TRABAJO DE INVESTIGACION FINAL

A global communication plan for TheFork

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1. Glossary

1.1 Glossary of Global Communication terms

Active Public: Group that is organized to discuss a recognized problem and do something about it. (The Situational Theory of Publics Predicts Active or Passive Behavior, s. f.)

CAGE Framework: It is a tool that can be used to uncover important differences between various countries that companies should take into account when deciding on their strategy. The acronym CAGE stands for Culture, Administrative, Geographical, and Economic. (CAGE Distance Framework, s. f.)

Community: Symbolic entity created socially and based on the common interests of its members, who are aware of their belonging to it. (infed.org, 2013)

Competences: Set of knowledge, skills and abilities. (CAPITAL HEALTH NETWORK, s. f.)

Competitive Advantage: Competitive advantage refers to factors that allow a company to produce goods or services better or more cheaply than its rivals. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals. (ALEXANDRA TWIN, 2020)

Conflict: An active disagreement between people with opposing opinions or principles. (Cambridge Dictionary, 2020)

Corporate Identity: It is the global conception of the organization. It must be developed, discussed, shared and agreed by all the symbols of the organization. (Wikipedia contributors, 2020)

Corporate Image: the way in which a company is seen and understood by people in general. (Cambridge Dictionary, 2020)

Corporative Culture: a pattern of basic assumptions that that a group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration. That have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Schein, E. 1985).

Crisis: A significant threat to operations that can have negative consequences if not handled properly. (Coombs, 2020)

Emergency: Something dangerous or serious that happens suddenly or unexpectedly and needs fast action in order to avoid harmful results. (Cambridge Dictionary, 2020c)

Environment: A set of social, cultural, moral, economic, professional circumstances or factors, etc., surrounding a thing or a person, collective or epoch and influencing its state or development. (environment, s. f.)

External Public: Group of people who are outside the organization or have no direct relegation. (Marshillong, s. f.)

Informed Public: Group that recognizes the problem and seeks information about it

Inside Public: Group of people who have a direct relationship and affinity with the organization. (Marshillong, s. f.)

Intermediate Public: A group of people who are outside the organization but have a direct relationship. (Glossary of Terms, s. f.)

Issue Management: an anticipatory, strategic management process that helps organizations detect and respond appropriately to emerging trends or changes in the socio-political environment. These trends or changes may then crystallize into an "issue," which is a situation that evokes the attention and concern of influential organizational publics and stakeholders. At its best, issues management is stewardship for building, maintaining and repairing relationships with stakeholders. (Moyer, 2020)

Internationalization: the action or process of making something international. (Cambridge Dictionary, 2020d)

Issue: Problems or latent opportunities that circulate the organizational environment. Repress the distance between stakeholder expectations and an organization's practices. (Glossary of Terms, s. f.)

Key Message: Key messages are the main points of information you want your audience to hear, understand, and remember. They are bite-sized summations that articulate what you do, why you do it, how you are different, and what value you bring to stakeholders. (Developing Key Messages for Effective Communication, s. f.)

Latent Public: Group that faces a problem created by the organization, but does not detect the problem. (Glossary of Terms, s. f.)

Media Training: A specialized form of communications training that helps media-facing individuals to anticipate reporter behavior, avoid common traps, and confidently focus on their messaging. (MediaWorks Resource Group, 2019)

Mission: Defines the company's business, its objectives and its approach to reach those objectives. (Mission and Vision Statements, 2018)

No public: Group on which the company has no consequences. (Glossary of Terms, s. f.)

Organization: A group of people who work together in an organized way for a shared purpose. (Cambridge Dictionary, 2020e)

Organizational Chart: A diagram that visually conveys a company's internal structure by detailing the roles, responsibilities, and relationships between individuals within an entity. (ANDREW BLOOMENTHAL, 2019)

Porter's Five Forces: It is a model that identifies and analyzes five competitive forces that shape every industry and helps determine an industry's weaknesses and strengths. Five Forces analysis is frequently used to identify an industry's structure to determine corporate strategy. (INVESTOPEDIA, 2020)

Public Issue: Public policy issues that affect the organization's business in such a way that the company has the right and responsibility in the development of courses of action. (What is the difference between Public Issue, Right Issue, Bonus Issue and Private Placement?, 2018)

Public Opinion: An aggregate of the individual views, attitudes, and beliefs about a particular topic, expressed by a significant proportion of a community. (W. Phillips Davison, s. f.)

Public Relations: is a strategic communication process that builds mutually beneficial relationships between organizations and their publics. (PRSA, s. f.)

Public: Any group of people tied together by some common factor or interest. (PRSA, s. f.-b)

Risk: The chance that an outcome will differ from an expected outcome or return. Risk includes the possibility of losing some or all of an original investment. (Risk, s. f.)

Stakeholder: It is a party that has an interest in a company and can either affect or be affected by the business. (Learn What Stakeholders Are and the Roles That They Play, s. f.)

Strategy: A general direction set for the company and its various components to achieve a desired state in the future. Strategy results from the detailed strategic planning process. (Strategy - Definition and Features, s. f.)

Tacit: It describes the specific actions that you will take in order to achieve your goals. (Strategy - Definition and Features, s. f.)

Value: The regard that something is held to deserve; the importance, worth, or usefulness of something. (Oxford University Press (OUP), s. f.)

Vision: Describes the desired future position of the company. (Mission and Vision Statements, 2018)

1.2 Glossary of Gastronomic and Technological terms

B2B: Business-to-business (B2B) is a transaction or business conducted between one business and another, such as a wholesaler and retailer. (Business to Business (B2B), s. f.)

B2C: refers to the process of selling products and services directly between a business and consumers who are the end-users of its products or services. (KENTON, 2020)

Book: to arrange to use or do something at a time in the future. (Cambridge Dictionary, 2020)

Customer: a person who buys goods or services from a shop or business. (Oxford University Press (OUP), s. f.-a)

Dine out: to have dinner somewhere other than one's own house**.** (Dining Out, s. f.)

Engineer: a person whose job is to design or build machines, engines, or electrical equipment using scientific principles. (Engineer definition and meaning | Collins English Dictionary, 2020)

Experience: the process of getting knowledge or skill from doing, seeing, or feeling things. (Cambridge Dictionary, 2020b)

Lab&Prod: Engineering and Product teams. (Internal slang of TheFork)

Marketplace: online platforms created by a company that acts as a neutral third party to put buyers and sellers in contact. (Jordi Nebot, 2020)

Merchant: a person or company involved in the trade activities. In this case the owner of the restaurant business. (Internal slang of TheFork)

Mobile Application: a computer program or software designed to run on a *mobile* device such as a phone, tablet, or watch. (Wikipedia contributors, 2020)

Product manager: a person whose job is to plan and control the marketing of a particular product or service. (Wikipedia contributors, 2020a)

Software: the instructions that control what a computer does; computer programs. (The Editors of Encyclopaedia Britannica, s. f.)

Software engineer: someone whose job is to create computer programs. (Wikipedia contributors, 2020c)

Startup: The term startup refers to a company in the first stages of operations. Startups are founded by one or more entrepreneurs who want to develop a product or service for which they believe there is demand. These companies generally start with high costs and limited revenue, which is why they look for capital from a variety of sources such as venture capitalists. (MITCHELL GRANT, s. f.)

Time slots: a time when something can happen or is planned to happen, especially when it is one of several possible times. (Time Slots, s. f.)

Usability: refers to the ease of access and/or use of a product or website. (Mads Soegaard, 2020)

User: a person who uses or operates something, in this case uses our website or application. (Wikipedia contributors, 2020d)

2. Abstract

The project below consists of a global communication plan for TheFork, part of the TripAdvisor Media Group. This company provides online reservation services in Restaurants. The purpose of this work is to carry out a comprehensive analysis of the organization's ecosystem, context, communication and stakeholders; in order to identify the main publics and Public Relations issues that the company is facing and propose a global communication plan aimed to solve them.

Key words: #GlobalCommunicationPlan #TheFork #Restaurants #OnlineBooking #OnlineReservations #App #TripAdvisor

3. Global Organization Analysis

3.1 Micro-Environment

3.1.1 History TheFork – Referents

TheFork is the leading online restaurant discovery & reservation platform in Europe and LATAM. The company works together with various restaurants to improve diners' dining experiences. Through a free virtual platform, it offers users the ability to discover new places to go out to eat, special offers and real-time benefits and securing your table without having to wait in line for it.

It was founded in France in 2007, under the name *LaFourchette*, by Bertrand Jalensperberg. In 2014, it was acquired by TripAdvisor, thus becoming a member of the TripAdvisor group. Later on, in 2019, *TheFork* acquired *Restorando,* a competitor who had the LATAM Market since *TheFork* was only present in Brazil.

Today the company has more than 80,000 restaurants in 18 countries: Spain, France, Switzerland, Belgium, Italy, The Netherlands, Brazil, Portugal, Sweden, Denmark, Australia, Argentina, Chile, Colombia, Mexico, Peru, Uruguay, and Panama, and with 20 million reviews, 29 million monthly visits and more than 22 million mobile app downloads. All of this information was gathered from TheFork's official website for journalists[1].

3.1.2 History Restorando – Referents Argentina

Restorando was a technology startup founded in 2011 by Frank Martin and Franco Silvetti. Through a free virtual platform, it would offer its users the possibility to discover new places to go out to eat. The company had a particular philosophy, and its founders held; "We want to offer a service that we as users would like to receive. A system that solves the departures of diners from start to finish: from knowing the most important features of each restaurant and booking a table, to accessing relevant offers and discounts or even receiving news and news from the world gastronomic."
In early 2019 Restorando was acquired by TheFork, becoming a global company. Today both Franco and Frank (the founders of Restorando) continue to work at TheFork, and both are referents and people of great respect in the offices of Buenos Aires.

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[1] TheFork. (s. f.). Journalist / Sobre TheFork . Recuperado 10 de abril de 2020, de
https://sobre.thefork.com.ar/journalist/

3.1.3 Vision

To be the place where diners come first, as Amazon is for shopping and Google is for search.

3.1.4 Mission

To build a place where every diner can come to easily discover, find and book the right restaurant experience at the best price.

3.1.5 Values

I. <u>We love Food</u>: Every moment deserves the right restaurant. It's what brings us together and pushes us to elevate the restaurant experience for diners.

II. <u>We believe in transparency</u>: Challenging ideas is how we get to the really good stuff

III. <u>We're better together</u>: Diverse teams lead to a rich pool of ideas, and those are exactly what we need to create better outcomes and a better company.

IV. <u>Act like an owner</u>: We all have a stake in accomplishing great things for our company and our community.

V. <u>We never stop learning</u>: We're a smart, curious group, eager to learn from our travelers, our partners and each other.

VI. <u>Speed wins</u>: We're all about moving fast, because getting it done is better than getting it perfect.

3.1.6 Iso-logotype and Slogan

THE LOGO
IN DETAIL

The name of the brand

The symbol

thefork
a TripAdvisor company

The mention of TripAdvisor's affiliation

Our logo is the comination of a symbol, a two-tones name and the TripAdvisor's mention of affiliation.
The 3 items are the same for all of our brands (TheFork, LaFourchette, ElTenedor & IENS)

The size, shapes and proportions can't be edited, as the logo is a unique branding item.
If edited, the brand would loose its visual strenght, and therefore, loose its global impact.

3.1.7 Description of the product and business

For the diner, TheFork offers the opportunity of booking a table online in real time. It provides the necessary information for the dining experience: direction, price range, photos of the place and reviews or evaluations of other users. TheFork's reservation service is free of charge. The users of TheFork are 47% men and 53% women. The 50% of the users are aged between 30 and 50.

For the restaurants, TheFork works alongside them to make the booking and waiting process more comfortable and effective. It also allows each restaurant to build its database, in order to treat customers in a personalized way and carry out marketing campaigns. It allows them to create tools to generate more bookings and improve the management of these. TheFork offers a wealth of restaurants, from high-end establishments to the more accessible ones and from well-known must-visits to hidden gems. This is to ensure the company caters for all tastes, all budgets and all occasions.

TheFork, has a win-win model. Restaurants pay a fee for each diner booked through TheFork. In other words, if the company doesn't generate bookings for them, they are not charged. There are different versions of TheFork Manager software for restaurant professionals including PRO+, which has more advanced features, with a monthly fee. All of the information above was gathered from internal documents.

The organization has different areas inside the company:

1. Software development (called LAB)
2. Product development (includes Product Owners, Product Managers, User Researchers and Designers)
3. Finance
4. Human Resources and Recruiting

5. Customer Care
6. Cash collection
7. Sales
8. Marketing

3.1.8 Communication policies and current communication's tools

TheFork is part of the TripAdvisor Media Group, which is why when it comes to communication, it sometimes has to follow strict policies stablished by the previously mentioned group. That is the case when communicating with investors and with the external public, since there is a "Communications with Investors and Securities Professionals" policy and an "External Communications Policy".

TheFork doesn't have a communication's department, so external communication is held by the Marketing area. There is a Brand Identity Manual, where the Tone of Voice of the company is specified: "Refreshing but not immature. Insightful but not arrogant. Considerate but not intrusive. Catchy but not abrupt/pressing." Based on these principles, Marketing should create a message that is tone suitable for each circumstance when it comes to communicating.

They manage social networks like Facebook or Instagram to advertise the company, and each country has its own account. Sometimes they turn to the so-called "influencers" related to the food industry to reinforce advertising through the same channel. TheFork also has several blogs, both for the clients and for the users.

In countries where there is a higher revenue, it is advertised via commercial television. Such is the case of countries in Europe such as Italy, France and Spain.

To reach a specific target of users, TheFork holds annual events in its various countries. In Argentina, for example, BAFoodWeek is held during the month of October, where TheFork acts as a mediator among diners, restaurants and the gastronomic fair motivating them to participate in it.

Internal communication, on the other hand, depends of the HR department. Each region has a Senior HR manager, and each country has at least one Senior HR employee, who will conduct the internal communication of that country. The tools available for internal communication are: Slack, Outlook email, Passport, Workday, BlueJeans and Facebook's Workspace.

In order to keep all employees updated of the latest news, and on what is going on inside the whole company, HR is in charge of organizing a monthly meeting called "All Hands", where all the countries connect to listen to the codir-members, and a space for questions is left at the end.

The HR department is also responsible for executing the Performance Review Process, both quarterly and annually, where employees give feedback about themselves and their co-workers, and will later receive their own performance feedback form their manager, which may impact on their bonuses and/or salaries. (Information gathered from internal documents)

3.1.9 Where the organization is

The headquarter of the company is located in the Paris office. This office is the biggest of the company, and is where the biggest team of Software Development is located. The offices of Spain (both Madrid and Barcelona) are also one of the biggest ones. All of the employees there are from the areas of marketing, sales or Customer Care. The office in Argentina has around 100 employees, and it has the characteristic that is the only office in the entire company where you can find employees of all the areas

3.1.10 Organizational Structure
TheFork currently has 1432 employees. Bertand Jelensperger is the founder and CEO of TheFork. He, and all of the people that report directly to him, are so called the Codir-

members, and they are the highest level of hierarchy of the organization. To access the full organizational list, see *appendix A.*
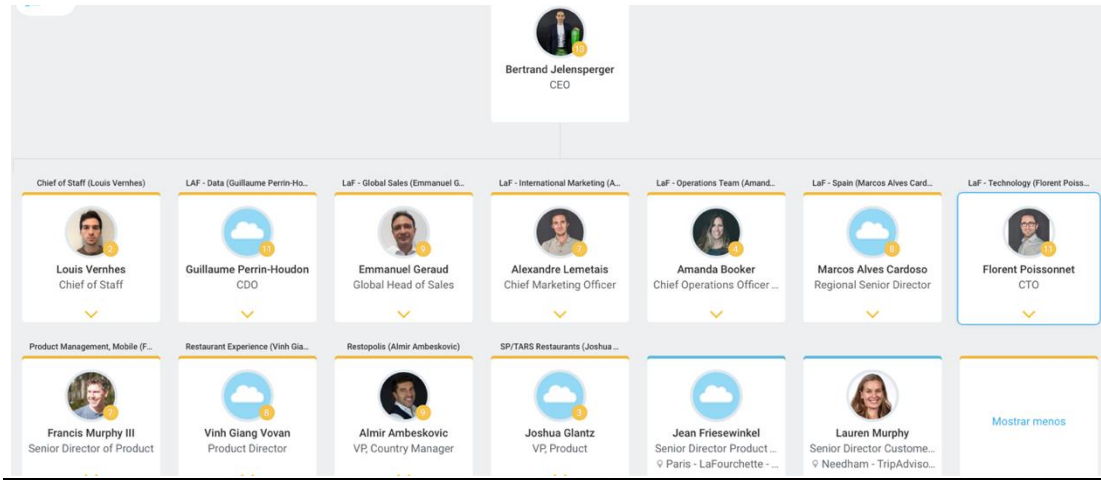
Figure 1: Codir-members TheFork

Employee Name	Position Tittle
Frank Martin	Country Manager
Franco Silvetti	Product & Design Director
Gabriel Schammah	Engineering Director
Catalina Plorutti	Finance Director
Roxana Vizzari	Regional HR Business Partner
Virginia D'Addario	Customer Care & Cash Collection Director
Dolores Ibarra	Sales Director
Magdalena Barrenese	Marketing Director

Table 1: Regional Authorities – Argentina

3.1.11 Internationalization Strategy:

CAGE Framework

The CAGE Framework is an international strategy that offers companies a way to analyze the cultural, administrative, geographic and economic distance between

countries. In this case we are going to analyze the distances between Argentina and France. Argentina, because it's our home country, the culture and office we have more knowledge of, and where we will be launching the communication campaign. France because it is were TheFork was born, were all the leadership team is, and because it's the strongest country regarding culture and labor force.

		Argentina	France
C	Cultural Distance	• People is constantly seeking for new challenges and opportunities. There is a high employee rotation level	• People value stability and structures. There is a low employee rotation level
		• The office is a place to work and to have fun, co-workers build strong relationships and become friend	• The office is a place to work only. No friendships between employees
		• Focus on impact and prioritizing happens on-the-move. Capacity of adapting quickly to new realities. Hard for employees to follow protocols.	• Focus on following stablished rules and protocols. Hard for employees to adapt to changes
A	Administrative Distance	• Legally the company must offer 2 weeks of holidays per year and the notice period for quitting is of 2 weeks	• Legally the company must offer 5 weeks of holidays per year and the notice period for quitting is of 3 months
		• High levels of inflation. Employees receive salary raises due to inflation at least 2 times a year, in addition to the performance-raises	• The concept of inflation almost doesn't exist. Employees only get raises for performance
		• High levels of Government corruption and both political and economical uncertainty	• Low levels of Government corruption and uncertainty
G	Geographic Distance	• Southern-American country	• European country
		• Big country with 2.78 million km² and a population of 44.49 million	• Relatively small country with 643,801 km² and a population of 66.99 million
		• Spanish is the natal language	• French is the natal language
E	Economic Distance	• Cost of labor extremely cheap compare to European and US countries	• Cost of labor is high
		• Cost of leaving relatively cheap	• Cost of leaving is extremely high
		• GDP per capita 2019: $9,888	• GDP per capita 2019: $41,761

3.2 Meso-Environment

3.2.1 ANSOFF Matrix

		PRODUCT	
		Existing	**New**
MARKET	**Existing**	**Market Penetration** *TheFork software in France*	**Product Development** *New integrated-payment platform*

	New	Market Development	Diversification
		Expansion to rest of Europe and LATAM	

1. Market Penetration

This strategy is based on the idea of gaining market share by building on its existing markets with its existing products; providing a lower amount of risk because the organization's scope remains unchanged.

As we have already mentioned, TheFork was founded on 2007. During its firsts years, until TripAdvisor´s acquisition in 2014, the company developed this type of strategy because they remained in a local market, with only one product, and focused on gaining market share.

2. Market Development

This strategy offers existing products in completely new markets, and it can be developed in one or both of the following forms. First we have the "New Geographies" approach where the company targets new geographical areas, and that is the key for internationalization. The second approach is the "New Users" one, and this happens when products that were typically used within one industry, find a better use in a new one, thus entering a new market with new users.

When a company goes global it reaches new markets, and many times as a result of that, new users. This was the case for TheFork. When they first acquired by TripAdvisor, they developed a market development strategy based on the New Geographies approach; which resulted on the company expanding into other countries in Europe rather than France, like Spain and Italy. Later on, on 2019, TheFork acquired Restorando; once again entering a new market: LATAM. On both cases the geographical expansion leaded to new users.

3. Product Development

Here the organization delivers new or modify products into existing markets, and it usually involves higher risks. We could state that TheFork is currently implementing this type of strategy; since it´s working on developing an integrated-payment platform to be used in the existing markets, by the existing users.

This is the riskiest strategic option because it is achieved by entering completely new markets with completely new products. TheFork has never used this type of strategy, because every time they entered a new market, they did it with an existing product.

3.2.2 Porter's Five Forces Analysis

1. Threat of New Entrants: Low

TheFork faces a market with high entry barriers, because:

+ The product is a technological one. You need a specific knowledge of technologies and capable employees (you need software developers whose salaries are very high and there is a big competition for them) in order to develop the product.

+ The economies of scale here are important, because once you have a based software developed, is much quicker to keep on adding and developing things. In other words, so tart developing an application like TheFork from scratch takes a lot of time with cero incomes and paying high salaries, so the costs are high.

+ The level if retaliation is high. If a new competitor would enter the market, TheFork could take advantage of the Restaurants that are already their clients and pressure them not to accept the new competitor. Besides TheFork is a profitable company and has the possibility to make special offers that are more appealing for the users, that a new company wouldn't be able to support.

+ We could say that TheFork offers a unique product, since in the markets where it operates there is no other company that provides the experience that TheFork does. Besides its partnership with TripAdvisor brings TheFork has an unique level of reputation, so the level of differentiation is high.

– There's no need to import materials, and there is no patent, so here there is no government restrictions.

2. Threat of Substitute Products: Moderate/low

There are two main substitute products:

  i. Blogs and articles related to places to go out on journals, magazines and websites
  ii. Websites that provide the opportunity to open discussions for users about a specific place
  iii. Pages that offer discount coupons like "Grupon"
  iv. Restaurants may have their own page for reservations

Substitute products i and ii are basic solutions for people wanting to know something about a place before going out, or knowing trending places, etc. However, these products don't represent a threat for the company, since none of them are as complete and provides the experience that TheFork does. Besides, you may get charged for reading some magazines or specific articles, meanwhile TheFork is always free for users.

Discount coupons may allow the user to get the discount they are looking for, but in general those websites don't provide much information about the place, they don't function as a discovery platform, and many times the reputation of them is bad, so the user may not be sure about the fidelity of what they are purchasing.

Finally, many restaurants have their own websites for reservation. However, TheFork only charges a restaurant when a reservation is made, this means there is no monthly fee. So, most of the restaurants use TheFork and their reservation website at the same time, since they don't have an additional cost.

We can conclude that even though there are many substitute products, they don't represent a threat to TheFork's business, so the risk is moderate/low.

3. The power of Buyers: Low

For TheFork's business the power of buyers (in this case the Restaurants) is low. User are consumers, and they don't pay to TheFork, so they can't be considered as buyers. TheFork acts as intermediary between the user and the restaurants, and the last ones are the ones that pay to the company, so our buyers/clients are the restaurants. The gastronomic industry is a very competitive one, so every restaurant needs to gain as much as exposure as possible, and make the most possible appealing offers, in order to attract clients. They also need to show they have a good reputation. All of these can be achieved by using TheFork. Since TheFork has over 80,000 restaurants, it has a lot of power; generally leaving almost no bargaining power to the restaurants.

4. The power of Suppliers: Moderate

In order to keep its basic functions, TheFork depends mainly on technological suppliers in order to record data, follow metrics, etc. Nowadays there are a lot of companies that provide those services, so as the competition between them is so high, they don't have much power over their client. However, chaining the suppliers involves a lot of time, so we can say that their power is moderate.

There are two main competitors. One of them is OpenTable, which operates only in North America[2] (which is not a market for TheFork nowadays). TheFork has bigger resources and capital than OpenTable, but TheFork knows that the market where OpenTable operates is a very competitive one, and that needs a lot of cash injection, so for the time being TheFork is not going to enter that market. OpenTable is not an active competitor at the moment, but TheFork should keep an eye on them, and watch them very closely.

The other competitor is Google (the primary and strongest competitor). Google operates all around the world, and at the moment it provides a very similar product to the one that TheFork does (photos of the place, reviews of the clients, estimated prices, etc), the only difference is that for the moment Google doesn't allow you to book through their page directly. It also has a very good reputation, maybe even better than the one of TheFork.

Google is a much bigger, profitable and rich company than TheFork. Besides Google has a lot of information regarding the users tastes and habits, so they have a big opportunity of developing a much more customized product. It is impossible to TheFork to compete with Google.

So far there is a good relationship between them, and Google has been focused on other areas of development, but if at some time Google decides to start investing on the gastronomic industry, there is no doubt it will bring TheFork down altogether; so that is why we may say the competitive rivalry is high.

3.3 Macro-Environment
3.3.1 PESTEL Analysis

Political Factors

– *Software Industry Promotion Regime*

  TheFork exists legally in Argentina as Restorando S.A. and is part of the Software Industry Promotion Regime, issued by Law No. 26.692. This gives the company tax

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[2] The US market is a very competitive one, and there are other companies likes Yelp and Resy, but OpenTable is the biggest one and more relevant for this analysis. JENNINGS, L., 2017. The Battle for Online Bookings. *Restaurant Hospitality*, Jul 06 ABI/INFORM Global. ISSN 01479989.

stability (does not affect the increase in national taxes), a 60% reduction in income tax and access to a bonus to pay national taxes[3].

— *Coronavirus global lockdowns and restrictions*

More than a third of the global population is under some kind of restriction due to political decisions taken to confront Covid-19. [4] This has an impact on the gastronomic industry, as restaurants are forced to close because of social restrictions made by the governments.

— *Border closures around the world due to Covid-19*

According to a Pew Research Center analysis[5], at least 91% of the population lives in countries where borders are completely closed to noncitizens and nonresidents. This affects the tourism industry, thus affecting TheFork's business, since many of the users are tourists looking for a nice place to dine out in foreign countries.

— *Partial opening of bars and restaurants in Buenos Aires*

As of August 31, the Argentine gastronomic industry will be able to begin offering its services in public spaces, with tables and bars on the sidewalk; a modality known as take away plus[6]. Many places will open with reservations only, offering shifts of a

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[3] Cámara de la Industria Argentina de Software. (2019). Régimen de Promoción de la Industria del Software. -, de CESSI ARGENTINA Sitio web: https://www.cessi.org.ar/new/sobre-ley-de-software-1363/index.html

[4] Juliana Kaplan, Lauren Frias and Morgan McFall-Johnsen. (2020, abril 9). A third of the global population is on coronavirus lockdown — here's our constantly updated list of countries and restrictions. Recuperado de https://www.businessinsider.com/countries-on-lockdown-coronavirus-italy-2020-3

[5] Connor, P. (2020, abril 1). More than nine-in-ten people worldwide live in countries with travel restrictions amid COVID-19. Recuperado de https://www.pewresearch.org/fact-tank/2020/04/01/more-than-nine-in-ten-people-worldwide-live-in-countries-with-travel-restrictions-amid-covid-19/

[6] Giambartolomei, M. (2020, 28 agosto). *La Ciudad autoriza la actividad gastronómica al aire libre, con mesas y sillas en la vereda, y la construcción*. 2020 - LA NACION. https://www.lanacion.com.ar/sociedad/gastronomia-aire-libre-nid2434022

maximum of 2 hours per table; due to the reduce space. This is a big opportunity and challenge for TheFork, who need to make sure to help the merchants administrate their bookings and generate demand.

Economic Factors

– *Impact of Covid-19 in the Gastronomic Industry*

As mentioned before, many countries have taken the decision to completely or partially shut down all the non-essential activities. This obviously has an impact on the Gastronomic Industry around the world. Many restaurants will not survive because their profit margins were already paper thin and they have the most minimal cash resources, and many of them have already closed. [7]

– *Economic Impact of Covid-19 in the average workers*

Covid-19 is affecting the economies of the average workers and families all over the world. This also affects TheFork, since dinning out isn't an essential need. So, if the income of average workers decreases, is probable that those people will stop dinning out, affecting the gastronomic market even more. [8]

– *Mayor unemployment and a negative impact on GDP*

[7] Eater Staff. (2020, marzo 20). How Food Scenes Around the World Are Coping Amid Coronavirus. Recuperado de https://www.eater.com/2020/3/20/21188558/coronavirus-around-the-world-covid-19-food

[8] JEFFREY KUCIK. (2020a, marzo 4). Working-class Americans face COVID-19's economic impact. Recuperado de https://thehill.com/opinion/finance/491020-working-class-americans-face-covid-19s-economic-impact

That is expected as a consequence of the Covid-19 and the measurements taken by governments when trying to face the global pandemic. [9]

Social Factors

– *Global adoption of mobile phones*

The growth in mobile adoption by a large part of the world's population has a direct impact on the growth of the opportunity for monetization, i.e. making money through mobile applications[10]

– *Lifestyle and consumption changes as a consequence of Covid-19.*

*P*eople is spending more money on food supplies to cook at home rather than dinning out, and this trend is expected to continue. [11]

– *New healthy social trends around the world*

There are new world social trends regarding restaurants. One of them is the "Zero Waste" trend, which allows the reuse and recycling of food products otherwise destined for waste. According to the latest Sustainability Index ranking[12], which

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[9] Organización Internacional del Trabajo (OIT) . (s. f.). ¿En qué medida va a afectar el COVID-19 al mundo del trabajo? Recuperado 9 de abril de 2020, de https://www.ilo.org/global/topics/coronavirus/impacts-and-responses/WCMS_739398/lang--es/index.htm

[10] Samuel Kornstein. (s. f.). The Rise of Mobile Phones: 20 Years of Global Adoption. Recuperado 9 de abril de 2020, de https://blog.cartesian.com/the-rise-of-mobile-phones-20-years-of-global-adoption

[11] POLITICO MAGAZINE. (2020, marzo 19). Coronavirus Will Change the World Permanently. Here's How. Recuperado de https://www.politico.com/news/magazine/2020/03/19/coronavirus-effect-economy-life-society-analysis-covid-135579#community

[12] BCFN Foundation: Food Sustainability Index. (2019, junio 25). Recuperado de https://foodsustainability.eiu.com/

analyses the sustainability performance of 67 countries, France confirms its leadership in all three pillars taken into account (fight against food waste, sustainable agriculture and nutritional challenges). Nowadays France is at the top of the zero-waste ranking[13]. All of these trends are rapidly growing, especially in the European markets where TheFork operates, so it is important that the company keeps track of them and finds the way of adapt and incorporate them to its product.

– *Social movement in Argentina: #NoMásSillasAlRevés*

The gastronomic sector started a campaign on social networks to demand the reopening of the premises and the return to activity[14]

Technological Factors

– *Regulatory barriers to online tools are expected to fall as consequence of Covid-19*
This may impact in a positive way TheFork's business, since probably less taxes will have to be paid. [15]

– *67.95% of the world's population has a mobile device.*

According to GSMA real-time intelligence data, today, there are 5.28 Billion people that have a **mobile** device in the world.[16]

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[13] 8 most interesting things about zero waste trend and reuse of food. (2019, febrero 13). Recuperado de https://www.technogym.com/int/newsroom/8-most-interesting-things-zero-waste-food/

[14] D'Arrisso, J. (2020, 22 agosto). *En las redes. No más sillas al revés: la campaña de bares y restaurantes porteños para enfrentar la crisis*. 2020 - LA NACION. https://www.lanacion.com.ar/lifestyle/en-redes-no-mas-sillas-al-reves-nid2428508

[15] POLITICO MAGAZINE. (2020, marzo 19). Coronavirus Will Change the World Permanently. Here's How. Recuperado de https://www.politico.com/news/magazine/2020/03/19/coronavirus-effect-economy-life-society-analysis-covid-135579#community

[16] Ash Turner . (s. f.-a). HOW MANY SMARTPHONES ARE IN THE WORLD? . Recuperado 9 de abril de 2020, de https://www.bankmycell.com/blog/how-many-phones-are-in-the-world

– *Pollution and greenhouse gas emissions have fallen across continents as countries try to contain the spread of coronavirus.*

Pollution in New York have reduced by nearly 50% because of measures to contain the virus. Coal use fell by 40% at China's six largest power plants since the last quarter of 2019.Nitrogen dioxide (NO2) emissions are fading away over northern Italy. A similar story is playing out in Spain and the UK.[17]

– *How Europe is helping companies throughout the pandemic*

Around Europe different measures are being taken by the government in order to wage subsidies and save jobs. In France, Italy and Spain, for example, governments extended a system of "partial unemployment" which allows companies that need to reduce or suspend work, to apply for state funding of 70% of an employee's gross salary, to a maximum of €6,927 per month[18]. This means that those workers will not work for the company during that time, and that the company won't have to pay their alary, thus having less costs. However, this is temporary, so when the crisis is over workers will start working again, avoiding massive unemployment. This is something TheFork is using mainly for employees of the Customer Care, Sales and Cash Collecting areas, in the countries mentioned before.

– *Ban on layoffs and suspensions in Argentina*

The Covid-19 situation is highly affecting the Argentinian economy, so as a measure to protects the workers the President released a legislation where all unjustified layoffs and

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[17] Martha Henriques. (2020c, marzo 27). Will Covid-19 have a lasting impact on the environment? Recuperado de https://www.bbc.com/future/article/20200326-covid-19-the-impact-of-coronavirus-on-the-environment

[18] Carroll, S. (2020, marzo 25). The race to save jobs: European governments step in to pay wages. Recuperado de https://www.france24.com/en/20200325-the-race-to-save-jobs-european-governments-step-in-to-pay-wages

suspensions are prohibited during a period of 60 days[19]. This might affect TheFork, because if they were thinking of cutting off employees to reduce costs, they might now that is not possible in Argentina, where the company has more than 90 employees.

– *Argentina: Reopening of activities in phases*

In Argentina, the activities of the different sectors are reopening according to a phase-plan model that is being implemented; both in the city and in the province. The gastronomic businesses located in the city of Buenos Aires should follow the city measurements[20]; and the ones located in the province of Buenos Aires, should follow the province´s plan of activities per face[21].

3.4 Stakeholders

3.4.1 Stakeholders Inventory

The publics identified for TheFork are:

1. Employees

   1.1 Codir-Members

   1.2 Lab & Prod Teams (we placed them as a differentiated employee category because they are a particular industry where the demand is much higher than the offer, and good talent is scarce)

   1.3 Employees of other areas

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[19] Coronavirus en la Argentina: el Gobierno prohibió los despidos y las suspensiones por 60 días. (2020, abril 1). Recuperado de https://www.infobae.com/politica/2020/04/01/el-gobierno-prohibio-los-despidos-y-suspensiones-por-decreto/

[20] *Medidas de la Ciudad durante la próxima etapa de la cuarentena*. (2020). Buenos Aires Ciudad - Gobierno de la Ciudad Autónoma de Buenos Aires. https://www.buenosaires.gob.ar/coronavirus/proximas-medidas-de-la-ciudad-para-la-nueva-etapa-de-la-cuarentena

[21] *ACTIVIDADES POR FASE*. (2020). portal-coronavirus.gba.gob.ar. https://portal-coronavirus.gba.gob.ar/actividades-por-fase

1.4 Outsourced (Legal team)

2. Financial: TripAdvisor (TheFork financially depends on TripAdvisor)
3. Clients
   3.1 Restaurants
   3.2 Users
4. Suppliers

   4.1 Software and HR tools. (Like Amazon Web Services, Workday and Amplitude among others)

   4.2 Equipment (Dell and Apple)
   4.3 Food and snacks (coffee, milk, water, fruits)
5. Universities (they are a source for employment)
   5.1 Universidad de Buenos Aires:
      5.1.1 Facultad de Ingeniería
      5.1.2 Facultad de Ciencias Exactas
      5.1.3 Facultad de Economía
   5.2   Universidad   Tecnológica   Nacional
      5.3 Instituto Tecnológico de Buenos Aires
   5.4   Universidad   de   San   Andrés
      5.5   Universidad   Argentina   de   la   Empresa
      5.6   Universidad   Di   Tella
      5.7   Universidad   del   Salvador
      5.8 Universidad de Ciencias Económicas y Sociales
6. Banks: In Argentina, used to pay salaries and other financial transactions
   6.1 ICBC
   6.2 Santander Rio
   6.3 BBVA
7. Medical Insurance: In Argentina OSDE
8. Security and maintenance of the building: doorman and building staff
9. Partnership: TripAdvisor. It provides visibility to TheFork, and when people is looking for reviews on TripAdvisor and wants to book a restaurant, the page automatically redirects you to TheFork's site.
10. Social Media users and followers
    10.1 LinkedIn
    10.2 Facebook,
    10.3 Instagram

10.4 Blogs

11. Government

    11.1 National Level (Executive powers of all countries where TheFork operates)

    11.2 Government Local Level (Argentina):

        11.2.1 AFIP

        11.2.2 Ministry of science, technology and research

        11.2.3 Ministry of tourism and sports

12. Community:

    12.1 Readers of our blogs

    12.2 Community of gastronomic entrepreneurs

    12.3 The people that live or work in other offices located in the same buildings of TheFork's offices.

13. Mass media communication

    13.1 TV audience (only on France, Italy and Spain)

14. Competitors

    14.1 Google

    14.2   Open   table

3.4.2 Media & Social Media Analysis

Potential-Media Presence Analysis in Argentina:

As it was previously mentioned, TheFork has commercial spots and appearances in some European TV channels in France, Spain and Italy; but it does not use any type of mass media communication in LATAM. However, I do believe there are many media that TheFork could explode to promote itself and build brand awareness in Argentina.

One way of doing it could be by launching publicity spots on TV channels that target a more specific-niche-gastronomic audience; like for example on the *Travel and living* channel where there are many shows that appeal to that type of audience like *Sin reservas, Comidas exóticas* and *Ciudades y copas*. Another interesting TV channel

could be "El Gourmet", where renounced chefs as Francis Mallman and Narda have their own shows. Another possibility for TheFork to make the product more visible is to display publicity inside some food-related programs with a high-volume audience like *Modo Foodie*. If they want to go a step forward, they could even make some kind of strategic alliance with programs of people travelling and getting to know new places, such as *Por el mundo*, where the hosts can show how they use the app for tourism and to get to know great places to dine out in new countries.

TheFork could also start appearing on gastronomic related magazines and columns; like *The Gourmet Journal, HyG, Huéspedes, Elle Cocina, Clarín Gorumet, Clarín Recetas,* and *Solo por Gusto.*

Social Media Status and Analysis per region:

GLOBAL						
Social Media	User Name	Number of followers	Date last post	Average number of posts per month	Average number of likes per post	Average number of comments per post
Instagram	wearethefork	481	19/12/2019	3	75	5
Twitter	NA					
Facebook	NA					
LinkedIn	TheFork, a TripAdvisor company	9,180	20/06/2020	NA		
Blog	theforkmanager.com	NA				

ARGENTINA

Social Media	User Name	Number of followers	Date last post	Average number of posts per month	Average number of likes per post	Average number of comments per post
Instagram	thefork_ar	18,000	19/08/2020	9.5	118	6
Twitter	@restorando	237	22/07/2015	Inactive	Inactive	Inactive
Facebook	TheFork.ar	200,054	19/08/2020	9.5	2	0.3
LinkedIn	Restorando	7,753	20/11/2019	NA		
Blog	theforkmanager.com	Same as global with arg url				

FRANCE

Social Media	User Name	Number of followers	Date last post	Average number of posts per month	Average number of likes per post	Average number of comments per post
Instagram	thefork_fr	15,500	25/08/2020	8	51	0.5
Twitter	@LaFourchetteMmm	4,288	29/07/2020	7.8	0.1	0.2
Facebook	NA					
LinkedIn	LaFourchette	20,963	17/05/2020	NA		
Blog	theforkmanager.com	Same as global with fr url				

ITALY

Social Media	User Name	Number of followers	Date last post	Average number of posts per month	Average number of likes per post	Average number of comments per post

Instagram	thefork_it	43,400	26/08/2020	15.5	62	1
Twitter	@TheFork_it	1,955	26/08/2020	38	0.1	0
Facebook	NA					
LinkedIn	NA					
Blog	theforkmanager.com	Same as global with it url				

SPAIN						
Social Media	User Name	Number of followers	Date last post	Average number of posts per month	Average number of likes per post	Average number of comments per post
Instagram	eltenedor	25,600	07/08/2020	7	120	8
Twitter	@eltenedor	24,200	14/08/2020	30	8	0.1
Facebook	NA					
LinkedIn	ElTenedor	8,291	19/08/2020	NA		
Blog	theforkmanager.com	Same as global with sp url				

Only the main countries were included in this analysis, but each country where TheFork operates has its own Social Media Accounts

We can see from the above exposed data that currently TheFork doesn´t have a Global Social Media Strategy. They are not active on their communications and there is not a global Twitter account. All of these leads to each country having its own social media accounts, sharing their own content and following their own calendar.

After analyzing the main countries, we can see a clear difference between Italy and Spain on the one hand, and France and Argentina on the other. While the first two mentioned countries are very active on social media, on average posting more than 35 times; the latter ones only make around 8 posts per month on the different digital platforms. Despite the differences in activity, we can see that in all the countries the number of likes and comments is low in comparison to the amount of followers, showing that there is not enough engagement between the accounts and its users.

3.4.3 Repertoire of publics according to Grunig & Hunt

I chose to use this type of categorization as it is extremely useful for detecting the different types of behavior that the publics would have around a problem. Therefore, I believe that once I define a communication problem to be solved, I will be able to use the table of Grunig's situational theory (see *appendix B*) to define the degree to which publics connect with the situation and its possible behaviors.

Active Publics
They face a problem; they recognize its existence and they organize to do something about it.
	– Employees:
	    o Codir-Members
	    o Lab & Prod Teams
	    o Employees of other areas
	– Clients
	    o Restaurants
	    o Users
	– Financial: TripAdvisor
	– Competitors
	– Government Local Level:
	    o AFIP

Informed Publics
The ones that face a problem and recognize it, but do nothing about it.
	– Employees:
	    o Outsourced (Legal Team)
	– Partnership TripAdvisor
	– Social Media users and followers
	– Community:
	    o Community of gastronomic entrepreneurs
	    o Reader of our blogs
	– Mass media:
	    o TV audience

Latent Publics	– Suppliers:
	    o Software and HR tools
	    o Equipment
	    o Food and snacks
	– Banks

A group that is affected by an issue created by the organization but they do not recognize the problem, so they do nothing.	– Medical Insurance – Security and maintenance of the building – Community: o People living or working in other offices located in the same buildings of TheFork's offices

Non-Publics
The ones that do not face a problem, so they do not recognize its existence or do something about it.
	– Universities
	– Government National Level
	– Government Local Level:
	    o Ministry of science, technology and research
	    o Ministry of tourism and sports

3.4.3 Segmentation of Publics according to Dewey

Enabling Linkage
Publics that have some level of authority and/or control over the organization
	– Employees:
	    o Codir-Members
	    o Lab & Prod Teams
	– Financial: TripAdvisor
	– Government National Level
	– Government Local Level:
	    o AFIP
	    o Ministry of science, technology and research
	    o Ministry of tourism and sports

Functional Linkage	INPUT:
	
	– Employees:
	    o Employees of other areas
	    o Outsourced (Legal Team)
	– Suppliers:
	    o Software and HR tools
	    o Equipment
	    o Food and snacks
	– Banks

Input: publics related to the internal function of the organization	– Medical Insurance
	– Security and maintenance of the building
	– Universities
Output: publics that use the products of the organization	OUTPUT:
	– Clients
	o Restaurants
	o Users
	– Social Media users and followers
	– Community:
	o Readers of the blogs
Normative Linkage *Publics that face problems similar to those of the organization.*	– Partnership TripAdvisor
	– Community:
	o Community of gastronomic entrepreneurs
	– Competitors
Diffused Linkage *Publics that are not in frequent interaction with the organization, but they can influence on the companies' public opinion.*	– Community:
	o People living or working in other offices located in the same buildings of TheFork's offices
	– Mass media:
	o TV audience

3.4.4 Own-created segmentation according on how the global pandemic has affected each public

Negatively Affected	Employees: other areas
	Financial: TripAdvisor
	Clients: Restaurants
	Suppliers: Food and snacks
	Security and maintenance of the building: doorman and building staff
	Partnership: TripAdvisor
	Government: National Level
	Government: Local Level

	Community: gastronomic entrepreneurs Competitors: Open table
Neutral-Non Affected	Employees: Codir-Members Employees: Outsourced Clients: Users Suppliers: Software and HR tools Universities Banks Medical Insurance Social Media users and followers Community: Readers of the blogs Mass media communication: TV audience
Positively Affected	Employees: Lab&Prod Teams Suppliers: Equipment Community: People that live in or near TheFork´s offices building Competitors: Google

3.4.5 Prioritization of Publics according to Grunig's Situational Theory

Situation: TheFork wants to launch a communication campaign promoting itself as a trust-worthy site that provides a unique and safe experience for dinning out; with the objective to increase Restaurants-booking demand.

	HIGH INVOLVEMENT	LOW INVOLVEMENT
PROBLEM FACING BEHAVIOUR *High problem recognition* *Low constraint recognition*	**Active Public** Government: National Level Employees: Codir-Members Employees: Lab&Prod Teams Financial: TripAdvisor Clients: Restaurants Clients: Users	**Active/Aware Public** Government: Local Level Competitors: Google Mass media communication: TV audience (Europe)
CONSTRAINED BEHAVIOUR	**Aware/Active Public** Employees: other areas	**Latent/Aware Public**

High problem recognition *High constraint recognition*	Social Media users and followers Community: Readers of the blogs	Community: gastronomic entrepreneurs Competitors: Open table
ROUTINE BEHAVIOUR *Low problem recognition* *Low constraint recognition*	**Active/Reinforcing Public** Partnership: TripAdvisor	**None/Latent Public** Employees: Outsourced Suppliers: Software and HR tools Suppliers: Equipment Universities Banks Medical Insurance
FATALISTIC BEHAVIOUR *Low problem recognition* *High constraint recognition*	**Latent Public**	**Non Public** Suppliers: Food and snacks Security and maintenance of the building: doorman and building staff Community: People that live in or near TheFork´s offices building

3.4.6 Analysis of Main Publics

According to Dewey, the publics with a functional linkage are the ones that are essential to the operations of the organization because they either provide labor and resources to create products or services; or they receive the products or services. From the analysis we found that employees, suppliers, banks, medical insurance, security and universities have an input linkage; but the essential ones to keep running the business are

employees and suppliers. On the other hand, we see that clients, social media users and community readers of the blog have an output linkage; but the public actually using the products and producing revenue for the organization are the clients (both restaurants and users). That is why employees, clients and suppliers and TheFork's main publics, and I will proceed to analyze them below.

Employees

i. Status of current relationship

Extremely relaxed working environment: there is no formality in dress or protocols. Also, managers do not have their own office, they sit in a common desk together with other employees. The working methodology is based on objectives, not time worked. Employees have a lot of autonomy and enjoy the work space: TheFork has a ping-pong table, video games and living rooms with puffs and armchairs as recreational activities to perform during work hours. It also has flexible hours and home office days.

ii. Actions

• *Retention strategies* for programmers: TheFork programmers are the foundation of the company because they are the ones who are responsible for the creation and proper functioning of the product (both from the mobile app, as well as for the computer). Worldwide there is a high demand for engineers in relation to the amount of offer. This is a very important factor, as it is very difficult to find good talents; and once found they must be retained. That's why TheFork is constantly looking to other technology companies to see what they are offering and make sure TheFork is meeting that working-conditions. Some of the things that had been implemented as a benefit for all employees, because they are considered "basic" in the tech world, are: home office, flexible working hours, ping-pong, three weeks of holidays, team buildings and snacks, coffee and fruit in the office.

In Argentina, work environment surveys are contacted once a month, especially for the lab&prod area, to make sure that the team is motivated and detect the potential problems before they arrive.

• Performance reviews and promotion opportunities: four performance review evaluations are done per year (one per semester). Those who had a good performance gain an increase of their salary, and the possibility of promotion is evaluated in those who perform well and have good potential.

• <u>All Hands Meetings:</u> These are bi-weekly meetings where all the employees of the company at a global level get to participate. News, achievements and the situations of the different areas are discussed, as well as the reality that the company is currently facing (challenges, number of reserves and money, new strategies, etc.).

i. Status of current relationship

More than 22 million diners went out to eat with TheFork around the world. TheFork's relationship with each user depends on the level of interaction they have with the page or application. The organization recognizes two types of users: on the one hand, those who generated a reservation in the last 6 months, and on the other hand, those who did not carry out the reservation but who have opened the application within the year. This segmentation is carried out with the aim of reestablishing the relationship with less frequent users, motivating them to use the service by sending an email to their personal mailbox. In addition, for the most frequent users, personalized recommendations for new restaurants are generated based on their previous reservations.

ii. Actions
• <u>Mobile application and website:</u> The main contact between TheFork and its users is carried out through the website and the app. More than anything thanks to the latter that sends push notifications to each individual with discounts and recommendations in the form of a reminder motivating them to use the service.

•<u>Blogs</u>: through this space TheFork shares notes about restaurants, upcoming gastronomic events, information for restaurants and recipes; always adapting the content to the country in which the reader is located. It also invites users and gastronomic fans to participate in the blog by sharing their experiences.

• <u>Social Networks</u>: through this means TheFork disseminates the new Restaurants that have been added to the app, informs about available discounts and recommends places to eat out.

iii. Importance of genuine reviews, awareness effect and persuasive effect
One of the topics researched on a study developed by (Huang, 2020) on whether and how the emergence of the electronic word-of-mouth (eWOM), particularly consumer reviews, influence the business; has to do with the genuineness of the reviews. The research showed that consumers are concerned about how real reviews are; and that if

they are able to trust the reviews, then they will trust the company/product service and quality. To be able to tackle this issue, evidence demonstrated that one of the most used methods by companies on websites, the "user grade", is an effective way of communicating whether a reviewer is a genuine customer or not.

Another central topic researched in the paper has to do with the different ways on how reviews can influence product sales. We can identify two effects: the awareness effect and the persuasive effect. The awareness effect states that the more the reviews, no matter if positive or negative, the more familiarize the consumers will get with the product, thus increasing its awareness and leading to more sales. In other words, "more conversations about a product can increase product sales" (Godes and Mayzlin, 2004). The persuasive effect, on the other hand, indicates how reviews affect a consumer´s assessment of the product quality or service; meaning that positive reviews will increase sales, meanwhile negative reviews will decrease them. In the study it was found that, even though the impact of the persuasive effects may be larger; the amount of daily reviews and total reviews posted can increase the relative sales of the product, proving that the awareness effect is also an important factor for boosting online sales.

Clients: Restaurants

i. Status of current relationship

TheFork has more than 80,000 restaurants in 18 countries all over the world.

ii. Actions

• Personalized attention: TheFork has local teams and experts in online reservation management who work with each restaurant to enhance their business.

• Increased exposure: Generation of personalized email marketing campaigns for each restaurant in addition to creating content for blogs and networks.

• TheFork tool for members: It provides the means to self-manage the profile of each restaurant together with useful tips. It is an essential tool for restaurants to better understand the business, identify areas of improvement and increase sales.

iii. Merchant´s current situation

Extensive research to Spanish Restaurants has been made, in order to deeply understand how are they going through these complex situations, what are their actual pains, their worries, how are they preparing for the re-openings, and what do they expect

from us. In order to do so, 1:1 interviews have been made, and here are the main conclusions:

Government guidelines
Restaurants are implementing stricter measures than the government has published. A bunch of them are working with social risk companies to create protocols for the staff to prevent infections. In all cases staff is going to wear protective clothes (mask and gloves), and they are promoting individual works to avoid contact.

The big uncertainty is the demand
Given that restaurants now have limited capacity, they are generating less revenue and they are concerned about not covering the costs because of the poor demand and the limited capacity. Some restaurants do not feel secure about reopening the restaurants with this demand.

Expensive restaurants with international public will be the most affected
Given the tourism restrictions, restaurants that usually have a lot of tourist's customers will suffer more than the ones that usually have local dinners. They are planning more affordable menus to attract locals.

Restaurants are simplifying and reducing their menus
They are going to restart the service with a reduced menu in order to reduce costs. They will add more dishes when the demand recovers. Restaurants with complex dishes have to simplify the menu

Restaurants are concerned about the experience of dinning out
They are concerned that the measures taken to protect customers will damage the experience of dining out, they fear that customers looking for the whole experience won´t have it. They want to make as few changes as possible. Here, I particularly liked what a merchant said: "The interaction with the customers is going to be close, but distant".

Menu and Payment do not seem to be an issue. They want to keep it simple
Restaurants have implemented one-time paper menu or QR options; and some places even have both. Regarding payments, the most common payment method is contactless credit card, and they expect the use of it will increase. If people must pay with cash, there

are implemented protocols to handle the situation. They want to avoid the complexity of managing online menus.

i. Suppliers

<u>Amazon Web Services:</u> It allows TheFork to save the codes developed by the engineers in a virtual cloud, so that physical damage to computers does not mean loss of information.

<u>Amplitude</u>: It is a system that used to perform statistics, graphs and A / B Testing.

<u>Workday</u>: Human resources platform where the information of all employees, both TheFork and TripAdvisor.

<u>Apple:</u> Equipment for the Codir-Members and the Lab&Prod areas all over the world is provided by Apple. They provide computers and accessories (such as cables and adapters), as well as insurance and maintenance services.

<u>Dell</u>: Equipment for all the employees of other areas all over the world is provided by Dell. They provide computers and accessories (such as monitors), as well as insurance and maintenance services.

ii. Status of current relationship

With the Software and HR tools suppliers, TheFork contacts each of the suppliers once a year to renew the contract. With the equipment suppliers, both Dell and Apple, the company contacts them generally twice a year, asking for new computers, basing their amount requested on the amount of open positions. Occasionally contacts are made when a device is stolen or broken.

4. Problem Statement

4.1 S.W.O.T. Analysis for Communication

Strengths

- Strong brand reputation (mainly because of its linkage with TripAdvisor)
- Strong brand identity
  - o Vision, mission and values are clear and well defined
  - o Existence of a brand identity manual that describes the personality and tone of voice of the organization

- o Existence of a brand manual with details about when to use the different logos, colors and fonts.
- Strong culture[22]: the leadership team has a strong presence and clearly communicates the objectives, values and vision of the company
- Emphasis on the well-being and opinion of the employees in charge of human resources: climate surveys and performance reviews
- All Hands tools that promote linkage between offices in different countries
- High level of mobility and proactive learning encouraging problem solving through experience and knowledge
- Personalized e-mail campaigns for each restaurant
- The founders of Restorando (that are big referents for the Argentinian employees) supported the acquisition the whole time and still work in the company.
- Excellent work environment
  - o Relationship between managers and employees is accessible, friendly and informal
  - o High level of dialogue and discussion, so the decision-making processes is based on rationality
  - o Multiple benefits for employees: health insurance, 3 weeks vacations, fun-times at the office, home office, flexible hours, teambuilding etc.
  - o Working towards objectives and not towards time spent in the office, ensuring a work-life balance
  - o Salaries raise base on the employee performance
- Positive alliances with influencers to promote TheFork
- Good response to the actual Covid-19 crisis
  - o Existence of a Crisis-Committee
  - o Frequent internal and external communication (once per week)
  - o Use of image reinforcement responses
- The use of a Confession-Transfer mix strategy[23]

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[22] The cultural density depends on the clarity of the leadership, the shared values an identity; it can either be strong or weak (Villafañe, 1999)

[23] TheFork chose to communicate by explaining certain decisions were made and assuming responsibility for them, but also mentioning that all of that happened because of the Covid-19 situation.

Weaknesses

- Department of Communication and/or PR is non-existent
- Marketing leads the external general communication, Sales the communication with clients (Restaurants), Customer Care the communication with clients (users) and HR the internal communication. There is no centralized department all of these may lead to communication misunderstandings.
- Poor brand loyalty as users are mainly seeking for great discounts, so they will use whatever platform provides them that discounts.
- A big part of the perception that users make abut TheFork service will depend on the Restaurant itself (the service they provide, if they respect the reservation, etc), so it is very hard to control.
- No presence in mass media communication in LATAM
- Some decision-making processes are very bureaucratic
- When Restorando was acquired, internal communication wasn't clear enough for LATAM employees, which resulted in many people leaving the company.
- Fragmented culture (Villafañe, 1999):
  - The degree of alignment between the values of the organization and the ways of working of the employees is not entirely strong
  - Existence of subcultures (Europe vs LATAM)
- Predominance of the French culture: most of the Codir-members and the engineer developers are in France, and most decisions are taken by the Codir-members
- Obstacles related to the interculturality[24] of the organization that make internal communication tough:
  - Language
  - Working methodology
  - Way of leaving and interpreting stuff
  - Time-zone difference

Opportunities

- Technology as the new way to communicate
- Global adoption of mobile phones
- Use of mass media as an advertising tool

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[24] Intercultural communication refers to the communication between people from two different cultures" (Chen & Starosta, 2005)

- New ways of perceiving the role of women from the feminist movement (TheFork could generate new marketing campaigns focused on this theme: Mother's Day)
- New social trends around the world: "Zero Waste" trend and vegan restaurants.
- Covid-19 situation:
  o It has forced the gastronomic industry to close their places and change the way they connect with clients. This opens new opportunities for TheFork should consider start offering options of delivery or pick-up, for example.
  o TheFork will play a key role communicating and encouraging users to start dinning out again; and if done well they can gain Restaurant's and users loyalty
- Corporate branding and employment are an important trend. TheFork has a strong reputation as a good place to work in.
- Non-saturated market with high entry barriers, which gives TheFork ta stability and opportunity to keep expanding and growing

Threats

- Constant political and economic instability in Argentina makes it hard to follow a consistent plan, and policies and regulations might change from one government to another, affecting the company.
- TheFork operates in very different markets regarding politics and economics, so it is hard to have a standardized approach for all the countries where it operates.
- Highly competitive rivalry with a stronger and bigger competitor: Google
- Covid-19 situation:
  o It has cause economic problems all over the world, and many restaurants have close.
  o Unemployment around the world has risen a lot, which means the economic income if individuals has lower. Because of that they will probably consume only essential goods, and so less people will be dining out
  o The tourism industry is suffering, and lockdowns and restrictions exist all over the world, which highly affects TheFork's business.
  o The gastronomic industry (clients) is suffering, so TheFork needs to find a way to effectively communicate them that they will support them through the situation and bring them ease
  o Once restaurants open again, TheFork will need to find a way to effectively communicate to the users that Restaurants are following all of the sanitary precautions needed and erase the fear of users.

o   Layoffs of employees have been made, TheFork need to make sure this does not retaliate in the future.

4.2 Topics and Issues Presentation and Categorization

Topic	Corporate Culture
Subtopic	Fragmented cultural dynamic and Subcultures
Context	The degree of alignment between the values of the organization and the ways of working of the employees is not entirely strong. This is mainly because due to the globality of the company, there are many cultures, and many decisions are made from a European perspective, and the European way of working is very different from the LATAM one. All this led to the creation of 2 main subcultures, Europe vs LATAM.
Subtopic	Half-open cultural dynamic
Context	TheFork is a technological company, which means that it must be constantly updated and aware of the news and advances that occur in the world; it must be open so as not to fall behind in the market. In addition, the working methodologies are flexible. However, the company has some rigid processes, and some people of the leadership team are not as open to change.
Topic	Intercultural Communication
Subtopic	Communication barriers due to language
Context	English is the global and official language. However, headquarters and some of the biggest offices are in Paris. This brings 2 main issues, on one hand the English pronunciation for French people is very difficult and that makes the understanding of what they are saying in video calls or meetings very hard. On the other hand, as most of the leadership team talk on French, which is a language that is not spoken in any other office of TheFork, and many times important documents or information are not translated to English
Subtopic	Differences in ways of working lead to confrontations

Context	There is a big difference between European and LATAM styles of work. What has been notice so far is that European employees have a higher need of rules and structures and find it difficult to adapt to change sometimes. On the other hand, LATAM employees are used to a more chaotic work environment where things get done in the moment, and sometimes have difficulties following stablished protocols and planning
Subtopic	**Predomination of French culture**
Context	Most of the Codir-members and the engineer developers are located in France, where the organization was born. Most decisions are taken by the Codir-members, so we could say that the French culture predominates.
Topic	**Crisis Communication**
Subtopic	**Covid-19: The Global Pandemic**
Context	It is a public issue, because it affects the entire world, industries, societies, and government intervention is needed.
Subtopic	**Backfire of employee's layoffs and salaries reduction**
Context	TheFork had chosen to communicate those measures using a Confession-Transfer mix strategy by explaining why they took the decisions and assuming responsibility for them, but also mentioning that all of that happened because of the Covid-19 situation. It is a potential issue because so far everyone understood the measures; but in a future this can bring a negative impact.
Subtopic	**Crisis of the Gastronomic Industry**
Context	The gastronomic industry is suffering and TheFork's businesses is being affected. TheFork need to prepare for the future and find a way to pass through this crisis supporting its publics.
Subtopic	**Potential negative impact on TheFork's reputation**
Context	So far, the crisis has not affected TheFork's reputation, but an actual crisis is happening, so the reputation could be affected at any time. For example, TheFork will play a vital role helping the restaurants

	communicate to the users that all sanitary conditions are being respected, and if something goes wrong the entire reputation of TheFork will be affected.
Topic	**Business adaptation to the environment**
Subtopic	**Change of consumption trends: People may stop dinning out**
Context	This is happening right now due to government policies and highly affecting de viability of TheFork business. Even though this is momentary at the time, people might change their consumption habits, and it might become a new trend. TheFork needs to keep this in mind and find new ways to make their business work.
Subtopic	**New trends: Zero waste and Vegan restaurants**
Context	These trends are rapidly growing, especially in the European markets where TheFork operates, so it is important that the company keeps track of them and finds the way of adapting and incorporate them to its product.

4.3 Public Relations Problems Statements

1. Change in Corporate Self-Image Perception

TheFork is a global company, with a big structure and a large number of employees around the world. However, until they acquired Restorando at the beginning of 2019, all their offices and employees were located in different countries within Europe (except for the Brazilian office that only had 12 employees); reason why the cultures and ways of working between the different offices were very similar.

When they acquired Restorando Argentina, an office with 80 employees which meant the largest integration made by TheFork so far, they found a very different panorama. The work methodology, flexibility, hours and the way of thinking of the employees of Argentina was very different from that of Europe, and even contradictory in some aspects. For example, while in Europe employees are used to following a methodology, to being highly organized and used to asking permission and to the bureaucracy; in Argentina they are used to doing things in the most dynamic way possible, to think outside the structures and bring disruptive ideas to the table. In Argentina they accuse the Europeans saying that "they cannot think outside the box", while the Europeans say that the Argentines are very disorganized and cannot follow the established guidelines.

TheFork should worry about this issue, and attack it; since these misunderstandings created a clash regarding ways of working, a feeling of frustration, and a feeling of "ours vs the others"; generating 2 subcultures within the company and reducing employee productivity. TheFork must focus on the feeling of team unification and make all employees feel part of the same organization; so, we can establish that the objective of this problem statement is related to the corporate self-image

2. Change in Global Image Perception

As we have seen, the Covid-19 is highly affecting the gastronomic industry, and it's changing the way people live and the priorities people have when choosing a place to dine out. That is why when restaurants start to re-open, nothing will be as it used to be and TheFork will need to adapt to this new reality. In order to do so, it is important that TheFork achieves a change in its image perception. Currently TheFork is considered by users as a reliable place for making reservations and providing information about places to eat out; but now it will be of vital importance that, through communication and experience, the company manages to be perceived as a site that provides safe options and recommendations; as a company that takes care of its users. In order to achieve this image perception objective, TheFork will need to address 2 other issues:

3. Change of behavior of merchants

One of them is regarding its clients: the merchants. TheFork must ensure that the restaurants follow all the necessary hygiene measures, so that they provide a good service to the users. For this, TheFork must find a way to effectively communicate to its clients the importance of respecting hygiene policies, of enabling fewer tables and of admitting reservations in larger time-slots; and to convey the idea that while all of these measures seem anti-productive from a business point of view, in the long term they are going to be what makes the business successful. TheFork needs to achieve a change of behavior on its merchants and make them understand that the main priority should be their client's security, and not short-term revenue.

4. Raise Awareness about new projects and measures

The other issue has to do with the users. Because of the new global context, TheFork has been doing some research (interviews with frequent users around the world) and has find out that users don't plan to stop dinning out, but that their needs and expectations have change, because they need to feel safe. TheFork is working on

several projects to fulfill the new user's need and expectations, such a virtual menu so that users do not have to touch the menu on paper, integration with a virtual payment platform to avoid touching money or credit cards, and in a new restaurant profile that includes the security measures taken by each restaurant, such as if there is alcohol-gel, the distance between the tables and the frequency with which the establishment is cleaned; among other things. Once these projects are released, TheFork needs to communicate it to its audiences in an effective way in order to raise awareness, so that users know all the measures that are being taken and feel that the TheFork provides safe options, that TheFork is taking care of them; and go out to eat without fear

5. The Plan and its campaigns

5.1 Goal

TheFork aims to create brand awareness about new features and hygiene measures in order to reduce the user´s fear and uncertainty; inviting them to dine out and have a memorable experience. This goal is going to be achieved by the creation of a communication campaign called "Your Safe Experience", which will be featured in social media, as well as in printed media. In order to be successful TheFork needs to have a close and strong relationship with the merchants through all the campaign, and make sure they understand that TheFork is here to help.

5.2 Objectives, Strategies and Tactics

5.2.1 Main objective appointed to: Clients - Users:

By July 2021, achieve a change of perception on 70% of TheFork´s Argentinian users[25] so that they recognize TheFork as a trust-worthy site that provides a "close but distant", safe and memorable experience for dining out in the country.

5.2.1.1 Strategy:

Build a sense of trust between the users and TheFork by launching the campaign *"Your Safe Experience"*, that will focus on the trustworthiness of the site and the new hygiene measures been taken by restaurants, making the users feel that by booking by TheFork they will have a safe and memorable experience.

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[25] When we talk about users we are referring to the average number of people that make a booking per month. TheFork estimates to have an average of 40.000 users, so the objective targeting a 70% of the total users aims to reach a total of 28.000 people.

i. Video for Social Media: "Your Safe Experience"

This video will communicate in a relax and modern way all the new specific safety and hygiene measures that the restaurants are taking in order to provide a safe experience. The video will include 6 of the top-rated restaurants off different categories of TheFork site.

It will be promoted on all the official social media accounts of TheFork (LinkedIn, Twitter, Facebook and Instagram). It will be also distributed for free to all the restaurants that work with TheFork, so that they can share it in their own social media accounts and pages.

The Slogan of the campaign will be: "Keep enjoying great moments! TheFork, Your Safe Experience". You can see the logo on Appendix D

The six new hygiene measures, and how they will be featured are:

Hygiene measures	Communication on the video
Mandatory temperature measurement before entering the restaurant	Measuring your temperature is the new way to say welcome
Bottle of alcohol gel in every table	The bottle that cannot be missing on your table is the one of alcohol gel
Use of mask	Nowadays nothing is more important than matching your outfit with your mask
Maximum of 4 persons per table	The double date is the new modality
Online menu with QR	The lanterns illuminating the menu no longer exist
Mobile Payments (QR)	Having cash is out of fashion

Table: Featured Hygiene measures

ii. Create a highlight section called "Your safe Experience" on Social Media

This section will be available on Instagram and Facebook. The idea is to communicate the six main new hygiene measures restaurants are taking and that are featured in the

video. During the first week, one measure will be posted each day of the week at 6pm, starting on Monday and finishing on Saturday.

iii. Hashtag (#YourSafeExperience) as social media Trending Topic

Communicate on the official social media accounts of TheFork the new video and safety measures that restaurants are taking. To do so, one new post containing the hashtag should be posted each Friday, in which every time a new restaurant from TheFork site is promoted. This initiative will last 3 months, and it will be done in Twitter, Facebook and Instagram.

iv. Social Media Draw

To make sure that the hashtag becomes viral, a draw for each social network will be organized (1 for Instagram, 1 for Facebook and 1 for Twitter, 3 in total), where the winner will receive a dinner for 2 in any of the 6 restaurants that participated on the creation of the video that they choose, to use during 2021. In order to participate, users will have to follow the account, like the draw post and leave a comment mentioning the person they would share the dinner with, and saying to which of the 6 restaurants they would like to go. The draws will start at March 2021, and will last 3 months, 1 social network at a time, each lasting 1 month.

5.2.2 Secondary objective appointed to: Clients - Merchants:

Build, reinforce and maintain strong and helpful relationships with 90% of The Fork's Argentinian merchants [26] by March 2020, making sure they understand that TheFork cares about them and is willing to get out of this situation together.

5.2.2.1 Strategy:

Communicate to the merchants all the new features that TheFork is developing in order to make the dinners feel safe and willing to dine out again, and invite them to participate

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[26] TheFork has a total of 900 restaurants, so the objective targeting a 90% of merchants is equivalent to 810 restaurants.

in the social media campaigns launched by TheFork, creating a helpful relationship with them.

5.2.2.2 Tactics:

i. Communicate all new features to the merchants

To make sure that merchants know about all the new functions and features that TheFork offers to users (like QR Menu, Mobile Payments, etc), TheFork will send a newsletter communicating and explaining all of them to the merchants. Also, every time a new feature is release, a new communication to the merchants should be launched.

ii. Have the status of opened restaurants and requirements updated

The business-sales team of TheFork should communicate with each restaurant once a week to check the status and the current regulations and/or restrictions that restaurant needs to follow. Each member of the sales team should have assigned an equal number of restaurants, and every week after checking the status the Restaurant Status Table should be updated. You can find more details about the table in Appendix E.

iii. Invite the top restaurants of different categories to participate on the video "Your Safe experience"

TheFork needs six different restaurants to participate in the video, that come from different categories. Inside the section "Ideal for" you can find different categories of restaurants. From there TheFork´s sales team will contact the open restaurants with the bests scores of "traditional", "romantic", "trending", "to drink beer", "to go with friends" and "to drink wine", and make sure that 1 restaurant from each category agrees to participate on the video.

iv. Invite all the restaurants to use and share the promotional video
Once the video is lunched, TheFork needs to communicate with all the restaurants to invite them to share the video on their social media, but also let them know that the video is free if they want to use it as promotion.

For this, the business-sales team will send an email with a link to the video, and all the information needed to all the restaurants working with TheFork, 1 day after the official launch of the video.

Promote TheFork as a reliable site that provides safe and memorable experiences for dining out in the country during January 2020, reaching and raising awareness for 70% of TheFork´s local audience.

5.2.3.1 Strategy:
Inform TheFork´s users about hygiene and security measures taken in the restaurants in a relaxed and modern way, using printed and social media.

5.2.3.2 Tactics:

i. Press release on high-selling newspapers on Sundays

Launch a press release every Sunday for 6 weeks on La Nación, Clarin and Página 12, each Sunday featuring one of the 6 main hygiene measures present on the video campaign "Your Safe Experiencie".

Each press release should have the same style, colors, format and slogan. The tittle should always be one of the phrases found on the table "Featured Hygiene measures", under the column "communication on the video", followed by the pictured featured on the video together with some technical facts about why that measure is important. To close, the slogan "Keep enjoying great moments. TheFork, Your Safe Experience" should be present. A template of the press release, together with an example can be found on Appendix F.

ii. Coordinate an Interview between Frank Martin and Diego Coquillat

Frank Martin is the Head of LATAM at TheFork, and Diego Coquillat is a journalist with a strong focus on the gastronomic industry. He has wrote several books like "Una Nueva Era en los Restaurantes", "La Transformación Digital en los Restaurantes" and

"Guía de Innovación para Restaurantes", and owns the website "Diego Coquillat, el periódico digital de los restaurantes". He has already made and interview to Frank Martin on April 2019 [27].

The objective of this interview should be to communicate all the ways in which TheFork is helping the Restaurants, and how the Restaurants are taking all the necessary measures to provide safe and memorable experiences.

5.3 Key Messages

- TheFork, Your Safe Experience
- Memorable and Safe Experiences
- Keep enjoying great moments
- We are working together with the restaurants to provide safe and memorable experiences
- Close but distant service

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[27] https://www.diegocoquillat.com/en/entrevista-a-frank-martin-ceo-de-restorando-formar-parte-de-thefork-y-del-grupo-tripadvisor-es-el-sueno-de-muchas-empresas/

5.4 Measurement

5.4.1 Techniques of Control

Tactic	Control Technique	Status
Video "Your Safe Experience"	Define the script	
	Film the different scenes of the video	
	Edit the video	
	Video final version	
	Approval of the leadership team	
Restaurants participating on the video	Identify the best-scored restauratns of each sector	
	Write an email template for asking them to participate in the video	
	Send the emails	
	Check confirmations	
	Have the 6 participants confirmed	
Highlight section "Your safe Experience"	Define what measure will be posted each day	
	Create the section on Instagram	
	Monday post	
	Tuesday post	
	Wedesnay post	
	Thursday post	
	Friday post	
	Saturday post	
	Create the section on Facebook	
	Monday post	
	Tuesday post	
	Wedesnay post	
	Thursday post	
	Friday post	
	Saturday post	

Tactic	Control Technique	Status
Hashtag (#YourSafeExperience)	Write an email template asking the restaurants to send pictures following the protocols	
	Send the emails	
	Select one picture from each restaurant	
	Create a calendar stating which restaurant will be promoted each week	
	Post each Friday on Twitter, Facebook and Instagram	
Social Media Draw	Write the copy and select the image for the draw post	
	Post the draw on Instagram	
	Post a story with a reminder every week	
	Make the draw	
	Announce the winner	
	Post the draw on Facebook	
	Post a story with a reminder every week	
	Make the draw	
	Announce the winner	
	Post the draw on Twitter	
	Post a story with a reminder every week	
	Make the draw	
	Announce the winner	
Promotion of the video by Restaurants	Write email communicating about the new video and the free-usage	
	Send email to the restaurants	
Communicate new features to merchants	Write newsletter about new functions and features	
	Send it to the merchants	
Status of Restaurants	Create the Restaurants Status Table	
	Asign each restaurant to a member of the sales team	
	Update the Table each Monday	

Tactic	Control Technique	Status
Press release for newspapers	Make the financial agreement with Clarin	
	Make the financial agreement with La Nación	
	Make the financial agreement with Página 12	
	Make the calendarization of posts	
	Create the Press Release - Template	
	Based on the template, create the 6 posts	
	Send the posts to the newsletters	
	Posts are published	
Interview between Frank Martin and Diego Coquillat	Contact Diego Coquillat and ask for an interview	
	Set date, time, and topics to be covered	
	Go trough the key messages with Frank	
	Make the interview	
	The interview is published	

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5.4.2 Techniques Measurement for Social Media Tactics

Social Media		Tactic				
		Video "Your Safe Experience"	Highlight section "Your safe Experience"	Hashtag (#YourSafeExperience)	Social Media Draw	Promotion of the video by Restaurants
Instagram	N of posts					
	N of stories					
	Impressions					
	Likes					
	Comments					
Facebook	N of posts					
	N of stories					
	Impressions					
	Likes					
	Comments					
Twitter	N of posts		X			
	N of stories		X			
	Impressions		X			
	Likes		X			
	Comments		X			
LinkedIn	N of posts		X	X	X	
	N of stories		X	X	X	
	Impressions		X	X	X	
	Likes		X	X	X	
	Comments		X	X	X	

5.4.3 Comprehensive Campaign Evaluation

In order to evaluate the general fulfillment of the main objective related to a change in perception, and to verify that 70% of TheFork's Argentinian users perceive the brand as trust-worthy and safe for July 2021, the following indicators will be taken as reference :

I. Amount of reservations

For the campaign to be considered successful, an increase of 30% in the number of reservations made by Argentinian users during January and June 2021 will be expected.

II. Amount of reviews

An analysis will be made of the average number of reviews accumulated per month, from January to June 2021. For the campaign to be successful, an increase of 30% in the number of reviews for the previously mentioned period is expected, compared to the period July - December 2020.

III. Analysis of attributes related to the brand

An analysis will be carried out on social networks, search engines, forums and web pages; where the main attributes associated with the brand will be evaluated. It is expected to find the words safe, reliable or trustworthy associated to TheFork.

IV. User survey

A survey will be conducted via email, which will be sent to all users. They will be asked if they went out to eat using TheFork in 2021 and the reason for their response. Then they will be asked if they think TheFork provides safe options, and why. For the campaign to be successful we expect that a 50% of the users answer that they did go out to eat using TheFork in 2021, and that a 70% believes TheFork provides safe options.

The Net Promoter Score (NPS) is a key measurement use to understand the customer´s overall perception, experience and loyalty to the brand. The NPS survey will be adapted to understand the users perception of the brand, and included in the user survey mentioned above, by adding a final question *"How likely is it that you would recommend TheFork as provider of safe experiences?",* and letting the users rate their answers on a scale from 0 to 10. According to a research made by Survey Monkey on 2019[28], technology companies have an average NPS of +35. As no information of the current NPS of TheFork is available we will take that average as reference, so for the campaign to be considered as successful an NPS of at least +35 is expected.

5.5 Timescale

	Plan		December				January				February				March				April				May				June				July			
Tactic	Timeline Technique	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Video "Your Safe Experience"	Define the script																																
	Film the different scenes of the video																																
	Edit the video																																
	Video final version																																
	Launch the video																																
Restaurants participating on the video	Identify the best-scored restauratns of each sector																																
	Write an email template to ask for participation																																
	Send the emails																																
	Check confirmations																																
	Have the 6 participants confirmed																																
Highlight section "Your safe Experience"	Define what measure will be posted each day																																
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	Thursday post																																
	Friday post																																
	Saturday post																																
	Create the section on Facebook																																
	Monday post																																
	Tuesday post																																
	Wedesnay post																																
	Thursday post																																
	Friday post																																
	Saturday post																																

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[28] https://www.surveymonkey.com/curiosity/what-is-a-good-net-promoter-score/#:~:text=According%20to%20our%20global%20benchmark,The%20median%20NPS%20is%20%2B44.

Group	Task
Hashtag (#YourSafeExperience)	Write email template asking restaurants to send pictures
	Send the emails
	Select one picture from each restaurant
	Create a calendar stating which restaurant will be promoted each week
	Post each Friday on Twitter, Facebook and Instagram
Social Media Draw	Write the copy and select the image for the draw post
	Post the draw on Instagram
	Post a story with a reminder every week
	Make the draw
	Announce the winner
	Post the draw on Facebook
	Post a story with a reminder every week
	Make the draw
	Announce the winner
	Post the draw on Twitter
	Post a story with a reminder every week
	Make the draw
	Announce the winner
Promotion of the video by Restaurants	Write email communicating about the new video and the free-usage
	Send email to the restaurants
Communicate new features to merchants	Write newsletter about new functions and features
	Send it to the merchants
Status of Restaurants	Create the Restaurants Status Table
	Assign each restaurant to a member of the sales team
	Update the Table each Monday
Press release for newspapers	Make the financial agreement with Clarín
	Make the financial agreement with La Nación
	Make the financial agreement with Página 12
	Make the calendarization of posts
	Create the Press Release - Template
	Based on the template, create the 6 posts
	Send the posts to the newsletters
	Posts are published
Interview between Frank Martin and Diego Coquillat	Contact Diego Coquillat and ask for an interview
	Set date, time, and topics to be covered
	Go trough the key messages with Frank
	Make the interview
	The interview is published

6. Brief

THE FORK
TheFork is the leading online restaurant discovery & reservation platform in Europe and LATAM. The company works together with various restaurants to improve diners' dining experiences

Problem Statement 1:	Problem Statement 2:	Problem Statement 3:
Change in Global Image Perception	Raise Awareness about new projects and measures	Change of behavior of merchants

Plan Goal:
Create brand awareness about new features and hygiene measures in order to reduce the user´s fear and uncertainty; inviting them to dine out and have a memorable experience.

Campaign:
TheFork, Your Safe Experience

Public 1:	Public 2:	Public 3:
Clients - Users	Clients - Merchants	Media
Objective:	Objective:	Objective:

By July 2021, achieve a change of perception on 70% of TheFork´s Argentinian users so that they recognize TheFork as a trust-worthy site that provides a "close but distant", safe and memorable experience for dining out in the country	Build, reinforce and maintain strong and helpful relationships with 90% of The Fork's Argentinian merchants by March 2020, making sure they understand that TheFork cares about them and is willing to get out of this situation together.	Promote TheFork as a reliable site that provides safe and memorable experiences for dining out in the country during January 2020, reaching and raising awareness for 70% of TheFork´s local audience.
Strategy: Build a sense of trust between the users and TheFork by launching the campaign "Your Safe Experience", that will focus on the trustworthiness of the site and the new hygiene measures been taken by restaurants, making the users feel that by booking by TheFork they will have a safe and memorable experience.	*Strategy:* Communicate to the merchants all the new features that TheFork is developing in order to make the dinners feel safe and willing to dine out again, and invite them to participate in the social media campaigns launched by TheFork, creating a helpful relationship with them.	*Strategy:* Inform TheFork´s users about hygiene and security measures taken in the restaurants in a relaxed and modern way, by the use of printed and social media.
Tactics: Video for Social Media: "Your Safe Experience" Create a highlight section called "Your safe Experience" on Social Media Hashtag (#YourSafeExperience) as social media Trending Topic Social Media Draw	*Tactics:* Communicate all new features to the merchants Have the status of opened restaurants and requirements updated Invite the top restaurants of different categories to participate on the video "Your Safe experience" Invite all the restaurants to use and share the promotional video	*Tactics:* Press release on high-selling newspapers on Sundays Coordinate an Interview between Frank Martin and Diego Coquillat

Key Messages:
TheFork, Your Safe Experience - Memorable and Safe Experiences - Keep enjoying great moments - We are working together with the restaurants to provide safe and memorable experiences - Close but distant service

Campaign Evaluation:
Amount of reservations – Amount of reviews - Analysis of attributes related to the brand – User Survey – Net Promoter Score

7. Conclusion

Throughout the work an exhaustive investigation was carried out about the company, the environment, the context and the stakeholders, which made possible the identification of different problems statements related to Public Relations. Among them we can identify the issue of a lack of perception of TheFork as an organization capable of proposing safe experiences when going out to eat, in a context surrounded by insecurity and fear due to the global Covid-19 pandemic. Along with this problem there are other associated issues, like the challenge of communicating all the new initiatives that TheFork proposes to combat this situation, and getting the Restaurants to understand that TheFork is there to help them, and make them realize that today the most important thing is the health. Based on these problems, a global communication plan focused on the public's users, restaurants and the media has been presented, which has been explained and developed throughout the work. The goal of the communication plan is to ensure that TheFork is perceived as a provider of safe experiences, and that through TheFork more people are encouraged to go out to eat and keep enjoying great moments. To ensure the correct fulfillment of the plan, and its effectiveness, various measurement and evaluation methodologies have been developed. Personally I believe that this work is the result of the application of all the concepts and knowledge learned throughout the Global Communication career, and that if it were put into practice it could contribute positively to TheFork, and to many of the restaurants that depend on them to overcome this new reality.

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9. Appendix

Appendix A

Here is a link that will give you access to TheFork's full organization list:
https://drive.google.com/file/d/1qvFOt78HX-
NfIrgm5eOsN2SIhylbX_zy/view?usp=sharing

Appendix B

	High Involvement	**Low Involvement**
Problem-Facing Behavior High Problem Recognition Low Constraint Recognition	Active Public	Active/Aware Public
Constrained Behavior High Problem Recognition HighConstraint Recognition	Aware/Active Public	Latent/Aware Public
Routine Behavior LowProblem Recognition Low Constraint Recognition	Active (Reinforcing) Public	None/Latent Public
Fatalistic Behavior LowProblem Recognition High Constraint Recognition	Latent Public	Non Public

Grunig's Situacional Theory of Publics

Appendix C
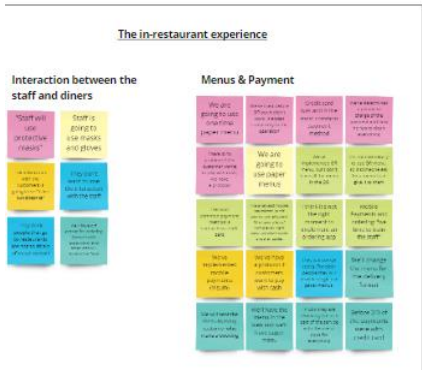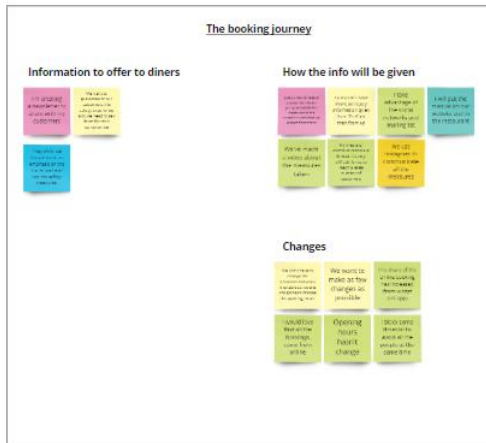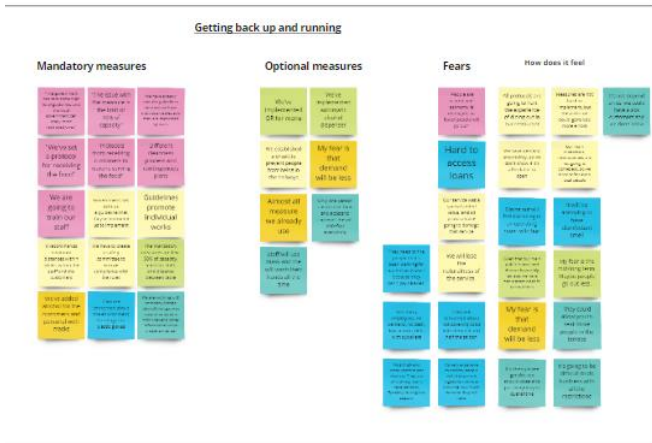
Key findings of the research made to Spanish merchants

Appendix D

Logo for the communication campaign

Appendix E

Name of the Restaurant	Name
City	CABA / San Isidro / Quilmes / etc
Status	Open / Temporarily Closed / Closed

Working hours	From:
	To:
Availability of tables	Only outside / Outside and inside / Terrace / Other
Maximum number of people allowed	Number
Additional restrictions	Complete if any

Restaurant´s Status Table

Appendix F

TITTLE

Rethorical question related to the topic

It´s a great way of keeping us safe because:

- ✓ Tip 1
- ✓ Tip 2
- ✓ Tip 3

Picture

Keep enjoying great moments!

YOUR SAFE EXPERIENCE

Press Release Template

Press Release 1: Temperature