

# TRABAJO DE INVESTIGACION FINAL

## A global communication Plan for Carrefour

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## **Abstract**

Over the last years, a trend has been growing stronger among generations about healthier lifestyles and consumption habits. Because of this, around the world the retail sector had to redesign itself to adapt to these consumer needs and constant changes. Companies have developed more sustainable products that not only care about the consumers health but the environment too.

The way of communicating these new products also required to be different and Carrefour was a company pioneer in doing so. As it was successful in Europe, it will be used as a market of reference to apply it in Argentina, taking into consideration the country's economy.

This project will analyze Carrefour, its context, consumers and model of communication in depth. After we have ended our investigation, we will be able to propose a communication campaign that will add value to the company, achieve a competitive advantage and contribute to its goals.

## **Key Words**

Carrefour Communication Plan

Carrefour Going green

Carrefour BIO

My Carrefour

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## Glossary A

**Advertising:** Paid communication; information placed in a communication delivery vehicle by an identified sponsor that pays for time or space. Advertising is a controlled method of delivering messages and gaining media placement. (PRSA, 2020)

**Audience Analysis:** involves identifying the audience and adapting a speech to their interests, level of understanding, attitudes, and beliefs. Taking an audience-centered approach is important because a speaker's effectiveness will be improved if the presentation is created and delivered in an appropriate manner. (University of Pittsburgh, 2020)

**Campaign:** The planning, carrying-out and the analysis of a PR plan of action. (Maher, 2016)

**Communication:** According to Allen Louis communication is the sum of all the things one person does; when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding. (Allen, 1958)

**Social Media:** A modern Public Relations author named Brian Solis defines social media as the democratization of content and the understanding of the role people play in the process of disseminating information. This will make possible the growth and fidelization of a direct relationship between the company and its customers. (Brian Solis, 2007)

**Competition:** Other organizations that represent a threat to a particular business. (Maher, 2016)

**Corporate Crisis:** event, situation, or public initiative that threatens the company's ability to effectively operate its business. A crisis can escalate into a disaster or long-term impediment to business growth if not handled with efficiency and sensitivity to all involved. (Tucker Hall, 2020)

**Corporate Identity:** The qualities of a company that make it different from other companies, and the images, words, etc. that it uses to make itself familiar to its customers, for example in its advertisements, on its letters, etc. (Dictionary, 2020)

**Corporate Image:** Is the perception held about an organization by the various stakeholders in the company, public and the society at large. It need not reflect the actual position but rather it is a view that the society has about the company. It is simply the impression that comes to the mind when one comes across the name of the company. (Team, 2020)

**Corporate Social Responsibility:** Providing support to an event or a cause by devoting corporate resources in exchange for an opportunity to enhance good will. The role of PR in CSR is to

communicate effectively in order to build corporate accountability and transparency. (Maher, 2016)

**Crisis Communication:** Protecting and defending an individual, company or organization facing a public challenge to its reputation. These challenges can involve legal, ethical or financial standing. (PRSA, 2020)

**Culture:** Includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. (Needle, 2004)

**Employee Relations:** Activities designed to build sound relationships between an organization and its employees. Employee relations is a critical element in fostering positive opinions and behaviors of employees as ambassadors for the organization. (PRSA, 2020)

**Government Relations:** An aspect of relationship building between an organization and government at local, state, and/or national levels, especially involving flow of information to and from legislative and regulatory bodies. The goal often is to influence public policy decisions compatible with the organization's interests. Government relations involves dealing and communicating with legislators and government agencies on behalf of an organization. (PRSA, 2020)

**Issues Management:** The proactive process of anticipating, identifying, evaluating and responding to public policy issues that affect organizations and their publics now and in the future. (PRSA, 2020)

**Public Relations:** The dissemination of purposefully planned and executed messages to selected media and publics to enable an organization establish and build relationships founded on trust, and to enhance and safeguard its reputation. (Maher, 2016)

**Public:** Any group of people tied together by some common factor or interest. Public relations practitioners identify and foster relationships with publics essential to the success or failure of organizations or clients. (PRSA, 2020)

**Stakeholder:** Any group or individual who can affect or is affected by the achievement of the organization's objectives. (Freeman, 1984)

**Values:** Also, known as corporate values or core values, are the fundamental beliefs upon which your business and its behavior are based. (Chen, 2018)



## Glossary B

**Affinity Marketing:** Selling products to customers on the basis of their established buying patterns. The offer can be communicated by email promotions, online or offline advertising. (Iab, 2019)

**Administration of Promotions:** Collaborative administration of commercial events: promotional calendar, forecasts, orders, receptions. (Carrefour, 2020)

**Asset:** Item of value owned by a company, business assets span many categories. They can be physical, tangible goods, such as vehicles, real estate, computers, office furniture, and other fixtures, or intangible items, such as intellectual property. (Liberto, 2019)

**B2B:** Acronym Business to Business, exchange between companies, which cover the vast majority of links in a logistics chain. B2B processes are the key of a new relationship with suppliers, allowing the creation of value through exchange of information. (Carrefour, 2020)

**BIO Products:** healthy organic products, made with sustainable methods for the preservation of the environment and that guarantee the quality and the original flavor of nature. Includes extra virgin olive oil, corn flour, mate cocido, green tea, honey and yerba. (uniRSE, 2017)

**Board of Directors:** has put in place a governance structure that is purpose built for the Group's strategic issues: specialised committees that review any questions submitted to them for advice by the the Chairman of the Board of Directors. There are five Specialised Committees: The Audit Committee, Remuneration Committee, Appointments Committee, CSR Committee and Strategic Committee. (Carrefour Group, 2020)

**Carrefour Foundation:** Created in 2002, the Fundación Carrefour Argentina works in favor of food initiatives and professional integration via skills sponsorship by encouraging Carrefour employees to make their know-how available to non-profit organizations. (Fondation Carrefour, 2020)

**Commercial Item:** Any item (product or service) which is necessary to obtain pre-defined information and at which a price can be set, ordered or invoiced at any point in the supply chain. (Carrefour, 2020)

**Content Marketing:** Any marketing that involves the creation and sharing of media and publishing content in order to acquire and retain customers. (Iab, 2019)

**Distribution Channel:** Chain of businesses or intermediaries through which a good or service passes until it reaches the final buyer or the end consumer. Distribution channels can include wholesalers, retailers, distributors, and even the Internet. (Kenton, 2019)

**E-Commerce:** commercial transactions, involving both organizations and individuals, that are based upon the processing and transmission of digitized data, including text, sound and visuals images and that are carried out over open networks (like, the internet) or closed networks (like, AOL or Mintel) that have gateway onto an open network. (OECD, 2013)

**Electronic Catalog:** Service that relies on the Internet to allow a company (Publisher) to administrate the availability of its product information to its partners (Subscribers), and to them to manage the information received for the alignment of its database articles. (Group, 2020)

**Employee:** individual who was hired by an employer to do a specific job. Is hired by the employer after an application and interview process results in his selection as an employee. This selection occurs after the applicant is found by the employer to be the most qualified of their applicants to do the job for which they are hiring. (HEATHFIELD, 2019)

**Employee Training:** Program designed to increase the technical skills, knowledge, efficiency, and value creation to do any specific job in a better way. It increases the needed skill set and helps in development of an employee as well as overall growth of the organization. (Business Concepts Team, 2020)

**Huella Natural Products:** products without additives or preservatives, coming from production systems focused on caring for the environment and animal welfare. (Salvador, 2020)

**Investor:** Person or other entity (such as a firm or mutual fund) who commits capital with the expectation of receiving financial returns. Investors rely on different financial instruments to earn a rate of return. (Chen J., 2020)

**Mi Carrefour:** is a program that aims to grant registered Carrefour customers exclusive benefits when making their purchases in the "Carrefour Hypermarkets", "Carrefour Market", "Carrefour Express", of the Argentine Republic and in "Carrefour Online". (Carrefour, 2020)

**Natural Footprint:** A Carrefour product line that promotes an organic production and distribution of basic alimentation needs, such as eggs, meat, milk and other animal based derivative. The company expands its assortment with a focus on animal welfare, respect for the environment and biodiversity. (Agrositio, 2019)

**Partnership:** formal arrangement by two or more parties to manage and operate a business and share its profits. (Kopp, 2020)

**“Precios Cuidados” Programm:** The “Precios Cuidados” programm originates in 2014 as a state policy with anti-inflammatory objectives and basically consists of a price agreement with voluntary participation, which includes prices of certain previously agreed products. The state is in charge of the diffusion, the propaganda and the negotiation with other members of the chain. (Centro-Cepa, 2018)

**Retail Sector:** The part of a country's economy that is made up of businesses that sell goods through stores, on the internet, etc. to the public. (Cambridge, 2020)

**Shareholders:** person, company, or institution that owns at least one share of a company's stock, which is known as equity. Because shareholders are essentially owners in a company, they reap the benefits of a business' success. These rewards come in the form of increased stock valuations, or as financial profits distributed as dividends. (Hayes, 2019)

**SME (small to midsize enterprise):** Business that maintains revenues, assets, or number of employees below a certain level. The criteria for determining an SME varies among countries and industries. (Ward, 2019)

**Store Formats:** Stores come in a variety of formats and channels: hypermarkets - with a general product offer at the best possible prices; supermarkets - the leading grocery format; convenience stores - for service and practical solutions; cash & carry stores for professionals; hyper cash stores, drive and e-commerce - all designed to meet evolving customer needs. (Carrefour, 2020)

**Sumando Voluntades:** National corporate social responsibility program through which *Carrefour* seeks to collaborate with the nutrition of those who need it most, promote social inclusion, through the training of jobs and raise awareness about the environment. (Portal Uno, s.f.)

**Supplier:** Entity that supplies goods and services to another organization. It is usually a manufacturer or a distributor. A distributor buys goods from multiple manufacturers and sells them to its customers. (Bragg, 2018)

**Supply Chain Management:** A construction of productive systems exceeding organizational boundaries with suppliers and clients and integrated in systems based on human capacity and information techniques in order to satisfy the customer's demands. (Glaser-Segura, 2006)

## **Introduction**

The main topic of this project is to deliver a communication campaign for Carrefour that enhances the relationship among the consumers with its own product lines, BIO and Huella Natural, applying the use of the My Carrefour program benefits. The purpose is to increase the awareness of these products so that more people day by day change their consumption habits. There is already a global tendency of a healthier and more sustainable lifestyle, and we will accompany this change with the complement of a My Carrefour.

In the long term it is aimed at increasing sales of both lines of products and the continuous growing of members of the affiliative program, My Carrefour in Argentina, as to follow the European model of business of Carrefour. Considering Argentina's economy, My Carrefour will be a positive way of promoting Carrefour's own line healthy and sustainable products to break with the myth that every healthy food must be expensive. Having that in mind, this communication plan proposes strategies to accomplish the main goal of this campaign, change this actual paradigm in the national region.

### **2.1 Presentation and Analysis of the Organization**

*Carrefour* is a multinational chain of hypermarkets of French origin, it is the number one retail company in Argentina where it has great influence in its economy, and second in the world (Krishna G. Palepu, 2007). This way, being the world leader in distribution and commercialization of groceries.

It operates in more than 30 countries in Europe, Asia, Middle East and Iberoamerica with almost 12 000 stores and employs about 380 000 people globally (Intereconomia, 2019).

It has been in Argentina since 1982, with more than 590 branch offices, present in 22 provinces and more than 15.000 employees in the entire country. (Economista, 2018). The French company puts customer satisfaction first and with that in mind, it pursues to offer quality products at the best price possible. Innovation, competitiveness regarding prices, ethical work relationships, CSR activities and its compromise with the environment are some of the characteristics that make *Carrefour* a leader in the market.

## Global Organization Analysis

### Micro - Environment

#### 2.1.1 History

In the year of 1959 the Fournier, Badin and Defforey families set up the *Carrefour* supermarket company. Later, in 1960 the first *Carrefour* supermarket was opened in Annecy, Haute-Savoie.

In 1961, The LLC Promodis, the forerunner of Promodès, was created. And in 1962 it opened its first supermarket in Mantes-la-Ville.

Later, in 1963 the hypermarket store concept was introduced by *Carrefour* in Sainte-Geneviève-des-bois. In the following years, 1973 and 1975 *Carrefour* opened its first hypermarkets in Spain and Brazil. In Argentina, San Isidro, the first store was opened to the public in 1982. More stores were set up in Vicente López (1984), Av. La Plata (1986), Velez Sarsfield (1989) etc.

During the year of 1988, *Carrefour* presented its own products. In 1991, the French hypermarket chains Euromarché and Montlaur were taken over by Carrefour.

In Argentina, Carrefour continued its expansion in 1994 installing the first hypermarket outside the capital, in Córdoba.

Because *Carrefour* was growing so rapidly, they launched its own brands such as Carrefour Home, Tex and Firstline. *Carrefour* continued growing opening hypermarkets in central cities in Italy, Turkey, Mexico, Malaysia and China among others, in the years 1993-1994-1995.

In the year of 1997 *Carrefour* became the first retailer ever to offer a purchasing card for its clients. And in 1998 Promodès acquired minority stakes in foreign food retailing groups: GB in Belgium, Norte in Argentina and GS in Italy. One year later, *Carrefour* and Promodès merged and created the largest European food retailing group (second largest worldwide). (*Carrefour*, 2017). In the year 2001, Norte in Argentina became *Carrefour*. Later, in 2008 the “*Carrefour Express*” format was introduced.

2010: The program “Sumando Voluntades” was launched in Argentina, and the company also started to publish its sustainability reports. During the same year, another store format was introduced called “*Carrefour Maxi*”. One year later, “*Carrefour Market*” was born. In 2014, there were already 570 stores in 22 of the 24 provinces in Argentina. (Argentina, 2015).

### 2.1.2 Vision

*Carrefour's* vision is “Global leadership based on the fulfillment of our mission and of our main objective: Customer Satisfaction”.

To achieve its goals, *Carrefour* is based on three main values that they maintain along the years: being Compromised, Caring and Positive. (Estrategia Magazine, 2019)

### 2.1.3 Mission

Its mission is to “Offer to the largest number of clients the widest range of quality products at the best price possible”. (Estrategia Magazine, 2019)

### 2.1.4 Values

All *Carrefour* employees share the same dream: “To make *Carrefour* a business that is recognized and loved for helping its customers and consumers enjoy a better quality of life, each and every day”. To successfully achieve it, they make sure that day-to-day they are “Committed, Caring and Positive”. This way, they can build a close relationship with their customers and consumers, doing what is best for them.

*Tabla 1- Values*

Committed	By “Committed” <i>Carrefour</i> refers to committed professionals and members of the community, exceeding the expectations of the public.
Caring	The value “Caring” means taking care of its customers and consumers, by being aware of their needs and treating them in a kind way, with warmth and paying attention to every detail.
Positive	Lastly, <i>Carrefour</i> is “Positive”, facing their challenges with “energy, enthusiasm, and with fresh ideas”. Wanting only the best for the lives of their customers, consumers and employees, today and in the future. (Group, 2020)

### 2.1.5 Logo

The logo of a company is a distinctive mark and a way of differentiating from their competitors. “Carrefour” in French means crossroads, and it is called after it because the first store that opened in France was located in between crossroads.



That is why, looking closely at the logo, two arrows can be seen pointing at opposing directions in blue and red color. In the middle of the two arrows, there is the letter “C” in white, referring to their name. (Tan, 2014). The colors blue, white, and red symbolize the French flag.

What makes Carrefour unique is also that it is “multiformat”, by this we mean that it has diverse formats of stores such as Carrefour Market (supermarket), Carrefour Express which relates with proximity to customers, Carrefour hypermarket, Carrefour Maxi (wholesaler) and Carrefour online. (Carrefour.net, 2020) And each of them can be differentiated because of its colors and fonts as it is seen below:

*Ilustración 2- Logos*





A green Carrefour logo, besides the word “BIO” with the shape of a tree inside the O, is used to identify their own brand organic products produced following sustainable practices. The line of BIO products can be accessed in any of the countries the French company is present but offering more diverse products depending on the region. As the company changes its slogan according to the region it is operating in, as an example “The lowest prices guaranteed” is the slogan which Carrefour identifies itself in Argentina. It means that it is in their stores that the consumer will find quality products for the best price in the market.





### 2.1.6 Product Description

Carrefour offers more than 1.300 own brand products and 12,000 in general, of wide variety such as:

*Tabla 2- Products*

Category	Description
<p><i>Technology and Telephony</i></p>	<ul style="list-style-type: none"> <li>• Televisions</li> <li>• Video games platforms</li> <li>• Tech wires</li> <li>• Cellphones</li> </ul>
<p><i>Audio, Gaming &amp; Computing</i></p>	<ul style="list-style-type: none"> <li>• Stereo equipment</li> <li>• Headphone sets</li> <li>• Music devices</li> <li>• Joysticks</li> <li>• Gaming accessories</li> <li>• Notebooks, PC and Tablets</li> </ul>
<p><i>Home Appliances</i></p> 	<ul style="list-style-type: none"> <li>• Microwave</li> <li>• Freezer</li> <li>• Refrigerator</li> <li>• Vacuum machine</li> <li>• Oven</li> </ul>
<p><i>Air Conditioning</i></p> 	<ul style="list-style-type: none"> <li>• Gas and electric heating</li> <li>• Fans</li> <li>• Air conditioning</li> <li>• Wood heating</li> </ul>



<p><i>Personal and Health Care</i></p> 	<ul style="list-style-type: none"> <li>• Lotions</li> <li>• Creams</li> <li>• hair care</li> <li>• shavers</li> </ul>
<p><i>Groceries and Drinks</i></p> 	<ul style="list-style-type: none"> <li>• Wide variety of brands, including their own</li> <li>• Fruits and vegetables</li> <li>• Meat, chicken and vegetarian options</li> <li>• Alcoholic and nonalcoholic drinks</li> </ul>
<p><i>Yard, Furniture and Sports</i></p> 	<ul style="list-style-type: none"> <li>• Pools</li> <li>• Camping</li> <li>• Bicycles</li> <li>• Outdoor games</li> <li>• Indoor and outdoor furniture</li> </ul>
<p><i>Textile</i></p> 	<ul style="list-style-type: none"> <li>• Clothes for men, women and children</li> <li>• Sportswear</li> <li>• Shoes</li> </ul>

Their customers can also access *Carrefour* Services:

*Tabla 3- Services*

Service	Description
Carrefour Card	People who acquire this card will have special benefits and there is also an App for it.
Home delivery purchases	customers can buy at the store or online and have the groceries delivered to their house.
<i>Customer support / Technical service</i>	provides an email and a free call line for customers.
<i>Payment of services online / Purchase via phone</i>	customers can select the groceries of their choice and pay for them in advance.
<i>Online supplier system</i>	webpage for Carrefour to place orders to their suppliers.
<i>Promotions</i>	special discounts, not changing prices for a couple of months, 2x1, discounts with the <i>Carrefour</i> Card and benefits for people older than 60 years old
<i>Brochures</i>	online brochures available for people to scroll in their web page.

## **“Mi Carrefour” Affiliation Program**

The “Mi Carrefour” is an affiliation program that offers exclusive benefits at the time of making a purchase to the clients that register themselves. This way Carrefour can have access to a range of clients in their database and visualize the clients that purchase often. It can be downloaded as an App, available in all mobile devices, this way contributing to the practicality and also to the welfare of the environment, since the printing of the cards is less required. The account is fast and easily created, the client needs to give their document number, in Argentina it would be their “DNI”. This affiliation program works for all the Carrefour store formats, and their discounts can be up to 15% of the total of the purchase.

The membership can be used individually or as a family, and it's important to mention that their discounts are exclusive for “only members” working as an attraction for regular Carrefour consumers to subscribe to the program. In the context of the global pandemic, Carrefour announced a 10% discount every day for people older than 60 years and ANSES beneficiaries that are “Mi Carrefour” Affiliates. This way the company collaborates with the Argentinian economy in hand with other initiatives. This discount program is present in all the Carrefour stores.

## **Strategic Capabilities**

The reasons that make Carrefour achieve a competitive advantage over its competitors are many, going from tangible to intangible ones.

In Argentina, being a brand recognized globally and having a history of 38 years is a key differentiator for people at the time of choosing a supermarket chain. Besides, as mentioned before, their slogan “The lowest price guaranteed” attracts those whose priority is to look for the best prices in the market and quality products.

But as it is a multi-target chain, Carrefour’s customers are very diverse this being an opportunity as it can reach a wider scope of people and increase sales but on the other hand it needs to understand how to communicate to each of them and as a whole. Last but not least, Carrefour is the only chain that counts with the multiformat stores “Express, Market, Hypermarket, Maxi and Online”. This way the company satisfies the different needs of consumers and demonstrates that it adapts to change when needed. To conclude the main competences that make the French retail company a leader in the country, it is the most federal chain, this meaning that it is present in the most provinces in Argentina, being 22 out of 24.

## Carrefour's Going - Green

Going green meaning actions made following a model of less socio environmental negative impact, that Carrefour implements in order to contribute to the welfare of the community and the environment.

Carrefour began with its going green actions in the year of 2001 when it signed the Worldwide Pact of United Nations for the accomplishment of their economic, environmental and social principles. Further in the year of 2003 the Quality and Sustainable Development Department was introduced in the model of business of Carrefour to attend the constant application of the principles above in all of their communities.

In reason to handle environmental themes, Carrefour maintains the following compromises:

- Development of responsible and accessible products to all economical budgets
- Reduce 30% of the energy consumption from 2003 to 2020
- Reduce the environmental impact related to its logistical processes
- Reduce the environmental impact of their stores
- Generate a constant sensibilization in the internal and external publics of the sustainable development importance in society

In the last generations health and sustainability are gaining importance in society and the consumers are becoming more demanding. With this in mind, Carrefour is constantly seeking to improve and offer different lines of products in their stores at a worldwide scale, in order to properly attend to all these demands. For instance, in Spain, the BIO products of the brand are in reach of all the Carrefour models of stores and have also their clearance and discounts as the rest of the offered products of the business. Being seen as “a product like any other of the store” in terms of price. With no strong socioeconomic segregation from store to store. Furthermore, focusing into the Argentinian Carrefour and its going green actions, terms are applied differently, in context of a different sociocultural reality. Actions like volunteer programs as “Sumando Voluntades” that came in the year of 2010, with the mission of including into their working community all those unemployed citizens from 18 to 24 years old.

As occurring in Spain, the continuous development of lines of products to attend the different demands of the market, the same occurs in Argentina, with the BIO Products or Huella Natural collection, for instance. Offering products from animal origin, but respecting an organic process of production, contributing to less environmental impact and also spreading and fortifying the strong health message into the Argentinian community.

Carrefour Argentina established the month of July as the “Month of Ecology” and in July of 2010 the first “Eco Friendly” store opened its doors in a contemporary-modern neighbourhood of Buenos Aires City, called “Las Cañitas”. This store is designed to promote the eco aware consumption of products, respecting all the infrastructure base to contribute to the less consumption of natural resources as possible, such as having installed the entire store lights in LED lamps.

This made this store to be the first Latam Carrefour to be implemented with this lighting system, furthermore, the rest of Latam Carrefour’s followed this infrastructure detail. Reducing up to 65% of electrical energy. The shelves of this store have indicators that inform the consumer how the wrapping product was produced and how it impacts the environment. This kind of signaled information is designed to plant mental seeds in the mind of the consumers about the importance of an eco-aware shopping. A familiar action nowadays, but in the year of 2010 it had its social shock, that is to charge for the consumption of plastic bags. In the current days, it is seen as a normal behaviour in the Latam communities. Additionally, Carrefour has a national non-profit organization that was founded in the year of 2002. Its mission is to work on four different junctures, being them, nutrition, social and professional inclusion, support to natural catastrophes, and solidarity.

These four different junctures were established with the collaboration of international and local professionals and entities that represent each of the four areas in mention. Carrefour’s non-profit organization during all these years of social contribution, supported more than a hundred ONG’s inviting the participation of their employees and the accomplishment of projects all over the country. Even with a wide frontier of differences between the European Carrefour Eco Friendly consumer’s behaviour and the Argentinian Eco Friendly consumers of Carrefour behaviour, there have been some notable advances in the Argentinian society. Moreover, there is much potential to reach improvement in scale in this aspect of Carrefour’s consumption in the Argentinian community.

### **Communication of CSR Activities**

To gain a deeper insight into the pain points and challenges of communicating both, healthy products and CSR or sustainable practices, we got an interview with an employee of the CSR & Sustainable area of Carrefour and she was able to share with us the following information. There is a change of strategy in Carrefour with respect to what was being done the last years. Carrefour came out of 2017 from a preventive crisis process and this forced the company to rethink itself in an integral way to survive and for a reconversion. It is present in 22 provinces, there are almost

600 stores and it has been in the country for more than 38 years. But there are deeply ingrained cultural themes that are not easy to reconvert.

The area in the company is called “sustainability and CSR” and it has been present for many years. Sustainability we relate it to the triple impact while CSR with accompaniment to the community. When globalization appeared, CSR raised issues that were not in discussion before, previously it was about generating profits and now about having an impact on that community and giving back. CSR has a positive impact on socio-economic inequalities and has a character of assistance to vulnerable communities. When making a CSR action, Carrefour does not link it to a sale, for example “if you buy this, the company will donate.” because it is not welcomed by the public, so actions like donation of the customer’s change after a purchase are done.

Most of the times, there is an NGO, beneficiary or alliance. If Carrefour makes a donation, volunteering etc. there is an NGO acting as intermediary, therefore the communications are made by the organization and Carrefour can replicate them. Sometimes Carrefour makes a newsletter focused on CSR media. The company does not always communicate in social networks these activities because they are of national reach, therefore if they communicate an action made in San Isidro, people in San Fernando complain. Actions are local and another problem Carrefour has to deal with when communicating CSR actions are the authorizations written and signed they need to get from each person that appears in a picture posted.

First, Carrefour communicates it internally because as the company is so big, they count with a big number of employees and need to communicate how it generates value and for more people to participate. For example, if the volunteering is in a school in Olavarría, employees in Olavarría are contacted to participate if they want, always in working hours and with limited quotas. The challenge is how to bring visibility to this impact of Carrefour that does not have to do with the commercial area. The good about a CSR activity ends up being something not so good as one sector of the province congratulates you and the rest complains.

The main challenge is the internal communication, to achieve the objective that all the employees manage the key messages to then deliver them to the outside. One example of this is the communication of “Día del Niño” of “Cocineritas y Campeones” which had a really bad repercussion in the community. That communication first had to go through many employees in charge of approving it to finally put it in the store.

Carrefour counts with an Internal Program which enables employees to volunteer and have talks and trainings of topics of CSR such as food, community, recycling etc. with professionals. Then they replicate this messages in different stores, they organize talks with nutritionists, visit sports centres, receipts with BIO products, among others.

This way they change the dynamic of the stores. Depending on the format of the store, the activity will be different, in a hypermarket or maxi there will be more likely talks or cooking classes but in an express, there are spaces to collect bottle caps or boxes. As in social networks there is a revolt with the agreement of China and Argentina, this is an opportunity to show that Carrefour can produce in a responsible way, with a positive impact. All their processes are audited and approved by SENASA and quality controls.

At this moment, there is a debate with focus in the productions at large scale, so we have to put value in this which is agroecology in fruits and vegetables and responsibility in animals and processes. Lastly, small producers empower the region and the community because each of them sows and harvests in their place. As more people buy Huella Natural products, more suppliers will be needed and they will be needed to be produced at a larger scale making them cheaper. “Huella Natural”: product that is healthier and more responsible with the environment and not as expensive as the BIO products.

It also contributes to animal welfare because their production is not confined, what is more, the animals are fed with natural food and are not locked up for normal animal welfare. This natural process also prevents deforestation. Chickens are fed organic grains and prawns come from sustainable fishing. This last thing means that the season is respected and the size of the prawn too. Just looking at the packaging the consumer can know from which boat the fish came from.

### **2.1.7 Communication Policies and Structures**

The department of Public Relations of *Carrefour* is called “Department of Communications and Corporate Social Responsibility”. Its main objectives are in line with the company’s goals, making sure that what the company says goes hand in hand with what it does.

Every end of the year, the department plans for the next year and establishes objectives which will be measured with repercussions, rankings etc. This plan depends if there will be launching of a product, how they want to position themselves and be aware of the new tendencies. The department also manages internal communication, external, with NGO’s and public affairs but not marketing, since this area communicates via social networks to the customers.

Regards internal Communication, on the words of the Director of the Carrefour Express Format, one of the most important forces of the company is to motivate its collaborators and it invests in tools form them to be more productive. The communication is in the form of a waterfall: the board of directors from France communicates objectives to Argentina’s board, which then is talked with directors and high positions to finally reach the cadet in the store. Carrefour emphasizes that, working in the basis of their values, professional development, teamwork,

adaptability and initiative is encouraged. Most corporate communications are made via email to Carrefour's employees of all levels. There is also an intranet they can access where the activities of the company are posted, employee of the month, special dates etc.

On the other hand, being a more informal way of communication, the upper levels of the company as directors and managers are part of WhatsApp groups divided by area or depending on where the store they work for is located, to maintain themselves updated on any matter that may occur. Nowadays, due to the global pandemic, most of the conferences are made via Google Meet or Zoom, to avoid unnecessary contact.

To refer to matters of opportunities of growth within the company for the employees, there is the Carrefour School to which company employees can sign up after performance evaluation. In this school, they can attend and apply to be promoted, from boss to manager positions.

Related to the school, Carrefour has a Career Committee which evaluates the potentials of the company's employees and manages them with a matrix. In addition, the company has an incentive plan (bonuses) for good results that applies to higher bosses and ranks.

Carrefour is also committed to its collaborators of the lowest ranks, providing benefits such as discounts to make purchases in all stores in the country. Finally, a performance evaluation is carried out once a year at all levels of the company.

For the business to be efficient, great importance is given to actions with the client, such as listening to them and acting accordingly. It is also crucial to have a competitive team that is committed to the objectives of the company and that carries out the necessary training.

Regards external communication, to relate with their publics the French company carries out different actions and in varied formats. With their consumers, the company counts with a variety of channels to communicate discounts, special offers and promotions among others.

Firstly, the establishment is the privileged place for Carrefour employees to listen to customers to identify and anticipate their needs, expectations and behaviors. The collaborators are responsible for listening to them and transmitting this information at superiors, thus, contributing to customer loyalty.

The company has a Facebook, Twitter, Instagram and LinkedIn profile in every country it operates in. In Argentina, the main use the company gives to these social networks is commercial, rather than communicating CSR actions or company values.



It has an Official Web Page where they upload discounts, catalogs, the location of their stores and sustainability reports the users can access. Television and radio advertisements are an important tool for *Carrefour* to communicate discounts so it can reach a wider audience, television on a bigger scale when delivering a campaign.

The retail company also implemented a service called “*Carrefour Contact*” for customers around the country to call a free line number or email and provide them a solution to their problems regarding a purchase.

In case this problem needs to be addressed, the manager in charge of the store takes care of the situation, contacts the affected and gives them a bag of products in return apart from apologizing if needed.

The company's campaign's main goal is to convince their customers that it is in *Carrefour* where they will find quality in their products at the best price in the market. Its advertisements show their identity, portraying friendly employees, clean stores and happy families.

To reach out to broader audiences, they make use of different channels and formats to communicate effectively. With the media, *Carrefour* organizes an “After Office”, journalists’ meetings, taking journalists to one of their stores, football tournaments, lunches, and one to one relations. With the government they make actions together, collaborating with different problems or policies that the government is working with.

In multinational companies, there is a global strategy and an identity, but in each country, *Carrefour* has the freedom to adapt that strategy to a local form because they have different cultures in each place. It is not the same Argentina as China, each one has its own cultural behaviors and beliefs, that’s why *Carrefour* focuses on having a local profile rather than a global.

Tabla 4- SWOT

<b>S.W.O.T Analysis of Carrefour</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Leader in Argentina and second in the world</li> <li>• Multi format strategy (express, market, supermarket, hypermarket, maxi and online)</li> <li>• Presence in more than 30 countries</li> <li>• Quality products at best prices/price competitive</li> <li>• Strong customer experience</li> <li>• Pioneer in hypermarkets</li> <li>• Broad non-food lines</li> <li>• Bargaining power with suppliers</li> <li>• High brand products sales</li> <li>• Own brand products as: Carrefour Home, Firstline and Text.</li> <li>• Has their own nonprofit organization “Carrefour International Foundation”</li> <li>• CSR Activities and sustainable practices</li> <li>• Positioned in the top 5 of employers in Argentina</li> </ul>	<ul style="list-style-type: none"> <li>• Limited presence in Asia and Africa</li> <li>• High fixed costs</li> <li>• High employee turnover</li> <li>• Unmotivated employees</li> <li>• High logistics costs</li> <li>• Decision making centralized which delays the process</li> <li>• Does not have a platform to communicate the company’s CSR and sustainable actions in Argentina</li> <li>• Due to country regulations, it takes a long time to open new stores in Argentina</li> <li>• Web page errors and saturation due to the number of orders during the pandemic</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

<ul style="list-style-type: none"> <li>• Strategic location of stores</li> <li>• Possibility of expanding their own brand products</li> <li>• Being recognized globally</li> <li>• Expand and interact online with customers</li> <li>• E-commerce</li> <li>• The retail industry is vital for the economy and the development of Argentina</li> <li>• Boost in the sales because of the pandemic</li> <li>• Partnerships with Glovo, Rappi, Pedidosya in Argentina</li> </ul>	<ul style="list-style-type: none"> <li>• That Amazon, or for example MercadoLibre in America, develops and emerges as a new retail leader</li> <li>• Competitors developing disruption technologies</li> <li>• Indirect competitors as Chinese supermarkets or local stores compete with express formats</li> <li>• Government program of “Precios Cuidados”</li> <li>• Economic crisis that lead to inflation and a decrease in sales</li> <li>• Increasing number on indirect and direct competitors</li> <li>• Conflict with Unions</li> <li>• Exposed to currency fluctuations because it is present in many countries</li> <li>• Risks associated with suppliers prices and the availability of products</li> </ul>
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### 2.1.8 Croquis or Map where the Organization is Inserted

Carrefour is present in more than 30 countries in Europe, Asia, Middle East and Iberoamerica with more than 12,000 stores:

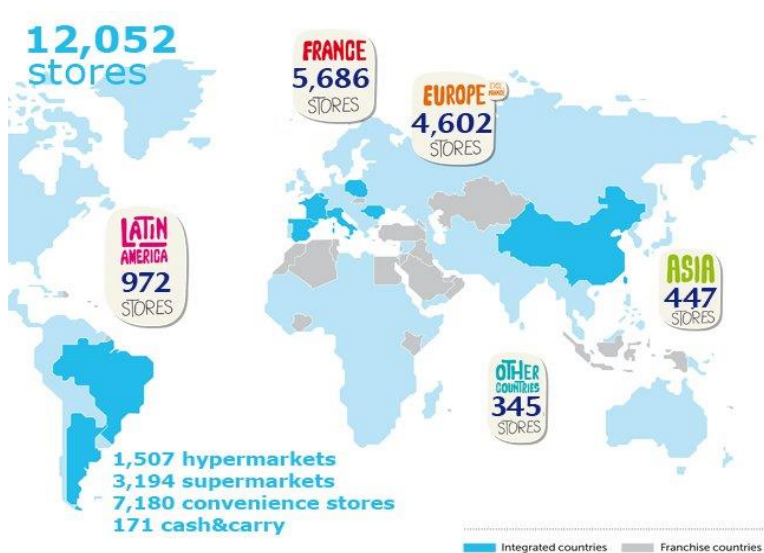
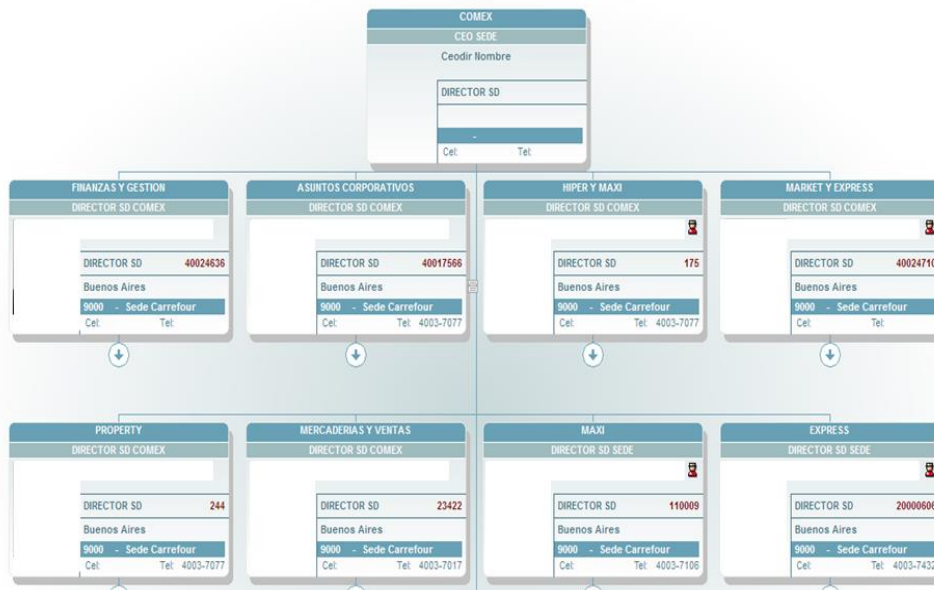


Ilustración 3- Map

Source: <https://twitter.com/CarrefourGroup/status/904990918482288640/photo/1>

### 2.1.9. Organizational Chart



*Ilustración 4- Organizational Chart*

Above it can be seen an illustrative organizational chart, of how Carrefour’s top management is organized. The CEO of the company at the top, who reports to the board of directors in France, then below the Directors can be seen that are divided by area and stores. They have in charge managers who to their lower the guidelines and objectives to work with, which then they communicate to the bosses of each store in meetings.

## 2.2. Context Analysis

### Retail Context Analysis

Carrefour is part of the retail industry, which plays an important role in the world economy as it contributes to the GDP.

Retail also dominates the supply chain, retailers serve as a link between the manufacturer of goods and the final consumers which are distributed around the country.

It is also crucial for employment around the globe, today retailers are the major employers, it is estimated that one in nine of the workforces is employed in the retail industry. (Bhasin, 2019)

For the near future, it is expected that technology will dominate the industry, with the digitalization of processes such as 5G enabling retailers to operate faster. In relation with this,

customers will expect unique experiences in store and online, having an emotional connection to their shopping experience. Sustainability will continue to be an important topic growing every day, making an impact in all companies and customers. (Deloitte, 2020)

### **Economy in Argentina**

As mentioned before, Carrefour as being one of the top retail companies in the country and it contributes greatly to the Argentinian economy. In order to better understand the context where the French company operates, we researched the primary aspects of the Argentinian economy.

Argentina is the 2<sup>nd</sup> largest country in South America and was at one time one of the wealthiest. It counts with a variety of resources such as agriculture and minerals and educated citizens. But, it also has a history of ups and downs in political and economic issues. The volatility of their economy and the accumulation of national and sociocultural obstacles have impeded the region to develop properly. Speaking in numbers, Argentina has an urban poverty that remains high and growing each year, reaching in 2019 a total of 35,5% of its total population.

Due to these percentages, the national government invests in several social spending programs, The Universal Child Allowance, for instance, also a cash transfer program that goes to around 4 million children and teenagers. It is an economy in which the consistency of prices is rare, this is one of the main reasons for the Argentinian consumers to rely directly on discounts and discount affiliate programs. These consumers also tend to shift to new brands if cheaper.

With the actual context of the pandemic situation, the capital city of Argentina, Buenos Aires is being pressured by many commercial and financial entities to ease their lockdown actions. Since it is one of the principal cities that move up the economical flow of the country and it is nowadays the city that finds itself with the highest lockdown measures, it is deeply affecting the commercial chain of the country. On the other side, the lockdown brought an increase in the quality of the online services, there has been a high increase of the online functionality from all kinds of businesses, from stores to supermarkets or even governmental procedures.

The Argentinian consumers increased their consumptions, not only in merely need, but there has been a notable increase of sales like electronics, clothing and cosmetics. Carrefour's online store already worked in the paradigm of normality, but with the pandemic, it found itself in an improvement of the platform, delivery service and online selling procedures.

In order to conclude, the Argentinian market is indeed risky in all its price range variation, constant and even growing inflation, high poverty percentages, political intense debts with international economic entities, but there is a place for commercial growth and ecommerce.

### **PESTEL Analysis**

Even though as professionals, journalists maintain a neutral position as possible at the time of producing an article, we are aware of the biased views each publication can have. We always have in consideration the impact of the media, its ideals and the polarization of media in Argentina. This is why we considered various online newspapers from different ideologies.

#### **a. Political environment:**

Carrefour is present in more than 30 countries around the globe and employs almost 380000 people (Carrefour, 2019).

Because of this, the company must look after the political scenarios in each of the places. Political stability is crucial to run the business efficiently, also trade barriers that countries impose because of tension, is a problem for Carrefour because it stops them from making more profit. (MBA Skool, 2020)

In Argentina, there exists a relationship of tension between the government and the companies from the food industry.

Regards the Coronavirus outbreak: the Federal Administration of Public Income (AFIP) and the Ministry of Internal Trade carried out 1,605 operations to control prices and supply in shops during the first nine days of compulsory social isolation, in which were registered infractions of up to 100% of the audits carried out in one day.

In the rest of the country, 157 controls were carried out, which confirmed that 8 out of 10 businesses presented infractions for exceeding maximum reference prices, so in all cases they brought the prices back to March 6. (Tiempo Argentino, 2020)

#### **b. Economic environment:**

The evolution and stability of the French economy plays a key role since it is the home country of the company and is responsible for up to 50% of the sales. (Business Concepts Team, 2020)

In Argentina, the national government relaunched the “Precios Cuidados” program, which include 311 products from different sectors and that can be obtained from 20 supermarket chains throughout the country. (El Cronista, 2020)

Regards Coronavirus outbreak: people chose the big supermarkets and the top brands, altering shopping habits. The pandemic had a disruptive impact on consumption patterns. (Kantor, 2020)

Mercado Libre is fully involved in the supermarket business during quarantine. With "Supermercado Libre", the firm created by Marcos Galperin advances in a sector where Coto, Carrefour and the Group Cencosud are strong. (Sainz, La Nación, 2020)

Due to the coronavirus, temporary jobs are generated that give a break to those who lost their jobs.

Supermarkets have become one of the largest providers of employment in the midst of this health and economic crisis. The new opportunities are essentially temporary jobs whose extension is subject to the duration of the emergency. (La Nación, 2020)

Agreement with China for pork meat to be signed in November. The Foreign Ministry informed that it will take more months to add environmental protection articles to the memorandum. This project is based on exporting pork meat to China and has provoked a great movement in social networks to stop it.

**c. Social environment:**

People are constantly changing their lifestyle and attitudes in the process of shopping; for example, nowadays there is a trend regarding organic food and businesses need to adapt to it. (Business Concepts Team, 2020)

Supermarkets have become one of the largest providers of employment during this health and economic crisis. While most businesses are forced to close, the core sectors must continue to respond to demand. (La Nación, 2020).

Carrefour is one of the three biggest employers in the Argentinian economy. Providing jobs to people in the community that need it. (Carrefour, Carrefour Group, 2020)

Regards Coronavirus outbreak in Argentina: the hours of attention in supermarkets will be from 7:00 a.m. to 8:00 p.m., to try to minimize the circulation of people and, with it, the circulation and activity of the coronavirus. (Infobae Económico, 2020)

**d. Technological environment:**

In the retail industry, companies must adapt themselves day to day and grow at the same time technological trends do to remain competitive.

Constant innovation in the use of different media to communicate with consumers is one of the determining factors when it comes to reaching target audiences.

Today, users prefer to have as less personal contact as possible, this translates to proposals such as supermarkets without lines, payment with cell phones, “pay yourself” which offers discounts for the consumers and at the same time allows them to access the users information. (Reimondo, 2018)

Online sales services were overwhelmed in recent days with a demand that, according to companies, doubled and even tripled due to the need of people to stay in their houses, which led to some deliveries taking up to a week.

The explosion of online orders has also affected the online applications that work with supermarkets. (Sainz, 2020)

Mercado Pago reduces to 0 the commissions for charges with QR to businesses and entrepreneurs. This decision is part of a series of measures the company is taking to support merchants and SMEs across the country in the context of the Covid-19 crisis. (iProup, 2020)

Technological equipment is what differentiates Carrefour, with digital posters, offices for customer support, digital catalogue and digitalization of prices with e-paper technology and QR Code to provide information about products. (Carrefour, 2019)

Due to COVID-19 purchases through digital platforms boomed.

The Coto spokesperson claimed to have three times more demand than in the common peaks in the digital site, the online page was reinforced so that it works according to the needs of its customers and more vans and employees were needed so that deliveries were made as soon as possible. (Sainz, La Nación, 2020)

e. **Ecological environment:**

Ecology and environmental issues are an important subject to the society in its whole, consumers require from companies proof that they are contributing to environmental welfare.

Several companies are working on the development of new actions that allow them to measure how much water they use in their processes.



The big economies, Pinco explained, are those that give great importance to environmental standards, also retail chains such as supermarkets, and when one looks for sustainable suppliers, others usually start doing so. (Conte, 2020)

Argentina became the first country in Latin America to declare a climatic and ecological emergency. And the fourth worldwide: until now Ireland, Canada and France were the only countries that had done so. (Himitian, 2019)

f. **Legal environment:**

The National government of Argentina regulated the “Supermarket Shelves Law”, which aims at transparency and the competitiveness of the prices of food, beverages, hygiene and household cleaning products, for the benefit of consumers.

In supermarket shelves and virtual locations, the display of products from a supplier may not exceed 30% of the available space that it shares with products with similar characteristics. (El Cronista, 2020)

With the arrival of the pandemic generated by COVID-19, there was a explosion of online sales. Some companies like Falabella, Disco, Vea and Jumbo were charged for failing to deliver their products and provide misleading information, in addition to alleged violations of the law of Consumer Defense. (IProfesional, 2020)

## **Meso - Environment**

### **Ansoff Matrix**

The Ansoff Matrix or Market Expansion Grid provides a way for companies of analyzing and planning strategies for growth. It shows four strategies for development:

- Penetrating still further within its existing sphere
- Developing new products for its existing markets
- Developing new markets for its existing products
- Fully diversifying with altogether new markets and new products

Below, we listed the strategies implemented by Carrefour we identified

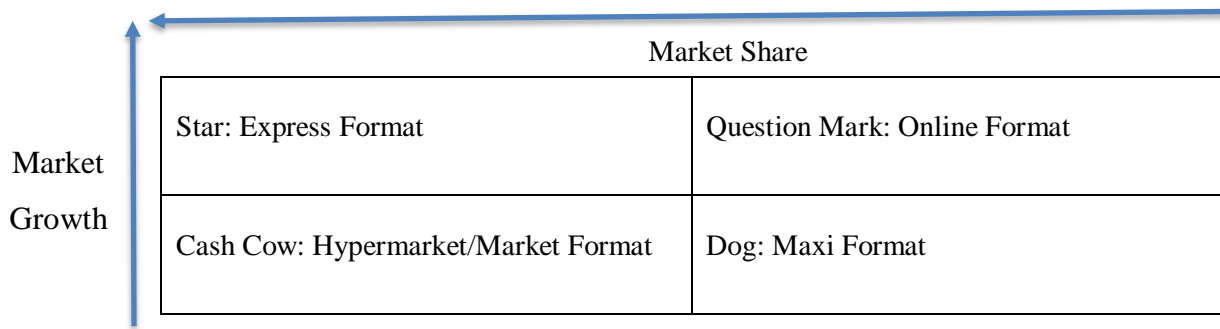
*Tabla 5- ANSOFF Matrix*

	Current Products	New Products
Current Markets	<b>Market Penetration Strategies</b> <ul style="list-style-type: none"> <li>• Competitive prices</li> <li>• Increased inversion in advertising</li> <li>• Customer Loyalty Programs</li> </ul>	<b>Product Development Strategies</b> <ul style="list-style-type: none"> <li>• Introduction of “Bio” products</li> <li>• “Huella Natural” products such as vegetables, fruits and meat.</li> <li>• Expansion of own brand products</li> <li>• Non-food line products</li> </ul>
New Markets	<b>Market Development Strategies</b> <ul style="list-style-type: none"> <li>• Presence in more than 30 countries, with plans of expansion within them</li> <li>• Online shopping</li> </ul>	<b>Diversification Strategies</b> <ul style="list-style-type: none"> <li>• Multi format stores and pioneer in hypermarket</li> <li>• Launching of an app for smartphones to check discounts, tickets etc.</li> <li>• Owns gasoline stations and shopping’s</li> <li>• “Carrefour Voyages” which is a web page of vacation services</li> <li>• Created the Carrefour Foundation</li> </ul>

### BCG Matrix

This Matrix is known to be used to analyze an organizations portfolio at the same time looking at the market share and market growth. In this case, we will review Carrefour’s store formats.

Tabla 6- BCG Matrix



*Star:* The Express Format has high logistic costs due to the stores being so small and having to supply them constantly. But having an extensive number of stores, these costs are reduced, thus, the sale price of Express formats is higher than the prices in a Hypermarket because of the lack of discounts, this is what makes it more profitable. Besides, this format is the chosen by Argentinian people every day more and more and is in plain expansion.

*Cash Cow:* Both, the Hypermarket and Market are two formats that exist form years ago, the hypermarket since Carrefour arrived to Argentina and the Market since 2012. They maintain a volume of sales that although it is not as profitable (because of the costs associated to logistic, number of employees and rent) as the Express format, it generates enough cash flow to maintain stable.

*Dog:* The Maxi format is not in the core business of Carrefour and is not having the same growth in sales as it had 3 years ago. As mentioned before, the Customer Experience is not similar to the rest of the formats and this makes it one of the least chosen.

*Question Mark:* The Online platform for mass consumer products was launched approximately two years ago and it still needs to develop diverse aspects of it. Although this year it grew because of the pandemic and it is a market that has been growing the last years but with low volume of sales.

### Porter's Five Forces Analysis

Porter's Model helps to identify and analyze five forces that will determine the competitiveness and attractiveness of a market. It is useful to understand the current position of a company and how it can grow. The five forces are:

- The threat of entry:

In the retail industry, it is hard to achieve **economies of scale**. It will be difficult for new entrants to match incumbers like Carrefour because it has already reached a large-scale production. This sector requires a high inversion and financing in infrastructure, logistics, advertisement and purchases and Incumbers which produce large capacities will have a cost advantage (Murphy, 2018).

Moreover, Carrefour has been in the Market since 1968 in France and for 38 years in Argentina, being one of the most established brands in the country. Because of this, the company has extensive **experience** that it gained over the years, learning how to do things such as managing crises, communicating with the public, etc. As there is already a loyal customer base, the threat of new entrants is low.

New entrants can set up **distribution networks** with no problems making it easy to get their products on the shelves, which makes the threat of new entrants high.

**Retaliation** is another barrier that stops new entrants from entering the retail industry. Carrefour, as an incumbent is prepared to retaliate if necessary, lowering prices, offering special discounts, 2x1 among others. When the neighborhood supermarkets represented a threat, Carrefour tackled it with a new store format called “*Carrefour Express*” which related to proximity to the consumers.

If a new entrant wants to insert itself in the retail industry, first it should comply with the legal requirements the **government** asks for in each country where it wants to establish. It also requires licenses, making it more difficult to enter the market.

Carrefour and its competitors’ products are mostly similar, selling products which brands have in common. But customers today search for something that **differentiates**, either with a green mark or that contributes to the environment.

Carrefour adapts to these demands providing what’s called “huella natural” products which don't have extra chemicals added, they are 100% natural (InfoAgro, 2019); and also selling Carrefour’s own brand line products.

Also, the company never fails to communicate that with them, the customer will find the best prices in the market and quality guaranteed. Therefore, the threat of new entrants is weak.

- The Power of Buyers:

Carrefour's customers are not considered **concentrated buyers** because many consumers buy in small quantities. Therefore, if one of them decides to buy products from its competition, it will not make a big difference.

There is a **low switching cost** in the industry as a buyer can find the same products in different hypermarkets. Carrefour can differentiate by putting focus on quality and innovative products. They do this with their "huella natural" products and own brand products (InfoAgro, 2019), attracting customer's attention. It also distinguishes because it sells products at low prices, with discounts and promotions that are unique in the market, being able to sell to low income customers. Building loyalty by exceeding buyer's expectation of their customer experience can also raise the switching costs.

There is no **buyer competition threat** because none of Carrefour's customers can't produce all the products the company has to offer.

- The Power of Suppliers:

In the retail industry, there are a variety of producers from which the company can choose from, there are not **concentrated suppliers**. In Argentina Carrefour works with more than 4.500 suppliers (Arias, 2020). Suppliers will prefer to work with companies that are recognized globally like Carrefour, that brings them security.

The strong brands that supply Carrefour such as Unilever, Coca-Cola or Danone with their firsthand products, are essential to the company, there is a **high switching cost** making Carrefour depend on them. On the other hand, pymes that supply Carrefour can be switched over time because of low sales because the product became standardized and less differentiated (Arias, 2020). As Carrefour is present in many countries, it can be efficient by having a variety of different suppliers in each location. Neither of Carrefour's suppliers provide a dangerous **threat** to cut out buyers because none of them have all the products that the customers look for. Because of this, suppliers can instead benefit from having a good relationship with Carrefour.

- The Threat of Substitutes:

The **price/performance ratio** is crucial to substitution threats. Carrefour makes emphasis on the low prices of their products compared to its quality in all the countries it is present.

This way buyers do not choose the substitute products instead of them. Carrefour's iconic phrase is "The lowest price guaranteed". They not only provide exceptional discounts but also provide products that contribute to the environment with smaller packaging, or natural products. The company is constantly innovating, trying to be one step ahead of their competitors, for example it was the first to establish the hypermarket in Argentina, to become a "multiformat" chain and to publish sustainability reports.

- Competitive Rivalry:

**Competitor Balance.** Carrefour's competitors differ from country to country, but there is no retail company that equals Carrefour in terms of the territory it covers. For example, Coto is the main competitor of Carrefour in Argentina, whether in Spain is Mercadona.

There are few competitors that are also large in size, such as Walmart. The indirect competition of the French company are Dia, Veia, and small supermarkets that only operate in the neighborhood. Carrefour tackles this last competition with their "Express" format, so that customers can have a store closer to their homes. (Arias, 2020)

In the future, there is a threat from Amazon becoming a dangerous competitor, pushing Carrefour to invest more in ecommerce. "When consumers are ready to buy a specific product, nearly three-quarters of them, or 74 percent, are going straight to Amazon to do it, according to a new study by Feedvisor" (Thomas, 2019).

This becomes a problem for retailers that will have to adapt and grow their business online. Regards **industry growth rate**, retail is expected to keep growing in the upcoming years, but ecommerce too, in a bigger scale.

Retail **fixed costs** are high, making the companies in this industry push to full capacity leading to them to cut their prices, pressuring the competition to do it too and generating "price wars" (Murphy, 2018). This is because one way of differentiating from the rest in the industry, is by offering the most attractive price possible to the customers.

As there is **low differentiation** among products that the several hypermarkets offer, Carrefour looks for ways to differentiate such as price, quality, customer service and own brand products that contribute to the environment and pollution.

## Macro - Environment

### 2.3 Criteria for Identifying Audiences

*Carrefour* creates value for their stakeholders by constantly encouraging dialogue with them and establishing a beneficial relationship of mutual trust. Each one of them is important for the company to keep on functioning on a daily basis. The criteria chosen to identify them is the linkage model by Grunig & Hunt. It has four linkages that categorize stakeholder relationships to the company: Enabling linkages, functional linkages, diffused linkages, and normative linkages. While most linkage stakeholders will remain constant, the diffused linkage stakeholders will vary according to the circumstances (Rawlins, 2006). This way we will gain an understanding of how these different groups are related to the company.

### 2.4 Analysis and diagnosis of publics: identification, segmentation and analysis of the principal publics

First, to identify all of Carrefour's stakeholders, a public inventory will be developed:

#### Government

- Government Legislators
- Chamber of commerce
- Department of Health and Services
- National Administration of Medicines, Food and Medical Technology

#### Employees

- Board of Directors
- Managers
- Areas such as Human Resources, Communication, CSR, Logistics
- Cashiers

#### Unions

- Commerce unions
- Bank unions
- Transport unions

#### Consumers

- Loyal consumers
- In store consumers

- Online consumers
- Potential consumers
- Retailers

#### Suppliers

- Big suppliers
- National suppliers
- Own brand suppliers

#### Distributors

- Own
- Hired

#### Shareholders

- National
- International

#### Competitors

- Formal competitors
- Informal competitors
- Potential competitors

#### Media

- TV
- Radio
- Newspapers
- Journalists
- Blogs

#### Stakeholders with little to no relation

- Influencers
- Activist groups

#### Community

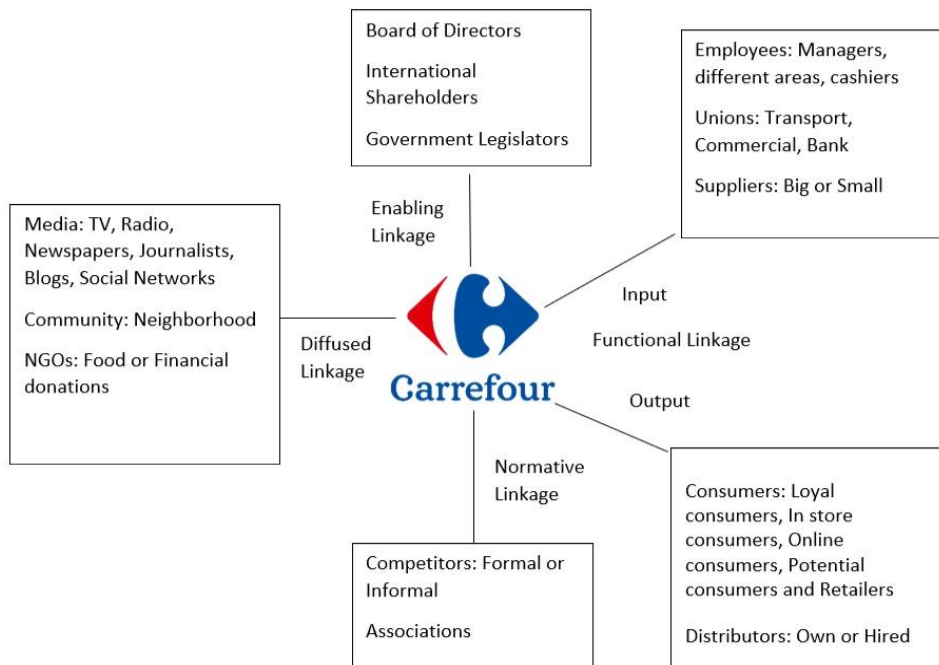
- Neighborhood



- Neighbors of Carrefour’s offices, stores and centers of distribution

NGO’s

- Food for the hungry
- Financial donations



*Ilustración 5- Publics*

## Stakeholders

• **Enabling Linkages** Are stakeholders who have some control over the organization and enable it to have resources and autonomy to operate. Among them are:

### Board of Directors:

At an international level, there is a board of directors based in France because it is where the headquarters of *Carrefour* are. The president of this board has direct contact with each board of directors in the countries that *Carrefour* is based in. There is a permanent feedback between them, along the year the Board of directors of France visits different countries to check that they are doing well and aligned to the strategy.

At a national level, for example, France determines Argentina's objectives for the year and the board of Argentina aligns their strategy to accomplish those results. Then Argentina presents the plan to France, where they validate it or make suggestions.

### **Shareholders:**

They are based in different parts of the world and the president of the board of directors has direct contact with them.

Focusing in Argentina, although the country has experienced economic problems along the years, *Carrefour* has been in the country for 37 years. This is because shareholder's year after year keep on believing in the country's potential and continue to invest in the opening of new stores.

### **Government:**

**Government Legislators:** In all the countries Carrefour operates, it carries out actions together with the government, either national or provincial. The company tries to collaborate with the different problems or politics that the government is working with. *Carrefour* believes in the potential of each of the countries it is based in and tries to have a relationship of cooperation with each of the governments. For example, in Argentina "Hambre Cero".

Also, the company needs to align their business with the **Chamber of Commerce** of each country because they all have different regulations and laws. A constant flow of information is key with this public. The same applies to the **Department of Health and Services** and entities that regulate the area, Carrefour needs to control each one of their stores and comply with their requirements.

• **Functional Linkages** Are essential to the function of the organization and are divided between:

### **Input Functions**

#### **Employees:**

In the organization, there is a clear communication in the form of a "waterfall", which is based on the objective that the information is transferred from level to level, from the president to the cadet and this applies to every country.

The decisions that the **board of directors** makes are transmitted in each office and stores and in the different areas so that the employees are up to date and aware of the company's objectives and course. Once a year all the leaders of the stores get together to discuss results obtained till that moment and set new goals.

There is also an intranet that communicates employee of the month, promotions etc. and the company also makes use of emails to exchange information. **Managers** also have WhatsApp groups separated by areas, whereas cashiers and lower levels do not.

It is not difficult to get a promotion in the company and this is transmitted to the employees every day. For example, in Argentina more than 90% of the “bosses” were promoted from lower positions. In all offices of Carrefour around the world, employees are trained with courses and active practices to stay motivated and be more efficient. The success of Carrefour is due to their employees, that’s why maintaining an optimal relationship with the workers is key.

### **Unions:**

In Argentina, *Carrefour's* operational directors and human resources team have periodic meetings with the unions, where there is an open, sincere and transparent dialogue to give their points of view on a subject.

The unions always care and debates for the wellness of the workers. The relationship with the unions is mature, given that each group wants what is best for the employees from different points of view.

Among the Unions that Carrefour has relation in many countries are: the transport unions, because they are crucial to get their products to the shelves. Commercial union, to debate the best prices and lastly, the bank union because the company gives customers the possibility of issuing a discount card.

### **Suppliers:**

Relationship of trust to mutually benefit themselves. Nowadays *Carrefour* works with more than four thousand fifty hundred suppliers in Argentina and has two hundred suppliers that contribute to their own brand products.

Internationally, the communication with them is strategic and in the long term because *Carrefour* needs them to keep on with the business, suppliers are extremely important allies. With each one of them and depending on what they supply *Carrefour* with, they have a different connection, but with all of them the relationship is solid.

In Argentina, for example, with the **bigger suppliers** such as Arcor or Unilever, the company makes actions of social responsibility and unites with them putting objectives in common, surpassing the commercial relationship. On the other hand, with the **smaller suppliers** such as

PyMEs, or own brand producers that don't have the same resources as the bigger companies, the relationship is different but also believing it is important to invest in them.

## **Output Functions**

### **Consumers:**

Internationally, social networks are the principal channel to communicate with consumers, they make use of Facebook, Twitter, Instagram, LinkedIn.

*Carrefour* also offers a free phone line for consumers in case they have a complaint to make about a purchase, then the manager contacts the client, finds a solution to their problem and gives them a bag with *Carrefour's* products.

The company also makes use of the radio and television advertisements and makes personalized offers via email encouraging consumers to shop at *Carrefour*. Each one of these actions contributes to the loyalty of the consumer.

In Argentina, "*My Carrefour*" is a loyalty program that provides discounts and benefits to consumers. Consumers of lower incomes can also acquire a purchase card with a 20% discount every Tuesday, creating an account in *Carrefour Bank BCF*. Consumers have the option of subscribing to their nearest *Carrefour* store WhatsApp number, so they can receive special offers and news.

Among the different consumers, there are the loyal ones which pick *Carrefour* as their first choice to shop and help create a good image with others.

We can differentiate customers that prefer to shop online via *Carrefour's* website, then the people that choose to buy at the stores. Lastly, there are potential consumers that *Carrefour* tries to reach by communicating by different channels and transmitting key differential messages.

Another customer are **retailers**, in Argentina there are ten "*Carrefour Maxi*" where they purchase for their business. They have no special treatment; retailers are considered like any other consumer and communicate with them the same way as the rest.

**Distributors** at an international level are essential to the organization; therefore, a clear communication is needed. Most of them are hired supplier.

In Argentina *Carrefour* is present in 22 provinces and the distribution starts in Buenos Aires to the rest of the provinces. Trucks are almost the only way of distribution of products to the supermarkets.

- **Normative Linkages** Are associations or groups with which the organization has a common interest and share similar values, goals or problems:

#### **Competitors:**

They are divided into two: formal such as Coto in Argentina or Mercadona in Spain and informal which are Chinese supermarkets and neighborhood stores. In the commercial area, each chain wants to have the best offers and discounts, but when it comes to public policies or themes that could affect all the supermarket chains, they work together.

For example, in Argentina they all integrate an association (ASU) where they can discuss problems and think of solutions. Lastly, potential competitors are the ones that in the future can become a threat to the organization such as Amazon. This is because nowadays people prefer to digitize processes.

#### **Associations:**

In Argentina, there is an association of supermarkets united (ASU). Representatives from each chain get together once a month in ASU's offices with the executive director of ASU. The director then represents all the retail chains before the government. There is constant flow of information between ASU and all the chains involved.

- **Diffused Linkages** Are the most difficult to identify because they do not have frequent interaction with the organization and become involved based on the actions of it:

#### **Media:**

Such as TV, Radio, Blogs and Newspapers. Although they maintain a stable relationship with the media in every country, when there is a crisis, the media will remain impartial when communicating. Globally, *Carrefour* is considered a referent in the retail industry for journalists' consults.

At a national level, there is a relationship of mutual trust and dialogue. The company organizes "After Office", football tournaments, encounters for journalists, takes them to meet their stores, lunch breaks and "one to one" relations.

#### **Community:**

*Carrefour* carries out actions of solidarity in the communities near their stores and in the poorer areas of the countries it functions in.

For example, painting and fixing the sports club of Carapachay in Argentina, Buenos Aires. They also collaborate with Juan Carr's NGO to donate food and employees have the option of volunteering to help people in need. Similar actions are carried out with the Margarita Barrientos dining room.

The company also contributes to the community generating jobs for people around the country, having employed seventeen thousand people in Argentina and being one of the biggest employers in the territory.

Internationally, there is a "Carrefour Foundation" that finances each of the company's actions in the different continents. Also, it works with UNICEF to collect money for the people that are in need.

#### **NGO's:**

In each country the company functions, it carries out a contest for NGOs once a year, for them to present sustainable projects that the company would choose to finance.

*Carrefour* maintains an excellent relationship with the NGOs it works with, on one hand the organization is glad for the help and on the other hand *Carrefour* is proud of participating and helping people in need. The French company also works with UNICEF raising the change customers donate from their payments.

As the Media and Consumers are two key publics for Carrefour if it were to deliver a campaign, we considered it relevant to make a deeper analysis of these two stakeholders to better understand their role and relationship with the company.

#### **Media:**

Among general media, newspapers that have a relationship with Carrefour are *La Nación*, *Clarín*, *Ámbito Financiero*, *Perfil* and *BAE Negocios*.

They all have a strong relationship due to the years of work together. If the aim of the French company is to deliver a campaign, they will opt to work with *La Nación* and *Clarín*. Whereas the rest of the newspapers have a focus on economic issues.

Carrefour works with the media mentioned above because they are one of the most important and bigger of the country. This way, the company can reach a wider scope of people.

To maintain the relationship of trust and dialogue along the years, they organize “After Office”, football tournaments, take journalists to meet their stores, lunch breaks and “one to one” relations.

The trusted journalists also have the phone number of Carrefour’s Directors in case they need information to write a column or corroborate information they received from another source. Carrefour is considered a referent in the retail industry for journalists' consults.

Among some of the journalists we can mention Alfredo Saenz from La Nacion and Damian Kantor, Natalia Muscateli, Silvia Naishtat from Clarin.

When delivering a campaign, Carrefour chooses the channels with most rating, both air and cable TV, such as Canal 13, Telefe, Canal9 etc. Famous journalists that deliver Carrefour's messages and make interviews about the industry are Sergio Lapegue, Guillermo Laborda, Guillermo Kohan, Jonatan Viale, Jose del Río among others.

Lastly, the radio is one of the less used media to deliver a message. If chosen, AM radio stations such as Rivadavia, Radio 10, Radio Mitre and Continental among others with figures as Alfredo Leuco, Longobardi, Bonelli, Lanata, Chiche and Jonatan Viale.

Focusing in Sustainability and Social Corporate Responsibility media we count with the following national online and in print magazine companies: PRESENTE RSE, Futuro Sustentable and ComunicarSe.

### **Own Made Up Variable to Identify Media**

Identifying the media present in Argentina is crucial if Carrefour is to deliver a campaign and its aim is to reach a wider audience. To better segment the Media, we designed our own variable, which is: *based on **dimension**, considering which can reach more people and taking into account the **frequency** of Carrefour mentions in their publications.*

In detail, the **dimension** would be the magnitude of the media and public reach. With this in mind, the following segmentation was done, analysing the publications in a time period of six months inside the interval from March to September 2020.

Wider reach and most engaged with Carrefour's news:

We carried out an analysis of the online newspaper **La Nación**, as mentioned earlier this media has a relationship with Carrefour, this does not mean that at the moment of a crisis, the journalists will remain impartial.

It positions Carrefour as a company that adapts itself to changes like including new formats for the benefit of the consumer, mentioning different and new payment methods and referring to their prices and variety of products.

La Nación, likewise Clarín take on the first place in Argentina as the main and source of news, at a national scale. Present not only digitally, but on paper, and also in other formats, such as TV and Radio.

In the online format of La Nación, it was found that Carrefour was mentioned 39 times in the last six months.

We chose to analyse **Clarín** too, as it has a stable reputation and is read by many Argentinians in the country. Their columns vary from themes such as Carrefour's' competition, alliances, informing the reader about prices and the measures the company took because of the pandemic.

Their columns vary through different the subjects, social, economic, geographical, political etc. It was found a total of 37 online articles that talked about of mentioned Carrefour in the established period of time.

Reaches a sector and engaged with Carrefour's news:

On the other hand, the publications of **Ámbito Financiero** have rather an economic focus. They talk about freezing of prices, discounts, workers' salaries and alliances with third parties.

The tone is neutral and stays objective, the targeted reader are mostly people who have knowledge of economics. It is an online and in print newspaper with focus in economic, financial and commercial matters. In its web page, we found 30 journalistic articles that name the French company in the last six months.

Following the same line of economics, the online newspaper **Perfil** also focuses on themes like the crisis in Argentina and how the supermarkets are handling it.



*The following media reach a small and specialized sector and has the lowest engagement:*

**BAE Negocios** is too, focused on economic and business issues but reaches a smaller audience than *Ámbito Financiero*. In comparison with the rest of the media, BAE mentions much less the retail company, with a total of 14 articles.

**PRESENTE RSE** is a magazine that works on subjects related to Corporate Social Responsibility (CSR). It is recognized among the Argentinian readers that specialize in the matter, but it is not known by the community in its whole.

It is present digitally and in paper. It has been found a total of 6 articles that mention Carrefour and their performance about CSR activities.

**Futuro Sustentable** as the magazine mentioned above, this one focuses on green impact, sustainable practices and companies that implement them, but it is not as read as PRESENTE RSE. It works in the printed version as online, we observed a total of 6 articles that correspond to the Carrefour actions.

**ComunicarSe** this magazine centers its columns on CSR activities and the positive impact of Argentinian companies. Contrary to the rest of the magazines, it is present only in the online format. Their readers are people that maintain themselves informed about CSR actions and are involved. There was a total of two articles in the ComunicarSe magazine that worked on the actions that Carrefour took according to the philosophy of the CSR and Green actions, being the magazine that least mentioned the brand.

*Media that does not have a relationship with Carrefour:*

For Carrefour to successfully expand its range of customers and reach more people with their message, forging new relationships with other media would be recommended.

Regarding newspapers, Pagina 12 is one of the most read online media after Infobae, Clarin, LaNación and TN. Their readers range from the ages of 18 to 62 and it is both, in print and on the web. Their publications are few and range from layoffs, penalties, closures of stores among others. This shows their cover of the company is rather with a negative connotation, and working on the relation with the media and its journalists such as Horacio Verbitsky, Eduardo Aliverti and Mariana Carbajal will improve Carrefour's image with them and the reader.

El Cronista follows Pagina12 in viewers, making it another potential media to make contact with. It has an economic focus as Infobae and its columns mention prices and commercial themes, therefore its readers are usually educated on its matters. Working with El Cronista

journalists as Hernán de Goñi, Débora Pla among others will help build and strengthen the relationship with the media.

Based on a study on the credibility of the journalists in Argentina, Carrefour maintains a close relationship with Jonathan Viale and Maria O'donnell. But at the top, Luis Novaresio appears as most credible to the Argentinian citizens and Monica Gutierrez in the top 5 also are profiles that the French company should focus on to make connections and deliver messages to the public.

“Filo News” is a news portal founded by Mario Pergolini and has a strong presence in social networks, it produces authentic content streamed live or recorded. Its content is directed to the young generations, with controversial topics that generate engagement. Reaching to this kind of new media is key to make Carrefour’s products known.

Following the same line of emerging media, REDACCIÓN was founded in April of 2018 by Chani Guyot created to prioritize social topics and give a more protagonist role to the citizens. They count with a web site, social networks and newsletters.

## Consumers

The consumers of Carrefour are immensely diverse but they can be categorized the following way. First, there is the classic older age adult, then the millennial and lastly the centennial. Understanding the consumption dynamics is key to know which type of communication to deliver.

The communication always must be coherent, the company can’t say something and then show a different reality in the stores. This three bid divisions coexist and the communication is one, Carrefour's job is to think which is the best way to do it.

To give an example, the **classic** client are the ones that complain because the store does not give away free plastic bags. On the other hand, the **millennial** may complain in social networks (about the company having so much plastic) but at the time of consumption, he does not change and buys the plastic bag, this means their decision of consumption is not affected by their way of thinking.

Finally, the **centennial** is the one that has the money and his decision of consumption will go hand in hand with their values. For example, this client chooses to purchase the meat that he knows where it came from and its production process.

### Own Made Up Variable to Identify Consumers

Although we segmented Carrefour's consumers, with the change of paradigm the world is facing, each of them is rational at the time of making a purchase, comparing prices constantly instead of staying loyal to one brand. If a product they regularly buy is too expensive, they will probably shift brands, promotions and price are key variables. This is why My Carrefour Program is crucial for the affiliation of consumers, being approximately 1.131.409<sup>1</sup> members making a purchase in one month in Buenos Aires (AMBA).

To better identify these consumers, we decided to create our own variable, based on the average spend, frequency and items per purchase.

*Express Shoppers:* they are the ones that shop at the Carrefour Express format and can be divided into three. First the **office workers**, they look for a fast snack or lunch and Carrefour provides them with the option of a combo with a salad and a beverage, what is more the company is now selling fruit for one unit. There are the **young adults** who live alone and make weekly purchases to store their apartment. Lastly, we can mention **small families** that buy regularly because of the comfort of living near an express store which provides them with the basic product needs. All of the mentioned above usually affiliate themselves to the "My Carrefour" program which provides them discounts on a daily basis for their frequency of purchases.

*Hypermarket/Market Shoppers:* they both fell in the same category as they are similar in their needs and purchases. They are **large families** that make purchases of volume to store their house and they usually shop up to three times a month. We can also identify them with the information from My Carrefour, as clients that shop at Hypermarket and Market formats are the most loyal ones due to the discounts and promotions the stores offer.

*Maxi Shoppers:* these consumers shop in large volumes and do not care about customer experience, only price. Can be **families** that shop once or twice a month, or **owners of local stores** that make their purchases in the Maxi format when the discounts in particular categories give them a greater margin of gain than their usual distributor.

### Variable Focused on Healthy Consumers

The world is facing a change of paradigm, where the ways of thinking, doing and habits of consuming are changing. In the retail industry, more and more consumers are migrating to a healthy lifestyle, although some only do it with the aim of losing weight, others inform themselves and gradually change their way of life.

To better identify these consumers, we decided to create our own variable, which is: *level of commitment to a healthy lifestyle and products that have a positive impact on the environment.*

With this in mind, the following segmentation was done:

- **No commitment:** these are mostly people from the “duck paradigm”, they live a busy life, with a family and do not contemplate exercise and healthy products as important. They do not care about the life cycle of the product because they were never taught that it was something that would contribute to their health and the planet. The ingredients or the packaging of the products they buy is not an aspect they prioritize at the time of making a purchase. They are known for shopping at supermarkets.
- **Dieters:** this group is known for going in and out of diets along the years trying different healthy products before giving up. They are not satisfied with their physical health and want to make a change but lack motivation. They are concerned with losing weight rather than the impact of the supply chain in the environment. Dieters buy healthy products from time to time, if not, the regular purchase.
- **Informed but not compromised:** these consumers know which are the smartest choices and stay informed about them but choose not to consume them. They may be making healthier choices than a year ago but are not 100% in a healthy lifestyle yet. People from this segment like to know which activities the companies are carrying out to be more responsible, but do not fully practice responsibility themselves.
- **Fully compromised and informed:** they are known for exercising on a regular basis and read the label of a product before buying it. The less ingredients, the better and they also like to know where the product comes from, to inform themselves about the value chain. They are more likely to shop at a place where they know the store is contributing to the environment, with sustainable practices. This generation is young and many do not have the resources to live and make purchases of their own. The consumers that have the money, usually shop for specific products at healthy shops, but also make big purchases at supermarkets.

## 2.5 Analysis of PR Themes

The aim of this analysis is to identify those themes that affect transversally in some way all the publics of Carrefour. Below the issues are listed, mentioning the corresponding stages of their lifecycle. If an issue already emerged it will be difficult to influence it, if it is not treated at an early stage it can become a crisis, which can cause irreparable damages in the company.

1. **Keeping up with the changing customers' expectations:** their preferences and shopping behavior are constantly changing, and Carrefour needs to keep up and adapt to them. Innovation and technology play a key role in this issue, because it will ultimately lead to customer loyalty. This issue affects all the publics because it will involve a change in the organization as a whole and how it functions. (Kanya, 2018)

**Category:** Social, Operational

**Life Cycle:** Emerging

**Publics Affected:** Employees, customers

**Carrefour's Actions:**

- 1.1. Employee trainings because of incorporating new technology
- 1.2. Communication of changes to employees and customers
- 1.3. Innovation of multichannel buying experiences
- 1.4. Communication of product differentiation

2. **Technology Disruption and Change:** there exists a significant risk in changing IT infrastructure (KPMG, 2016). It affects both, the internal public such as employees because they will need to be trained and explained about the new technologies; and the external public because they will also have to understand how to make use of it whether to make purchases, communicate with the company or buy online. It is aimed at simplifying and automating their business processes, therefore, the software's need to be easy to use.

**Category:** Corporate, Operational

**Life Cycle:** Potential

**Publics Affected:** Employees, customers, competitors

**Carrefour's Actions:**

- 2.1. Assign budget to new technology
- 2.2. Change of business processes
- 2.3. IT trainings for employees
- 2.4. Develop loyalty programs linked with social media

3. **Economic conditions:** the retail industry faces economic uncertainty most of the time and is strongly dependent on the country it is based on. If the economy is on the right

path, the country grows, and citizens have more money to spend. But, in difficult times, sales of retail companies could decline. This uncertainty of global economic markets makes economic planning a difficult task. (Lewis, 2020)

**Category:** Corporate, Business, Economic

**Life Cycle:** Potential

**Publics Affected:** Customers, employees, suppliers, shareholders, media

**Carrefour's Actions:**

- 3.1. Monitor each country's economy and trends
- 3.2. Plan a response in case of an emergency
4. **Compliance with regulations:** the regulatory environment has always challenged companies in the retail industry. Companies need to be able to manage their supply chain and operations to minimize the impact of tariffs on customers. If these costs are not managed, shopping habits of the customers may vary and switch brands or products (Nicolopoulos, 2019). If retail stores fail to maintain the validity of agreements and licenses, they will likely face closure, financial losses or paid penalties. Leading to an impact in the company's reputation. (Jallad, 2015)

**Category:** Corporate and Business

**Life Cycle:** Emerging

**Publics Affected:** Shareholders, government, competitors, unions, employees, suppliers

**Carrefour's Actions:**

- 4.1. Come up with creative strategies
- 4.2. Participation between suppliers and retailers required
- 4.3. Monitor changes in the law and regulations
- 4.4. Make reforms if necessary
- 4.5. Compliance in operations
- 4.6. Comply with environmental laws
5. **Political Instability:** political instability can have an impact on global trade. For example, in Europe, Brexit had an adverse effect on trade creating volatility and weakening the British. (Barrios, 2018)

**Category:** Business, Corporate

**Life Cycle:** Actual

**Publics Affected:** Employees, unions, suppliers, government, shareholders

**Carrefour's Actions:**

- 5.1. Build beneficial relationships with the government
- 5.2. Adjustments in prices
- 5.3. Prepare for a decrease in sales

6. **Cyber Attacks:** In the modern world, cyber-attacks have become a predominant risk. It could affect the entire supply chain, release private information of the company or its clients. This would lead to a loss of trust in the company and its security processes. (Barrios, 2018)

**Category:** Business, Operational

**Life Cycle:** Potential

**Publics Affected:** Employees, customers

**Carrefour's Actions:**

- 6.1. Cyber security protocols
- 6.2. Limit access to the system
- 6.3. Physical security at offices and stores
- 6.4. Train and hire a strong IT team

7. **Supplier Risk:** supplier consistency is vital for the normal function of the company. Trusting an outside party means the company is vulnerable to issues like delayed distribution and even the threat of the supplier going out of the business. It is important to select suppliers by carefully analyzing them. (GCE, 2020)

**Category:** Corporate, Business

**Life Cycle:** Potential

**Publics Affected:** Competition, suppliers

**Carrefour's Actions:**

- 7.1. Create a supplier network
- 7.2. Communicate priorities to the suppliers

7.3. Anticipate problems with suppliers and plan solutions

8. **Competition:** there is an intense competition globally because retailers often offer the same or similar merchandise and compete based on price, quality and customer experience. The newest and most dangerous competitor is considered Amazon because customers now prefer to shop from their houses and have them delivered. (Jallad, 2015)

**Category:** Corporate, Business

**Life Cycle:** Actual

**Publics Affected:** Competition, shareholders

**Carrefour's Actions:**

- 8.1. Deliver a new pricing strategy
  - 8.2. Implement e-commerce and digitization of processes
  - 8.3. Hire professionals on this area
  - 8.4. Explain employees and customers how to sell/shop online
  - 8.5. Creative ways to encourage customers to visit stores
  - 8.6. Review marketing studies to deliver a proper plan
9. **Global Pandemic:** although Carrefour's stores do not shut down during a pandemic, on the contrary, their sales increase on a large scale, the company needs to follow all the hygienic procedures, communicate them to the customers and align with the government's regulations. If these are not followed, a customer could be infected leading to the shutting down of stores and compromising the brand's reputation.

**Category:** Social, Business, Corporate

**Life Cycle:** Actual

**Publics Affected:** Employees, customers, suppliers, media, shareholders

**Carrefour's Actions:**

- 9.1. Implement online shopping
- 9.2. Digital communication channels
- 9.3. Remote workforce for employees who can stay at home
- 9.4. Distribution of goods to the houses of consumers



#### 9.5. Priority for the elderly

**10. Not being perceived as the best price in the market:** one of Carrefour's main objectives is to convince their customers that it is in their stores where they will find quality products for the best price in the market. If their publics do not think the same way, their main differentiation of the company is gone and therefore, becomes one option more like the rest.

**Category:** Social

**Life Cycle:** Potential

**Publics Affected:** Employees, customers

**Carrefour's Actions:**

10.1. Multi-Channel Campaign about best prices

10.2. Web page highlighting quality

10.3. Description of product processes

10.4. Discounts and promotions

### **Problem Statement**

#### **2.6 Identification of the Public Relations Issue**

According to the external, internal and Carrefour's' publics analysis, the next step is to define a problem statement. The aim will be to change their situation in the future regards awareness, image or behavior of the publics. The problem statements will be drafted in the form of a question.

The Problem Statement corresponding to **Community** is focused on the behaviour, more specific on the attitudes and opinions of the neighbours and merchants towards Carrefour:

**How to gain the approval and support of the community when Carrefour is planning to expand and open a new branch of their stores in a neighbourhood it is not welcomed?**

As the previous Problem Statement, this one also centralizes around behaviour and attitudes of **Government** legislators towards the French retail company:

**How to improve the relationship between Carrefour and the Government? In order for communication to flow, debate and deliberate measures and regulations that both parties will benefit from.**

With the public **Media**, the problem translates into an image situation. The aim will be to change or in other cases increase the perception they have about the retail company and its causes:

**How to improve and strengthen Carrefour's perception of the most important media in the country, so that no "fake news" are released to the public without first confirmation of a Carrefour figure.**

Last but not least, the communication targeted to **Clients and potential clients** will be focused on changing both, the image of the company and the behaviour of the clients towards it:

**How to change the clients or potential client's perceptions about Carrefour's' prices as high for them to understand the price-quality relationship and the benefits that "My Carrefour" program provides for them to acquire it and become loyal customers.**

If the company would focus on the themes of organic and healthy products and the topics of CSR and sustainability, we drafted the following two problem statements.

Healthy lifestyle people tend do their groceries at small, local markets specialized for their needs. Because of this, big hypermarket chains are not a choice for them. Carrefour fails to communicate its special sectors for healthy and organic food, therefore this public fails to know their existence and keeps shopping at local stores. Based on this, we identified a problem statement centered on the awareness of Carrefour:

**How to increase awareness of the company's own healthy line products of people that do not know about them and keep buying at local markets?**

The last problem statement relates to people that care about people that are in need and the environment, therefore shop at companies that they know are socially responsible. The aim is a mix between **increasing awareness** and **changing behavior** towards the organization:

Nowadays companies are demanded by their publics a certain level of compromise with the environment and the community. They ask for the company to be proactive and take action in their daily activities, such as polluting as less as possible, making donations to people in need, recycling among others. If companies do not comply with this, consumers may shift brands to a more socially responsible one. Based on this new context, problem statement four:

**How to communicate the company's CSR activities and products as Huella Natural to the external publics, so that they are aware of how socially responsible it is?**

## **The Plan and its Campaigns**

The communication campaigns chosen will be a hybrid between the problem statement that mentions the affiliation program, My Carrefour, and on the other hand the healthy products line of Carrefour.

The publics chosen will be clients and potential clients for the campaign number one, being a consumer and member relations campaign; and the media for campaign number two, being a media relations campaign.

Both will be local, at first the success of the campaign will be tested in a few hypermarkets of Zona Norte, Buenos Aires and Express formats in Capital Federal.

While Carrefour's clients and potential ones will be engaged mostly by social networks, journalists will be invited to in person events to deepen relationships.

## **Goals and Objectives**

### **Goal:**

We know that Carrefour is known for offering quality products at the best price globally. But BIO and Huella Natural products in hand with My Carrefour program are not given the recognition they deserve.

So, we have the idea to keep the company's image while increasing awareness of these products and its benefits as well as the discounts *My Carrefour* offers for them.

### **Objectives:**

For our first campaign, targeted to clients and potential clients the objective was divided into two:

The following objective is classified as Affective, since it involves the image of Carrefour's program, working on the public's perception towards the company, as it also is Behavioral because it is aimed at driving a change of behavior from the consumers in order to boost the number of affiliates.

***“Reinforce the image of My Carrefour program benefits maximizing the affiliates number at 50% of its actual total by the end of the year.”***

As to the second part of the objective, it is classified as Cognitive because of the company's intentions to make their BIO and Huella Natural products better known by their clients.

**“Raise awareness of the BIO and Huella Natural products while communicating the benefits of the *My Carrefour* program reaching at least 45% of their customers by the end of the year.”**

For our second campaign, aimed at the media, the objective is a mix between Cognitive and Affective as we want for the journalists to know more about Carrefour's products and identify the brand as leader:

**“Increase their knowledge of our BIO and Huella Natural products to be perceived as an innovative retail company leader in the area.”**

## **Strategies**

Strategies will be our guiding principle of the communication campaign behaving like a “north star.” This cohering factor will help move Carrefour from where it is, to where it wants to be in the future.

For our **first objective**, targeting clients and non-clients, the strategy is to demonstrate that *My Carrefour* program makes a difference at the time of making a purchase of BIO and Huella Natural products as well as disseminating the benefits of these products making the most out of social networks and virtual reality.

For the **objective of our second campaign**, targeting journalists, the strategy is to show the company's commitment with the environment and health by presenting their own brand products, organizing events that will give them better insight into Carrefours BIO and Huella Natural.

## **Tactics**

Campaign for clients and potential clients:

1.1. Disseminate the benefits of Huella Natural and Bio Products and the affiliate program in Carrefours social networks:

- Partner with a chef influencer @PaulinaCocina to make receipt videos and recommend BIO and Huella Natural products in hand with My Carrefour discounts.

- Meet every two months to evaluate the message the influencer is transmitting and how it could be improved.
- Use Carrefour's own social networks: Twitter, YouTube, Facebook and Instagram to make videos, posts and highlighted stories three times a week to spread the message.

1.2. Make use of virtual reality to show the consumers where Carrefour's products come from showing the processes and supply chain of BIO and Huella Natural products. Clients will be able to watch that chemicals are not used and that the animals wellbeing is protected:

- Create a stand in 7 hypermarkets with virtual reality lenses that any consumer can wear to watch a 40 second video. These stands will be as long as one week in each hypermarket selected.

The hypermarkets chosen are based on the economic wealth and purchasing power of the customers and surrounding neighborhoods. These are: Vicente López, San Isidro, Ing. Maschwitz, Rincón de Milberg, San Martín, Salguero, La Plata.

- Creation of a QR code that will be seen in the area of healthy products in the hypermarkets selected and Express format selected of Capital Federal. This code clients will be able to scan and will redirect them to videos and information about the products. They will be placed along the whole campaign. Stickers with the shape of green steps reading "follow the steps for a healthier and sustainable future" will guide the customers to the area of healthy products.

1.3. Sponsorship of an event about respect towards the environment and sustainability

- Participate as a sponsor of the biggest sustainable event of Latin America: BIOferia. It takes place in the Hipódromo de Palermo lasting three days from 11:00 to 18:00. There are talks, food trucks and exhibitors.
- Have online presence in the webpage of the event as well as social networks
- Put a stand where Carrefour staff will explain visitors the origin of the products and they will be able to taste them and buy them as well.

Campaign for the Media:

2.1. Organize events for journalists to have a chance of tasting and knowing where Carrefour's products come from:

- Send an invitation via email and/or phone call for both events three weeks in advance and a confirmation email/phone call one week before.
- Invite journalists to the virtual reality stand opening to give them the chance to experience it firsthand. It will be in the store of Salguero as it is one of the biggest and counts with the most variety of products. A kit of products and a tour will be given around the store to show the area of BIO and Huella natural.
- Invite journalists to the cooking and tasting of BIO and Huella Natural products by a known chef called Pablo Martin characterized for using healthy products. Too, a kit and a tour around the place will be given.

## 2.2. Send a press release to the media about Carrefour's Going Green movement:

- It will contain information about where the Carrefour Going Green movement comes from, telling journalists that it will be implemented in the Express and Hypermarkets formats of Buenos Aires. It will explain that this is because there is a change in the consumption habits and a trend in healthy eating, therefore, Carrefour wants their clients to have access to its own brand products.
- It will be sent right before the events so that the guests have a deeper understanding of our products.
- If there is a launching of a new product or a new discount of My Carrefour with BIO and Huella Natural, another press release will be sent after the events have taken place, during the months left of the campaign.

### Tactic to develop:

The tactic chosen to develop is the cooking and tasting of BIO and Huella Natural products for the media. The chef selected to represent Carrefour would be Pablo Martin, he is a journalist, producer of audiovisual content and chef of healthy eating with 20 years of experience. In his Instagram account @pablomartinchef he has 97,2 thousand followers while he follows 1220. Pablo is a perfect fit to cook for Carrefour because in the last years he became more known by the public for his receipts, courses, books and podcasts about carrying a better way of life by eating better. He also has his own webpage and YouTube channel, along the years many media

as Perfil, Infobae, La Nación among others have made interviews and mentioned the chef in their columns. As his receipts go from sweet to sour for all the tastes, his public is range with no limit of age.



*Ilustración 6- Chef*

The tasting will be made in the Carrefour Hypermarket located in Vicente López, Av. Del Libertador 215. This is because the format allows people to park at its headquarters, its size gives the people the freedom to walk around and have a good view of the store without being piled up. Also, the store counts with an area of healthy products that the guests will be able to see too. The cooking will be made where the butcher and meat is usually placed, at the end of the store. It is because there the chef will have plenty of space to move freely with their assistants and the products of BIO and Huella Natural will be placed where the meat is in a normal day. This way, the invited people can watch the chef cook and have the products at sight.



*Ilustración 7- Carrefour store*



*Ilustración 8- Example Table*

Among the invited journalists, we will have Diego Oscar Ramos, journalist focused on the themes of RSE and sustainability at PRESENTERSE, Desiré Salvador from ComunicarSe and Pablo Jorge Gago who is host and journalist of Futuro Sustentable.

Considering traditional media, to reach a wider scope of people, Alfredo Saenz from La Nacion and Silvia Naishtat from Clarin will be taking part in the event as they already have a relation with the company. Also, Belen Fernandez from *Ámbito Financiero*, who publishes in the sector of lifestyle and society.

To start a relationship with the media of *Página 12* and *El Cronista*, the journalists Sandra Massoni and Martin Bianchi will be invited. Following the line of adding new contacts to Carrefour's net, Mario Pergolini, the founder from the media *Filo News* will be contacted to assist as well. Lastly, the journalist and editor of *REDACCIÓN*, Florencia Tuchin was chosen too as she covers diverse social topics linked to development and sustainability. This way, the company will be able to reach people it was not before.

Each of the products will have their label to show the public what it is and if its BIO or Huella Natural. The chef and their assistants will wear a green apron with the logo of Carrefours products by side with My Carrefour while the staff will wear a uniform with the same logos. The images will also be seen in the billboards placed in the stand.



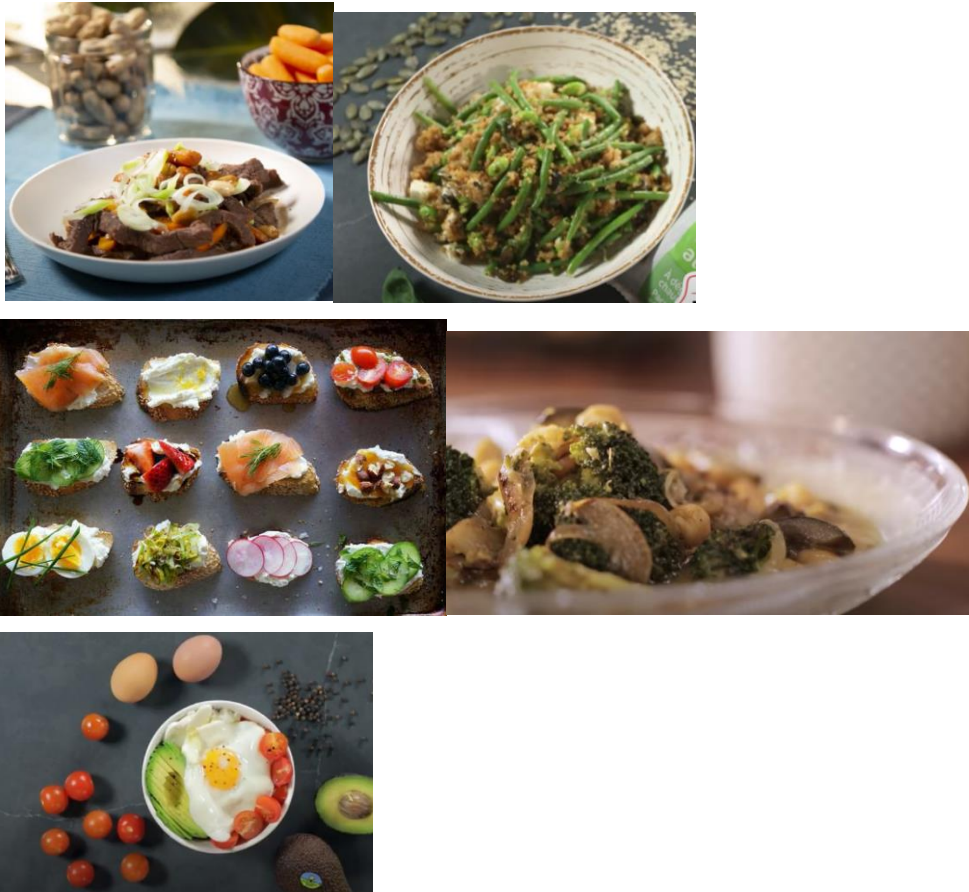


*Ilustración 9- Apron Example*

The menu will be first a drink of choice between alcoholic or a nonalcoholic drink accompanied with appetizers that will have different toppings as Salmon, cheese, tomato among other vegetables and spices always considering vegan, vegetarian and meat-eating options.

It will be followed by the principal dish which the guest will have chosen beforehand, days before the tasting. The meat option will be a Teriyaki beef, chicken or pork with sliced carrots, sweet potato and pumpkin. The vegetarian option will vary between a “Buddah Bowl” with avocado, rice, egg and cherries or a warmer option, Quinoa sautéed with vegetables. Lastly, the vegan choice is a Vegetable curry or pumpkin soup. To finalize the dinner, a dessert will be

served called apple crumble with honey. All the elaborated meals mentioned will be cooked with Huella Natural and BIO products.



*Ilustración 10- Menus*

After the journalists asked the chef the questions they had, they will be invited to a mini tour around the store which will end where the area of healthy products is. There will be placed a kit in a reusable Carrefour bag for each journalist with BIO products and Huella Natural meat, vegetables and fruit. Below, a illustration of the area, bag and products can be seen.



*Ilustración 11- Stand Example*

In case the chef has an emergency of any kind, is delayed or can't attend the event his replacement will be Mauro Massimino. He as well is a chef of healthy cooking and has 32k followers on Instagram. Mauro is part of a TV show called El Gourmet TV "Más Sano Más Rico" and is owner of the Buenos Aires Verde restaurant.



*Ilustración 12- Chef Replacement*

Tabla 7- Tactic Development

Tactic Schedule				
Date	Time (From – To)	Location	Task	Required Resources
21/03/2021	-	Online/Call task	Send an invitation to the journalists chosen to participate	Email and telephone of the guests
14/04/2021	-	Online/Call task	Send an email to the guests to confirm assistance and for them to choose the menu	Email and telephone of the guests Agenda to mark who confirmed
26/04/2021	-	Online/Call task	Send a reminder to the invited people	Email and telephone of the guests
27/04/2021	21:00 – 24:00	Vte. Lopez Hypermarket	Remove the meat from the stand, clean and put Carrefour's products in its place.  Place the billboards with Carrefour's logos	Carrefour staff Cleaning equipment, Products that will be used to cook and to place in the stand Billboards
28/04/2021	17:00 – 19:30	Vte. Lopez Hypermarket	Place the table in front of the cooking place.	Carrefour staff Table, forks, plates, glasses and tablecloth

			<p>Try sound of microphones and music.</p> <p>Prepare the kits in the BIO stand.</p>	<p>Microphones and audio equipment</p> <p>BIO, Huella Natural products and Carrefour's reusable bag</p>
28/04/2021	18:00	Vte. Lopez Hypermarket	The chef arrives to the store and starts cooking	<p>Apron he will be using</p> <p>Assistants</p> <p>Products and cookware</p>
28/04/2021	19:45 – 20:15	Vte. Lopez Hypermarket	Welcome the journalists invited and walk them to the table	<p>Carrefour staff dressed in aprons and uniforms that show its logos</p> <p>Security at the door and parking</p>
28/04/2021	20:15 – 21:45	Vte. Lopez Hypermarket	Serve beverages and the food when is ready	<p>Carrefour staff as waiters</p> <p>Chef and assistants</p>
28/04/2021	21:45 – 22:00	Vte. Lopez Hypermarket	<p>Tour around the hypermarket</p> <p>Give journalists the kits with products</p>	<p>Representative of Carrefour and Carrefour BIO and Huella Natural</p> <p>Photographer of Carrefour</p>

## Measurement

The objectives and tactics will be measured to control the effectiveness and efficiency of the campaign to assess its success or failure.

## Output Measurement of Tactics:

1.1. To measure Carrefour's own social networks posts, videos, stories and tweets success we will use a metric considering number of visualizations, visits to the profile, likes and comments, follows, clicks and if our followers share our content.

Regards Carrefour's chef influencer, we will monitor the number of posts and stories per week and his interaction with their followers. As well, the company will require the influencer for their Instagram metrics.

1.2. Considering the virtual reality tactic, the reproductions of the video on the lenses will be counted, this way we will be able to know how many people watched it and till which second. At the end of the video the customer will be asked to give their name, email and age. A technician will be present at any time in case an error occurs.

To monitor de QR codes, the number of scanned QRs will be controlled weekly and comparing stores to catch differences. All the codes will be scanned previously to being able to the consumers, this way we will assure they work.

1.3. Regards the sponsorship, the number of people participating will be taken into account and how many ask to know more about Carrefour's products at the stand by asking for their contact information. Articles about the event will be tracked to know if they mention Carrefour as a part of it and finally, social network engagement after it is over.

2.1. At the event of the virtual reality lenses, we will monitor all the guests arrived scanning a bar code sent beforehand. About the video, we will be able to know till which second they watched and who. After the event, their media and social networks will be monitored to know if the journalist wrote about it.

For the tasting of products, the guests will have a bar code as well to enter the facility. A replacement of the main chef will always be available in case an emergency occurs. After the event, media will be checked to know if journalists post about the dinner either in their social networks or newspaper column.

2.2. To know if the press release reached the journalists, the bounced emails, the replies and the journalists that write about it will be monitored.

## Outcome evaluation of Objectives:

At the end of the campaign, to evaluate if the behavior and attitudes of people changed towards Carrefour, we will count the number of affiliates to My Carrefour compared to the start as well as the number of sales of BIO and Huella Natural products. The link between the My Carrefour card discounts and healthy products will be evaluated to assess if customers were reached by the campaign and are making the most out of their purchase. To assess the relationship with journalists, the number of articles and posts written about Carrefour will be considered as well as if the journalists the company defined as key figures of the media attended to the events they were invited and wrote about them.

## **Message**

The campaign number one, targeted for clients and non-clients, seeks to transmit factual information about the products processes and benefits with clarity, this is why it is classified as an information campaign but also as a persuasion one because it seeks to affect the opinions of the public towards their own brand healthy products, encouraging dialogue in social networks. It will be based on both, emotional and rational arguments, as Carrefour's communications of these products has been rational till this point, there will be a shift in their way of connecting with their consumers. This way the company will reach those who could not before, appealing to their emotions basing its message in their future, their kid's future and health and the animals and planet wellbeing.

### **Carrefour believes in a better world for you, your son, grandson and future generations**

By appealing to emotion, the company will be able to reach those who are empathic and care about their loved one's health. By combining My Carrefour program with healthy products discounts, Carrefour seeks to improve people's consumption habits. By consuming these products, they will live a better life, better future while at the same time contribute to processes that have a positive impact in the environment. At the same time My Carrefour discounts will make a difference in their price, contributing to the consumers economy.

On the other hand, campaign number two targeted to journalists, seeks to transmit information about BIO and Huella Natural products but to seek for mutual benefits and deepen the relationship between Carrefour and the media, making it a behavior campaign as well. The communication will be based on both, rational and emotional arguments, as some tactics may be based on informing the journalists about where the products come from and others to appeal to their emotion with virtual and tasting experiences.

### **Carrefour believes now is the time for change**

The retail company was the first one in Argentina to introduce the line of BIO and Huella Natural products. It was an innovative idea in the market, seeking to improve not only the consumers health but the wellbeing of the animals and process of the products too. Every day the French company is looking for a more sustainable product that will satisfy the consumers' needs without compromising the future. Carrefour going green was a groundbreaking idea and will continue to be improved.

### Carrefour can answer where their products come, proudly

With their area of healthy products, Carrefour contributes to the wellbeing of people and animals, climate change and the environment. Their supply chain is closely monitored, benefiting the animals and their natural feeding or in case of vegetables and fruits, avoiding the use of chemicals. In an era where the consumer wants to know where each product came from, Carrefour can answer that question proudly.

### Timescale

Tabla 8- Timescale

Carrefour Communication Plan Timeline	March				April				May				June				July				August				September				October				November											
	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	33	34	35	36	37	38	39					
<b>Campaign 1</b>	[Active]																																											
Social Media	[Active]																																											
Virtual Reality	[Active]																																											
QR Code	[Active]																																											
Sponsor	[Active]																																											
<b>Campaign 2</b>	[Active]																																											
Chef																																												
Virtual Reality																																												
Press Release																																												

It is important to mention that the month of December has not been taken into account because of the season of Christmas, where the communication campaign will not have enough endurance. The same motive applies for its late initiation in March, since in the months of January and February the citizens of Buenos Aires tend to go on vacation.

The numbers are indicating the weeks, each square corresponds to one week.

To detail the analysis of the timescale, as detailed previously, there are two campaigns with their correspondent tactics. In the case of the first campaign, orientated to the clients and non-clients, the social media actions will take action in the entire campaign duration and furthermore.



As to the virtual reality tactic of the first campaign, it will take place in the first week of September until the penultimate week of October, completing two weeks of this tactic duration. There are 7 branch stores and this virtual reality dynamic will be present one week per store, totalizing two weeks at its whole.

While to the QR Code tactic of the first campaign, it will take place from the first week of April, until the last week of November. This means, one month after the initiation of the social media communication of all the tactics applied in the course of the campaign. Then, the public will be already informed about the QR Code benefits and ways of use and apply it with awareness built from April to the end of the campaign.

As to the final tactic of the first campaign, the Sponsor is going to be applied in the date of the BIOferia that takes place in the first week of August.

Moving on to the detailed analysis of the second campaign, that is orientated to the journalists as a public. Its first tactic already begins with the Chef event that has been detailed previously, there is a correspondent interval of days painted in yellow.

This is in reason of the process of sending the invitation, its confirmation/recalling of the event among the invited and lastly, the last yellow square signifies the official day of the Chef event.

As to its second tactic, the virtual reality for the journalist, it will take place from the first week of August, and with its corresponding intervals in motive of the same reasons of the previous tactic, its invitation and confirmation timing, until the official week of the virtual reality dynamic among the journalists invited, the first week of September.

As to the last tactic of the second campaign, the Press Release, which will take place in the first opportunity, two weeks before the official day of the Chef Event and in its second opportunity, two weeks after the Virtual Reality dynamic.

## Budget

To meet the objectives proposed, the following budget sets out the funding that will be required.

*Tabla 9- Budget*

<b>Carrefour Communication Plan Budget</b>	
<b>Tactic</b>	<b>\$</b>
<i>Campaign 1</i>	
Influencer @PaulinaCocina	176,280.00
Virtual Reality Dynamic	265,000.00
Sponsorship - Stand at BIOFeria	9,375.00
QR Code Dynamic	55,341.00
<i>Campaign 2</i>	
Chef Event	113,252.08
Virtual Reality Dynamic	303,589.00
Press Release	0
<b>Total AR\$</b>	<b>505.996,00</b>

To detail the total pricing, it is measured in the national exchange, pesos argentinos. The first tactic, oriented to the clients, has four different components.

The Social Media Pack with @Paulinacocina that includes: 12 Stories, 2 Youtube videos and on IGTV, 1 LIVE and 2 posts into the feed of Instagram. This first component presents the cost of 176.280,00 Argentine pesos.

As to the Virtual Reality Dynamic that will be present as detailed previously, in 7 different branch stores in the region of Buenos Aires and proximities, one week per store. With the support of a technician that will be present in the entire dynamic in case of any help or support needed totalizes into 265.000,00 Argentine pesos.

The sponsorship activity in the BIOFeria activity has the cost of the stand renting in the Hipodromo of Palermo, that is totalized in a value of 9.375,00 Argentine pesos.

The last component of the first client-oriented tactic is the QR Code, the generation of this code is completely free, but it's impression of 43 banners with the service of a graphic structure totalizes into a value of 55.341,00 Argentine pesos.

As to the second tactic, journalists oriented, in the first component there are three pricings that correspond to the following: Chef service budget with a total of 69.950,00 Argentine pesos, the total value of the list of products that totalizes in 24.426,00 Argentine pesos, the security guard in the installation during the day of the event that totalizes in 9.876,00 Argentine pesos and

finally, the extra charge of two employees solicitation into a non-working day that totalizes in 9.000,00 (4.500,00 each) Argentine pesos. The sum of this whole tactic gives out the result of 113.252,08 Argentine pesos.

In the following chart, it can be found the list of products final budget:

*Tabla 10- Budget 2*

<b>Chef Products List of Prices</b>		
<b>Product</b>	<b>Price</b>	<b>Total</b>
Potato	49,90 x kg	99,8
Mandioca	81,00 x kg	162
Pumpkin	29,00 x kg	58
Onion	79,00 x kg	158
Red Pepper	419,00 x kg	838
Avocado	429,00 x kg	858
Carrots	69,00 x kg	276
Sweet Potato	70,00 x kg	140
Tomato	239,90 x kg	1.199,50
Apple	118,00 x kg	472
Cherries	94,39 x kg	283,17
Salmon	1.337,90 x kg	5.351,60
Pork	449,00 x kg	1.347
Chicken	319,00 x kg	957
Teriyaki Beef	479,00 x kg	958
Cheese	1.120,00 x kg	4.480,00
Quinoa	1.076,00 x kg	1.076,00
Curry	820,00 x kg	820
Cinnamon	1.840,00 x kg	1.840,00
Honey	294,75 x jar	589,5
Alcoholic (Gin)	2.085,71	2.085,71
Orange Juice	125,60 x L	376,8
<b>Total</b>	-	<b>24426,08</b>

As to the second component of this same second tactic, there is also a subdivision of three subcomponents that are the following: The budget of the gift to the invited and the virtual reality budget for only a day of service to a limited number of users, the Virtual Reality for this event will have a different cost, a more economic one, of 189.995,00 Argentine pesos. As to the extra charge of two employees solicitation into a non-working day that totalizes in 9.000,00 (4.500,00 each) Argentine pesos. This tactic totalizes the sum of 303.589,00 Argentine pesos.

In the following chart, it can be observed the budget for the gift to the invited to the Virtual Reality Dynamic event.

Tabla 11- Budget 3

Souvenir Bag		
Products	Price	Units
BIO Non Fat Milk	86,7	1
BIO Potato Chips	142,9	1
Burguer Meat H.N	328,45	1
1k of H.N Banana	79,9	1
Docen of H.N Eggs	69,9	1
Ecobag	50	1
<b>Total</b>	<b>757.85 (9.094.20)</b>	<b>12</b>

As to the last component of this second tactic, it does not have a pricing, because the Press Release will be made internally, with no extra expenses. With this, the total and general budget finalizes into a total of 505.996,00 Argentine pesos.

## Brief

Brief	
Carrefour	
<ul style="list-style-type: none"> <li>• It is classified as a Retail business</li> <li>• Present in more than 30 countries in Europe, Asia, Middle East and Iberoamerica with more than 12,000 stores</li> <li>• Present in 4 store formats</li> <li>• Leads the market</li> <li>• Strong trend of healthier life style</li> <li>• Argentinian economic weakness</li> </ul>	
Clients and Non Clients	Journalists
How to change the clients or potential client's perceptions about Carrefour's prices as high for them to understand the price-quality relationship and the benefits that "My Carrefour" program provides for them to acquire it and become loyal customers	How to improve and strengthen Carrefour's perception of the most important media in the country, so that no "fake news" are released to the public without first confirmation of a Carrefour figure
Increase awareness and sales of the My Carrefour program and the BIO and Huella Natural products in Argentina	
Campaign 1	Campaign 2
Objective 1	Objective 2
1. Reinforce the image of My Carrefour program benefits maximizing the affiliates number at 50% of its actual total by the end of the year 2. Raise awareness of the BIO and Huella Natural products while communicating the benefits of the My Carrefour program reaching at least 45% of their customers by the end of the year	1. Increase their knowledge of our BIO and Huella Natural products to be perceived as an innovative retail company leader in the area
Strategy 1	Strategy 2
To demonstrate that My Carrefour program makes a difference at the time of making a purchase of BIO and Huella Natural products as well as disseminating the benefits of these products	To show the company's commitment with the environment and health by presenting their own brand products
Tactics	Tactics
Tactic 1.1 - Disseminate the benefits of Huella Natural and Bio Products and of the affiliate program in Carrefour's social networks Tactic 1.2 - Make use of virtual reality to show the consumers where Carrefour's products come from showing the processes and supply chain of BIO and Huella Natural products, so that clients can watch that chemicals are not used and that the animal's wellbeing is protected	Tactic 2.1 - Organize events for journalists to have a chance of tasting and knowing where Carrefour's products come from
Tactic 1.3 - Sponsorship of an event about respect towards the environment and sustainability	Tactic 2.2 - Send a press release to the media about Carrefour's Going Green movement
Outcome Index 1	Outcome Index 2
Final counting of My Carrefour affiliates and linkage with BIO and Huella Natural	The final counting of media publishing of the Carrefour actions towards the journalists
Output Index 1.1	Output Index 2.1
Metrics of Social Media and metrics of the influencer content	Monitoration of all media of the journalists
Output Index 1.2	Output Index 2.2
Final counting of the VR reproductions and Monitoration of the QR codes	Scanning counting of QR codes of the VR and monitoration of the journalists media
Output Index 1.3	Output Index 2.3
Total number of participants in the BIOFeria event	Total counting of emailing effectiveness of the Press Release
Message 1	Message 2
"Carrefour believes in a better world for you, your son, grandson and future generations." "Carrefour can answer where their products come, proudly."	"Carrefour believes now is the time for change." "Carrefour can answer where their products come, proudly."
<b>Total Budget = AR\$ 505. 996,00</b>	

## Conclusion

Based on the in-depth investigation we carried out of Carrefour and its context we could reach the main idea of the campaign. The information was gathered with interviews of Carrefour employees from the CSR department and the Director of the Express format in Argentina. The rest of the information was collected from the official webpage, their social media, official documents and journalistic articles.

Using all the collected data, we analyzed and compared the European and Argentinian Carrefours model of communication. In that moment, realizing their differences while communicating the BIO and Huella Natural products. These products are already present in Argentina; however, many consumers are not aware of their presence, own brand lines and benefits.

It was observed a strong tendency in the European consumers that is shifting towards a healthier lifestyle and consumption habits and that is growing day by day in Argentina as well. Besides, the consumers nowadays are demanding to know the origin and processes of the products they purchase.

By this, we determined the main path of our communication campaign, also taking into account the actual socioeconomic context of Argentina applying the My Carrefour benefits. This campaign is designed thinking ahead in the future, having a strong reference of the actual movement of the European model.

This campaign will contribute to the Carrefour goals since it is aimed at raising the sales of their own brand lines, BIO and Huella Natural and promoting the affiliative program, My Carrefour. It will also be mutually beneficial because the clients will improve their consumption habits at a more accessible price because of the My Carrefour program. On the other hand, Carrefour will gain the benefit of boosting their own brand products sales and number of affiliates.

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