                       | -2.2                                | -0.1            | 1,868.4  | -2.0               | 1,866.4      |
| Net result <sup>4</sup>  | -  | -                | -1,409.1          | -                            | -                                   | -               | -1,409.1 | 1.9                | -1,407.2     |
| Other comprehensive income   | -  | -                | -                 | -52.1                        | -2.5                                | -               | -54.7    | 3.9                | -50.8        |
| Total comprehensive income <sup>5</sup>  | -  | -                | -1,409.1          | -52.1                        | -2.5                                | -               | -1,463.8 | 5.8                | -1,458.0     |
| Transactions with owners-payments received and change in non-controlling interests |  |                  |                   |                              |                                     |                 |          |                    |              |
| Capital increases  | 10.6                                     | 579.2            | -                 | -                            | -                                   | -               | 589.8    | -                  | 589.8        |
| Equity-settled share-based payments  | -  | 76.6             | -                 | -                            | -                                   | -               | 76.6     | -                  | 76.6         |
| Equity-compound instrument   | -  | 84.0             | -                 | -                            | -                                   | -               | 84.0     | -                  | 84.0         |
| Other changes to equity <sup>2</sup>   | -  | -                | 2.1               | -                            | -                                   | -               | 2.1      | -                  | 2.1          |
| Transactions with owners   | 10.6                                     | 739.9            | 2.1               | -                            | -                                   | -               | 752.5    | -                  | 752.5        |
| Balance as of Dec. 31, 2020 <sup>1</sup>   | 199.4                                    | 3,485.4          | -2,159.1          | -363.8                       | -4.8                                | -0.1            | 1,157.1  | 3.7                | 1,160.8      |

<sup>1</sup> Restated due to correction of errors. See Section B.17. for further details.  
<sup>2</sup> Includes results from hyperinflationary economies of € 2.4 million.



# Responses collected from survey:

| Timestamp                | What is your age range? | Occupation               | How many times a week | Do you believe that food on a scale from 1 to 5 | How many times foodpoor    | Does foodpanda's online | Do you enjoy the campai | Amazing discounts            | your Facebook pop up ads          | Do you think foodpanda's contribution in your day to day life significant? |
|--------------------------|-------------------------|--------------------------|-----------------------|---|----------------------------|-------------------------|-------------------------|------------------------------|-----------------------------------|--|
| 4/20/2023 17:04:42 20-24 | Student                 | 3-4 times a week         | Maybe                 | 3   | More than 5 times which    | Disagree                | I skip those campaigns  | Yes, obviously               | Sometimes Disagree                | Maybe  |
| 4/20/2023 17:24:54 20-24 | Employee                | 3-4 times a week         | Yes                   | 4   | 2-3 times a day            | Agree                   | Sometimes               | Yes, obviously               | Sometimes Agree                   | Yes  |
| 4/20/2023 17:08:20 20-24 | Student                 | 0-1 time a week          | Yes                   | 3   | 2-3 times a day            | Neutral                 | I skip those campaigns  | Sometimes                    | I do get intrigued at all         | Neutral  |
| 4/20/2023 17:12:08 25-30 | Employee                | More than 5 times a week | Yes                   | 4   | More than 5 times which    | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree                 | Yes  |
| 4/20/2023 17:13:57 25-30 | Student, Employee       | 0-1 time a week          | Yes                   | 1   | More than 5 times which    | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree                 | No   |
| 4/20/2023 17:15:34 20-24 | Student                 | 3-4 times a week         | Maybe                 | 3   | 2-3 times a day            | Agree                   | Hardly                  | Yes, obviously               | Disagree                          | Yes  |
| 4/20/2023 17:21:07 20-24 | Student, Employee       | 5-7 times a week         | Maybe                 | 5   | 5-7 times a day            | Neutral                 | Hardly                  | Sometimes                    | I do get intrigued Neutral        | Yes  |
| 4/20/2023 17:24:54 20-24 | Student, Employee       | 5-7 times a week         | Maybe                 | 5   | 5-7 times a day            | Neutral                 | Sometimes               | Sometimes                    | I do get intrigued Disagree       | Yes  |
| 4/20/2023 18:02:34 20-24 | Student                 | 2-4 times a week         | Maybe                 | 4   | 4-4 times a day            | Disagree                | I skip those campaigns  | Sometimes                    | I do get intrigued Disagree       | Yes  |
| 4/20/2023 18:07:15 20-24 | Businessman             | 2-4 times a week         | Maybe                 | 4   | 4-4 times a day            | Agree                   | Sometimes               | Sometimes                    | I do get intrigued Agree          | Yes  |
| 4/20/2023 18:47:42 20-24 | Student                 | 0-1 time a week          | Maybe                 | 5   | 2-3 times a day            | Agree                   | Hardly                  | Sometimes                    | I do get intrigued Agree          | Maybe  |
| 4/20/2023 18:49:12 20-24 | Student                 | 0-1 time a week          | Maybe                 | 4   | 2-3 times a day            | Neutral                 | I skip those campaigns  | Yes, obviously               | Neutral                           | Yes  |
| 4/20/2023 18:51:20 20-24 | Student                 | 0-1 time a week          | Maybe                 | 4   | 2-3 times a day            | Neutral                 | I skip those campaigns  | Yes, obviously               | Agree                             | Yes  |
| 4/20/2023 18:55:20 20-24 | Employee                | 0-1 time a week          | Maybe                 | 4   | 2-3 times a day            | Agree                   | I skip those campaigns  | Yes, obviously               | Agree                             | Yes  |
| 4/20/2023 19:18:48 25-30 | Homemaker               | 5-7 times a week         | Maybe                 | 3   | 4-7 times a day            | Disagree                | I skip those campaigns  | Sometimes                    | I do get intrigued Disagree       | Yes  |
| 4/20/2023 19:25:44 20-24 | Student                 | 0-1 time a week          | Maybe                 | 3   | More than 5 times which    | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Neutral                           | No   |
| 4/20/2023 19:35:38 25-30 | Student, Employee       | 2-4 times a week         | Maybe                 | 2   | It doesn't hamper, I enjoy | Disagree                | Sometimes               | Sometimes                    | I do get intrigued Neutral        | No   |
| 4/20/2023 19:38:01 20-24 | Student, Employee       | 2-4 times a week         | Yes                   | 4   | 2-3 times a day            | Neutral                 | Sometimes               | Sometimes                    | I do get intrigued Neutral        | Maybe  |
| 4/20/2023 20:30:31 20-24 | Student, Employee       | 2-4 times a week         | Yes                   | 4   | 2-3 times a day            | Agree                   | Sometimes               | Yes, obviously               | Agree                             | Yes  |
| 4/20/2023 22:27:14 25-30 | Employee                | 0-1 time a week          | Maybe                 | 2   | 2-4 times a day            | Strongly Disagree       | Sometimes               | I don't get intrigued at all | Strongly Disagree                 | No   |
| 4/20/2023 22:52:03 25-30 | Employee                | 2-4 times a week         | Yes                   | 4   | 2-3 times a day            | Agree                   | Sometimes               | Sometimes                    | I do get intrigued Strongly agree | Yes  |
| 4/20/2023 23:06:17 25-30 | Student                 | 0-1 time a week          | Yes                   | 3   | 4-7 times a day            | Disagree                | Sometimes               | I don't get intrigued at all | Disagree                          | Yes  |
| 4/20/2023 23:11:52 20-24 | Employee                | 0-1 time a week          | No                    | 2   | 2-3 times a day            | Agree                   | Sometimes               | Yes, obviously               | Sometimes                         | Yes  |
| 4/20/2023 23:15:43 20-24 | Student                 | 0-1 time a week          | No                    | 2   | 2-3 times a day            | Neutral                 | Hardly                  | I don't get intrigued at all | Disagree                          | No   |
| 4/20/2023 23:32:02 20-24 | Student                 | 0-1 time a week          | Yes                   | 3   | More than 5 times which    | Strongly Disagree       | Sometimes               | Sometimes                    | I do get intrigued Disagree       | Maybe  |
| 4/20/2023 23:55:58 25-30 | Employee                | 0-1 time a week          | Maybe                 | 3   | 2-3 times a day            | Disagree                | Hardly                  | I don't get intrigued at all | Disagree                          | Maybe  |
| 4/20/2023 05:13:31 31-39 | Employee                | 5-7 times a week         | Yes                   | 5   | 4-7 times a day            | Strongly Agree          | Always                  | Yes, obviously               | Strongly agree                    | Yes  |
| 4/20/2023 10:32:35 20-24 | Student                 | 0-1 time a week          | Maybe                 | 2   | More than 5 times which    | Disagree                | Hardly                  | Sometimes                    | I do get intrigued Neutral        | No   |
| 4/20/2023 11:02:23 20-24 | Businessman             | 0-1 time a week          | Yes                   | 1   | More than 5 times which    | Strongly Disagree       | I skip those campaigns  | Yes, obviously               | Strongly Disagree                 | No   |
| 4/20/2023 11:31:30 25-30 | Student                 | 2-4 times a week         | No                    | 3   | More than 5 times which    | Disagree                | I skip those campaigns  | Sometimes                    | I do get intrigued Neutral        | Maybe  |
| 4/20/2023 11:39:40 20-24 | Student, Employee       | 2-4 times a week         | Maybe                 | 4   | More than 5 times which    | Disagree                | Sometimes               | Sometimes                    | I do get intrigued Agree          | Maybe  |
| 4/20/2023 11:43:24 25-30 | Employee                | 0-1 time a week          | Yes                   | 5   | 2-3 times a day            | Neutral                 | Hardly                  | Sometimes                    | I do get intrigued Agree          | Yes  |
| 4/20/2023 12:35:23 20-24 | Student, Employee       | 0-1 time a week          | Maybe                 | 4   | 2-3 times a day            | Neutral                 | I skip those campaigns  | Sometimes                    | I do get intrigued Neutral        | Maybe  |
| 4/20/2023 12:37:29 25-30 | Employee                | 2-4 times a week         | Maybe                 | 4   | 2-3 times a day            | Disagree                | Hardly                  | I don't get intrigued at all | Disagree                          | Maybe  |
| 4/20/2023 12:38:08 20-24 | Student                 | 5-7 times a week         | Yes                   | 5   | It doesn't hamper, I enjoy | Strongly Agree          | Always                  | Yes, obviously               | Strongly agree                    | Yes  |
| 4/20/2023 12:52:10 20-24 | Student                 | 0-1 time a week          | Yes                   | 4   | 2-3 times a day            | Neutral                 | I skip those campaigns  | Sometimes                    | I do get intrigued Neutral        | Yes  |
| 4/20/2023 12:59:29 20-24 | Employee                | 0-1 time a week          | Maybe                 | 4   | 2-3 times a day            | Disagree                | I skip those campaigns  | Sometimes                    | I do get intrigued Disagree       | Yes  |
| 4/20/2023 12:59:37 25-30 | Businessman             | 5-7 times a week         | Yes                   | 4   | 4-7 times a day            | Agree                   | Sometimes               | Yes, obviously               | Agree                             | Yes  |
| 4/20/2023 13:00:08 15-19 | Student                 | 0-1 time a week          | Yes                   | 3   | It doesn't hamper, I enjoy | Strongly Agree          | Always                  | Yes, obviously               | Strongly agree                    | Maybe  |
| 4/20/2023 13:01:41 20-24 | Employee                | 2-4 times a week         | No                    | 4   | 2-3 times a day            | Neutral                 | Hardly                  | Sometimes                    | I do get intrigued Agree          | Yes  |

| A         | B                       | C          | D                     | E                        | F                           | G                     | H                         | I                       | J                       | K                            | L                        | M   | N |
|-----------|-------------------------|------------|-----------------------|--------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|-------------------------|------------------------------|--------------------------|---|---|
| Timestamp | What is your age range? | Occupation | How many times a week | Do you believe that food | On a scale from 1 to 5, how | How many times foodsp | Does foodpanda's online   | Do you enjoy the campai | Amazing discounts, vouc | Facebook pop up ads g        | Do you think foodpanda's | contribution in your day to day life significant? |   |
| 122       | 4/6/2023 20:03:29       | 25-30      | Student               | 0-1 time a week          | Maybe                       | 4                     | More than 8 times which   | Neutral                 | Sometimes               | Sometimes I do get intrig    | Neutral                  | Yes   |   |
| 123       | 4/6/2023 20:03:44       | 20-24      | Student               | 0-1 time a week          | Yes                         | 3                     | More than 8 times which   | Neutral                 | Always                  | Yes, obviously               | Agree                    | Maybe   |   |
| 124       | 4/6/2023 20:03:56       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 4                     | 4-7 times a day           | Agree                   | Always                  | Yes, obviously               | Neutral                  | Yes   |   |
| 125       | 4/6/2023 20:04:02       | 20-24      | Student               | 2-4 times a week         | Maybe                       | 3                     | 2-3 times a day           | Neutral                 | Always                  | Yes, obviously               | Neutral                  | Yes   |   |
| 126       | 4/6/2023 20:07:14       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 2-3 times a day           | Disagree                | Sometimes               | Sometimes I do get intrig    | Neutral                  | No  |   |
| 127       | 4/6/2023 20:12:41       | 31-39      | Employee              | 0-1 time a week          | Yes                         | 5                     | More than 8 times which   | Disagree                | Hardly                  | I don't get intrigued at all | Neutral                  | Yes   |   |
| 128       | 4/6/2023 20:25:56       | 25-30      | Student               | 0-1 time a week          | Maybe                       | 4                     | 2-3 times a day           | Neutral                 | Sometimes               | Yes, obviously               | Neutral                  | Maybe   |   |
| 129       | 4/6/2023 20:30:34       | 40+        | Businessman, Homema   | 0-1 time a week          | Maybe                       | 3                     | More than 8 times which   | Strongly Disagree       | Hardly                  | Sometimes I do get intrig    | Disagree                 | Yes   |   |
| 130       | 4/6/2023 20:36:50       | 25-30      | Student               | 2-4 times a week         | Yes                         | 4                     | 4-7 times a day           | Agree                   | Sometimes               | Yes, obviously               | Agree                    | Yes   |   |
| 131       | 4/6/2023 20:38:19       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 4-7 times a day           | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Yes   |   |
| 132       | 4/6/2023 20:39:44       | 20-24      | Employee              | 0-1 time a week          | Maybe                       | 3                     | 2-3 times a day           | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Yes   |   |
| 133       | 4/6/2023 20:40:56       | 15-19      | Student               | 5-7 times a week         | Yes                         | 4                     | More than 8 times which   | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Agree                    | Yes   |   |
| 134       | 4/6/2023 20:40:20       | 25-30      | Student               | 2-4 times a week         | Yes                         | 4                     | 4 doesn't hamper, I enjoy | Neutral                 | Hardly                  | Yes, obviously               | Strongly agree           | Maybe   |   |
| 135       | 4/6/2023 20:40:46       | 25-30      | Student               | 2-4 times a week         | Maybe                       | 3                     | 2-3 times a day           | Neutral                 | Sometimes               | Yes, obviously               | Strongly agree           | Yes   |   |
| 136       | 4/6/2023 20:41:11       | 20-24      | Student               | 2-4 times a week         | No                          | 1                     | 2-3 times a day           | Disagree                | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree        | No  |   |
| 137       | 4/6/2023 20:41:33       | 25-30      | Employee              | 5-7 times a week         | Maybe                       | 2                     | 4-7 times a day           | Neutral                 | Sometimes               | Yes, obviously               | Agree                    | Yes   |   |
| 138       | 4/6/2023 20:41:40       | 25-30      | Employee              | 2-4 times a week         | Yes                         | 4                     | 4-7 times a day           | Agree                   | Sometimes               | Yes, obviously               | Agree                    | Maybe   |   |
| 139       | 4/6/2023 20:42:14       | 20-24      | Student               | More than 8 times a week | Maybe                       | 3                     | 8 doesn't hamper, I enjoy | Neutral                 | Sometimes               | Yes, obviously               | Agree                    | Yes   |   |
| 140       | 4/6/2023 20:43:31       | 31-39      | Employee              | 5-7 times a week         | Maybe                       | 2                     | 2-3 times a day           | Neutral                 | Hardly                  | I don't get intrigued at all | Agree                    | Yes   |   |
| 141       | 4/6/2023 20:44:22       | 40+        | Businessman           | 0-1 time a week          | No                          | 1                     | 2-3 times a day           | Disagree                | Hardly                  | I don't get intrigued at all | Strongly Disagree        | No  |   |
| 142       | 4/6/2023 20:44:54       | 20-24      | Student               | 5-7 times a week         | Yes                         | 4                     | 2-3 times a day           | Neutral                 | Hardly                  | I don't get intrigued at all | Agree                    | Yes   |   |
| 143       | 4/6/2023 20:45:27       | 25-30      | Employee              | More than 8 times a week | Maybe                       | 3                     | 4-7 times a day           | Neutral                 | Hardly                  | I don't get intrigued at all | Agree                    | Yes   |   |
| 144       | 4/6/2023 20:48:13       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 4-7 times a day           | Disagree                | Hardly                  | Sometimes I do get intrig    | Disagree                 | No  |   |
| 145       | 4/6/2023 20:47:15       | 25-30      | Employee              | More than 8 times a week | No                          | 1                     | More than 8 times which   | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Agree                    | Yes   |   |
| 146       | 4/6/2023 20:47:21       | 20-24      | Student               | 0-1 time a week          | No                          | 2                     | 4-7 times a day           | Disagree                | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | Yes   |   |
| 147       | 4/6/2023 20:47:25       | 25-30      | Businessman           | 2-4 times a week         | Maybe                       | 3                     | 4-7 times a day           | Neutral                 | I skip those campaigns  | I don't get intrigued at all | Neutral                  | Maybe   |   |
| 148       | 4/6/2023 20:48:46       | 20-24      | Student               | 5-7 times a week         | Yes                         | 3                     | 4-7 times a day           | Strongly Disagree       | Hardly                  | I don't get intrigued at all | Strongly Disagree        | Maybe   |   |
| 149       | 4/6/2023 20:49:20       | 20-24      | Student               | 2-4 times a week         | No                          | 1                     | 8 doesn't hamper, I enjoy | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 150       | 4/6/2023 20:50:54       | 25-30      | Employee              | More than 8 times a week | No                          | 1                     | 5-3 times a day           | Disagree                | Sometimes               | I don't get intrigued at all | Strongly Disagree        | Maybe   |   |
| 151       | 4/6/2023 20:51:11       | 25-30      | Student               | 0-1 time a week          | No                          | 1                     | 4-7 times a day           | Disagree                | Hardly                  | I don't get intrigued at all | Strongly Disagree        | No  |   |
| 152       | 4/6/2023 20:52:29       | 25-30      | Student               | 2-4 times a week         | No                          | 2                     | 2-3 times a day           | Neutral                 | Sometimes               | Sometimes I do get intrig    | Strongly agree           | Neutral   |   |
| 153       | 4/6/2023 20:55:51       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 4                     | More than 8 times which   | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | No  |   |
| 154       | 4/6/2023 21:09:26       | 31-39      | Homemaker             | 0-1 time a week          | Maybe                       | 5                     | 2-3 times a day           | Neutral                 | Sometimes               | Yes, obviously               | Neutral                  | Yes   |   |
| 155       | 4/6/2023 21:11:23       | 20-24      | Student               | More than 8 times a week | Yes                         | 3                     | More than 8 times which   | Neutral                 | Sometimes               | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 156       | 4/6/2023 21:11:23       | 20-24      | Student               | 2-4 times a week         | Yes                         | 4                     | More than 8 times which   | Strongly Disagree       | I skip those campaigns  | Sometimes I do get intrig    | Strongly Disagree        | No  |   |
| 157       | 4/6/2023 21:11:56       | 20-24      | Student               | More than 8 times a week | Maybe                       | 3                     | More than 8 times which   | Neutral                 | Sometimes               | Sometimes I do get intrig    | Agree                    | Maybe   |   |
| 158       | 4/6/2023 21:12:23       | 20-24      | Student               | 5-7 times a week         | Maybe                       | 3                     | More than 8 times which   | Neutral                 | Sometimes               | Sometimes I do get intrig    | Agree                    | Maybe   |   |
| 159       | 4/6/2023 21:12:57       | 15-19      | Student               | 5-7 times a week         | Maybe                       | 3                     | More than 8 times which   | Neutral                 | Sometimes               | Sometimes I do get intrig    | Agree                    | Maybe   |   |
| 160       | 4/6/2023 21:21:25       | 25-30      | Employee, Businessman | 0-1 time a week          | Yes                         | 4                     | 2-3 times a day           | Neutral                 | Hardly                  | Yes, obviously, Sometime     | Strongly agree           | Yes   |   |
| 161       | 4/6/2023 21:22:56       | 25-30      | Employee              | 0-1 time a week          | Maybe                       | 5                     | 8 doesn't hamper, I enjoy | Agree                   | Always                  | Yes, obviously               | Strongly agree           | Yes   |   |
| 162       | 4/6/2023 21:24:06       | 20-24      | Student               | 2-4 times a week         | Maybe                       | 4                     | 2-3 times a day           | Neutral                 | Sometimes               | Yes, obviously               | Neutral                  | Yes   |   |

| A         | B                       | C          | D                     | E                        | F                           | G                     | H                         | I                       | J                       | K                            | L                        | M   | N |
|-----------|-------------------------|------------|-----------------------|--------------------------|-----------------------------|-----------------------|---------------------------|-------------------------|-------------------------|------------------------------|--------------------------|---|---|
| Timestamp | What is your age range? | Occupation | How many times a week | Do you believe that food | On a scale from 1 to 5, how | How many times foodsp | Does foodpanda's online   | Do you enjoy the campai | Amazing discounts, vouc | Facebook pop up ads g        | Do you think foodpanda's | contribution in your day to day life significant? |   |
| 163       | 4/6/2023 21:25:14       | 25-30      | Employee              | 2-4 times a week         | Maybe                       | 3                     | 2-3 times a day           | Agree                   | Always                  | Yes, obviously               | Neutral                  | Yes   |   |
| 164       | 4/6/2023 21:26:05       | 20-24      | Student, Employee     | 2-4 times a week         | Yes                         | 4                     | 2-3 times a day           | Agree                   | Sometimes               | Sometimes I do get intrig    | Agree                    | Yes   |   |
| 165       | 4/6/2023 21:26:32       | 20-24      | Student               | More than 8 times a week | Maybe                       | 3                     | More than 8 times which   | Strongly Disagree       | Sometimes               | Yes, obviously, Sometime     | Disagree                 | Maybe   |   |
| 166       | 4/6/2023 21:29:24       | 20-24      | Student               | 2-4 times a week         | Yes                         | 4                     | 4-7 times a day           | Neutral                 | Sometimes               | Sometimes I do get intrig    | Agree                    | Yes   |   |
| 167       | 4/6/2023 21:33:12       | 20-24      | Student               | 0-1 time a week          | Yes                         | 3                     | 2-3 times a day           | Disagree                | Hardly                  | Sometimes I do get intrig    | Disagree                 | Yes   |   |
| 168       | 4/6/2023 21:37:14       | 20-24      | Student               | 2-4 times a week         | No                          | 3                     | 2-3 times a day           | Agree                   | Hardly                  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 169       | 4/6/2023 21:42:50       | 20-24      | Student               | 0-1 time a week          | Yes                         | 1                     | 14-7 times a day          | Strongly Agree          | Always                  | I don't get intrigued at all | Strongly Disagree        | Yes   |   |
| 170       | 4/6/2023 21:44:36       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 2                     | 2-3 times a day           | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | Maybe   |   |
| 171       | 4/6/2023 21:57:52       | 25-30      | Student, Employee     | 2-4 times a week         | Maybe                       | 4                     | 4-7 times a day           | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Agree                    | Yes   |   |
| 172       | 4/6/2023 22:10:47       | 25-30      | Student               | 0-1 time a week          | Yes                         | 3                     | 2-3 times a day           | Neutral                 | Hardly                  | Yes, obviously               | Neutral                  | Yes   |   |
| 173       | 4/6/2023 22:12:06       | 20-24      | Student               | 0-1 time a week          | Yes                         | 1                     | More than 8 times which   | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree        | No  |   |
| 174       | 4/6/2023 22:17:06       | 20-24      | Student               | 0-1 time a week          | Yes                         | 5                     | 2-3 times a day           | Agree                   | Sometimes               | Sometimes I do get intrig    | Disagree                 | Maybe   |   |
| 175       | 4/6/2023 22:32:33       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 4-7 times a day           | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Agree                    | Maybe   |   |
| 176       | 4/6/2023 22:35:27       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | More than 8 times which   | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | Maybe   |   |
| 177       | 4/6/2023 22:42:24       | 20-24      | Student, Employee     | 0-1 time a week          | Maybe                       | 3                     | More than 8 times which   | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 178       | 4/6/2023 22:45:53       | 25-30      | Student               | 2-4 times a week         | Maybe                       | 3                     | More than 8 times which   | Disagree                | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | Maybe   |   |
| 179       | 4/6/2023 22:47:56       | 20-24      | Student, Employee     | 5-7 times a week         | Yes                         | 4                     | More than 8 times which   | Agree                   | I skip those campaigns  | Yes, obviously, Sometime     | Neutral                  | Maybe   |   |
| 180       | 4/6/2023 22:53:57       | 20-24      | Student               | 0-1 time a week          | Yes                         | 3                     | 2-3 times a day           | Agree                   | Hardly                  | Yes, obviously               | Neutral                  | Maybe   |   |
| 181       | 4/6/2023 22:58:06       | 20-24      | Student               | 0-1 time a week          | Yes                         | 3                     | 4-7 times a day           | Strongly Agree          | Always                  | Yes, obviously               | Neutral                  | Yes   |   |
| 182       | 4/6/2023 23:00:26       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 2                     | 2-3 times a day           | Disagree                | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | Maybe   |   |
| 183       | 4/6/2023 23:05:10       | 20-24      | Student               | 2-4 times a week         | Maybe                       | 3                     | 2-3 times a day           | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Yes   |   |
| 184       | 4/6/2023 23:07:14       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 2-3 times a day           | Agree                   | Sometimes               | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 185       | 4/7/2023 0:03:56        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 4                     | More than 8 times which   | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree        | No  |   |
| 186       | 4/7/2023 0:05:51        | 20-24      | Student               | 2-4 times a week         | Yes                         | 4                     | 8 doesn't hamper, I enjoy | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Yes   |   |
| 187       | 4/7/2023 0:09:56        | 20-24      | Student               | 2-4 times a week         | Maybe                       | 3                     | More than 8 times which   | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree        | Maybe   |   |
| 188       | 4/7/2023 0:22:50        | 25-30      | Employee              | 0-1 time a week          | Maybe                       | 1                     | 2-3 times a day           | Strongly Disagree       | I skip those campaigns  | I don't get intrigued at all | Strongly Disagree        | No  |   |
| 189       | 4/7/2023 1:21:43        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 2-3 times a day           | Agree                   | I skip those campaigns  | Sometimes I do get intrig    | Strongly agree, Agree    | No  |   |
| 190       | 4/7/2023 1:23:53        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 4                     | 4-7 times a day           | Neutral                 | Sometimes               | Sometimes I do get intrig    | Strongly agree           | Maybe   |   |
| 191       | 4/7/2023 1:30:25        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 4                     | More than 8 times which   | Disagree                | I skip those campaigns  | Sometimes I do get intrig    | Strongly Disagree        | No  |   |
| 192       | 4/7/2023 1:55:44        | 20-24      | Student               | 0-1 time a week          | No                          | 1                     | More than 8 times which   | Agree                   | I skip those campaigns  | Yes, obviously               | Neutral                  | No  |   |
| 193       | 4/7/2023 2:09:32        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 5                     | 8 doesn't hamper, I enjoy | Agree                   | Sometimes               | Sometimes I do get intrig    | Disagree                 | Maybe   |   |
| 194       | 4/7/2023 2:09:32        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 2                     | 2-3 times a day           | Neutral                 | Hardly                  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 195       | 4/7/2023 2:46:01        | 20-24      | Student               | 0-1 time a week          | Yes                         | 4                     | 4-7 times a day           | Neutral                 | Always                  | Yes, obviously               | Neutral                  | Maybe   |   |
| 196       | 4/7/2023 2:44:30        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 4                     | 4-7 times a day           | Disagree                | Hardly                  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 197       | 4/7/2023 3:57:21        | 20-24      | Student               | 0-1 time a week          | Maybe                       | 1                     | 2-3 times a day           | Neutral                 | Sometimes               | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 198       | 4/7/2023 10:12:04       | 15-19      | Student               | 0-1 time a week          | Yes                         | 5                     | 8 doesn't hamper, I enjoy | Strongly Agree          | Sometimes               | Yes, obviously               | Strongly agree           | Yes   |   |
| 199       | 4/7/2023 13:02:50       | 20-24      | Student               | 0-1 time a week          | Yes                         | 4                     | 2-3 times a day           | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 200       | 4/7/2023 13:05:38       | 20-24      | Student               | 5-7 times a week         | No                          | 2                     | 2-3 times a day           | Agree                   | Hardly                  | Yes, obviously               | Disagree                 | Yes   |   |
| 201       | 4/7/2023 16:00:10       | 20-24      | Student               | 0-1 time a week          | Yes                         | 4                     | More than 8 times which   | Neutral                 | Sometimes               | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 202       | 4/7/2023 16:03:35       | 20-24      | Student               | 2-4 times a week         | Yes                         | 4                     | 2-3 times a day           | Agree                   | Sometimes               | Yes, obviously, Sometime     | Strongly agree, Agree    | Yes   |   |
| 203       | 4/7/2023 16:05:43       | 20-24      | Student               | More than 8 times a week | Yes                         | 4                     | More than 8 times which   | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | No  |   |
| 204       | 4/7/2023 18:39:50       | 20-24      | Student               | 2-4 times a week         | No                          | 2                     | More than 8 times which   | Strongly Disagree       | Always                  | Yes, obviously               | Agree                    | Yes   |   |
| 205       | 4/7/2023 18:52:06       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 2-3 times a day           | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Neutral                  | Maybe   |   |
| 206       | 4/7/2023 19:15:20       | 20-24      | Student               | 0-1 time a week          | Maybe                       | 3                     | 2-3 times a day           | Neutral                 | I skip those campaigns  | Sometimes I do get intrig    | Disagree                 | No  |   |