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# Marketing Plan for a Food Delivery Company: Case WL Food

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## Thesis abstract

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For the success of a business, it is imperative that business needs to understand its market, to provide service to the customers as per their wants and needs and to improvise, adapt and overcome the challenges with changing market dynamics. A marketing plan helps company to do that.

The primary aim of this thesis was to explore how WL Food can develop its sustainable competitive advantage and marketing mix and capitalize on its potential by keeping its customers satisfied and help in overall success of the company. The theoretical framework includes different relevant concepts in marketing like marketing mix, branding and brand equity, segmentation, targeting, positioning, marketing strategy, and consumer relationship management. The information in theoretical framework was gathered through a mix of sources such as articles, books, journals, and various online sources. In addition to this, the thesis analyses the operations of WL Food with tools like SWOT, PESTEL, Porter's Five Forces Model. A strategy for a sustainable competitive advantage and marketing mix was developed for the company.

In the findings and conclusion, answers to research questions are presented in brief, where it is found that WL Food has its strong hold over the consumer niche it serves because of factors like pricing, availability and ease of using its service. It is also noted that consumer experience is one of the leading factors that can make or break a business.

<sup>1</sup> Keywords: WL Food, Online Food delivery, Marketing, Marketing mix, Sustainable Competitive Advantage, SWOT analysis

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# 1 INTRODUCTION

This bachelor's thesis is written as a part of study of BBA programme in International Business degree in Seinäjoki University of Applied Sciences. This thesis applies the principles, theories and concepts related specially to marketing studied during the course of study.

The purpose of this chapter is to introduce the readers to the topic of the thesis and give them basic idea of contents in the thesis so that it is convenient for readers to study and follow through it in detail. This chapter mentions the thesis topic, background and purpose of thesis. It sheds light on answers to the questions like why this topic is chosen, how the thesis is implemented and how the thesis moves forward. The chapter ends with explanation of thesis structure where structural outline of thesis is presented in brief.

## 1.1 Thesis topic

The topic of thesis is "Marketing plan for a Food Delivery Company: Case WL Food". Since there are many food delivery companies operating in the Nepalese market, there is tough competition amongst them. Different companies have their own strengths, and they attract customers for their own various reasons. In order to stand out in the market and be a market leader in the sector, WL Delivery needs a unique selling point and capitalize on their strengths so that they can provide the best value for its customers and grow their business. Therefore, this thesis attempts to find out the determinants from customer perspective and maximize on the company's strengths and mitigate on their shortcomings to develop sustainable competitive advantage for the company.

## 1.2 Purpose of Study

The food delivery business has been a growing sector worldwide in recent years with increasing use of technology and people getting used to it in the last decade (Statista, n.d.). This has made many companies start in the sector and the sector has seen a lot of turbulence with many newcomers entering the market and some of them able to gain traction while many of them have merged together and some of them have not been able to compete and have vanquished from the market (Ratopati, 2023).

The main purpose of this study is to study the Nepalese food delivery market and understand how WL Food can market themselves in the best possible way. To achieve company goals, it is important for the company to understand different market forces and the impact they have on the operation and success of the company. Currently, WL Food is looking to expand into new markets and this research can help them in understanding consumer perspective so that they can fulfill the consumer expectations.

### **1.2.1 Objective**

The main objectives of this thesis are:

- To explore and analyse the current operation of WL Delivery PVT LTD. to understand its position in the market and test them with market forces.
- To gain understanding of key determinants of consumers purchasing decision from customers perspective.
- To use these findings to come up with a marketing strategy for sustainable competitive advantage and marketing mix to better suit the needs of the company and to maximize on its potential.

### **1.2.2 Research question**

The research in this thesis is conducted with keeping the objectives of thesis in mind and research questions are formulated in order to fulfill the objectives. Following are the research questions that the thesis looks forward to answer:

- Where does WL Food stand amongst its competitors and what are its strengths, weaknesses, opportunities and threats that make an impact on their business?
- What factors have the most impact on consumer purchasing decisions when they use a food delivery platform to make an order for themselves?
- How can WL Food market themselves in the best possible way so that they stand out as the best option amongst their consumers?

### 1.3 Thesis Structure

The first chapter of the thesis will provide general introduction to this thesis. It introduces the thesis topic to readers and give a short overview of the thesis. This part also includes purpose of the thesis, research objectives, research questions and general outline for the thesis. In the second chapter, commissioning company of the thesis is presented. This chapter gives general introduction to the company, demographics it serves and current marketing of the company.

The third chapter of the thesis delves on relevant literature relating to the topic. In theoretical framework topics related to the thesis like marketing, branding and brand equity, segmentation, targeting and positioning, marketing strategy, purchasing decision process and customer relationship management are explored. The fourth chapter explains research methods used to develop this thesis. It includes specifics of the research and how information was collected for thesis and also potential limitation of the thesis.

In the fifth chapter of the thesis environmental analysis done for the case company is presented and explained. Different tools and models like SWOT, PESTEL, Porter's five forces are used to do an analysis for the company, and it ends with strategies for sustainable competitive advantage and marketing mix for the company. In the sixth chapter, findings from the survey is presented and analyzed. This includes a graphical representation of quantitative data and also a qualitative explanation of survey findings.

The seventh chapter of thesis presents findings from the research. It includes summary of the learnings from the research conducted during the thesis. It combines learnings from theoretical research, environmental analysis and results from the survey and presents the findings from all of those. The final or eighth chapter of the thesis is conclusion. In this chapter, the whole thesis is summarized and concluded.

## 2 COMPANY

WL Food, registered as WL delivery Pvt. Ltd., is a food delivery company that serves in online food delivery sector in Nepal (M. Shrestha, personal communication, November 12, 2024). It is one of the biggest and most competitive companies in the sector. According to Mahesh Shrestha(2024), the digital marketing manager of the company, it was established in 2020 August operating in two cities Kathmandu and Jhapa in Nepal. It started its operation during the time of COVID when there were many similar companies opening in the food delivery sector in Nepal. Since then, the company has closed its operation in city of Jhapa but expanded in new cities like Bhaktapur and Patan and is currently in process of expanding its operation in other major cities in Nepal like Chitwan and Hetauda. It not just does regular food delivery from restaurants to customers but also serves customers with occasional specialty agricultural products which provide value to customers and farmers alike. There are currently over 400 active restaurants that the customers can choose from on the platform across all categories.

The company acts as a bridge between restaurants and customers in fulfilling consumer demand of food products delivered to home. The company does not have any of their own products that they sell (M. Shrestha, personal communication, November 12, 2024). It serves as a marketplace where partner restaurants can have their products for display and the customers can make delivery orders for them. The list of possible menus and restaurants can be seen on the company website and mobile application. The customers can then use a plethora of channels to make an order. The channels include website, mobile app, WhatsApp, Viber, Facebook and Instagram. The company then forwards customers' order received from any of these channels to the restaurant, keep a rider ready to pick up the order when ready and the rider delivers the order to the customer from restaurant. The company has a fleet of 50 active delivery riders in the market at one time on average and there are up to 75 riders on the peak hours of holidays and weekend evenings. The orders are delivered within an hour of being received or a shorter time depending on the distance between restaurant and customer. The delivery is done using motorcycle because of relative cost effectiveness and in order to be able to circumvent the challenge posed by traffic situation of the city.

The company is first 24-hour food delivery service provider in Nepal (M. Shrestha, personal communication, November 12, 2024). According to Shrestha (2024), being the first 24-hour food delivery service has helped them create a niche for them for the nighttime customers in the market since inception. They are the only major such company in Nepal that does not have

a minimum order value. This has certainly helped them get more orders, but this has also come with a challenge that average cart value of the orders that they receive has gone down from NRs 1000 to NRs 800 after they changed their policy to no minimum order value.

## **2.1 Consumer Demographics**

Philip et al. (2016, p. 341) have emphasized the importance of demographics and its understanding amongst marketers because it helps them understand consumer wants and needs and what marketing practice can be used to influence them. With proper understanding of consumer demographics, it makes it easier for the company to adopt and improvise the most optimal marketing practice for them. Segmentation can best be done only with proper understanding of demography and their needs, wants, motivation, likes and dislikes. The segments could be based upon demographic factors like age, gender, income, occupation, timing of job, etc.

WL Food, operating in the urban centers, has its consumer base among the population with fairly strong purchasing power (M. Shrestha, personal communication, November 12, 2024). People living in big cities also tend to be more tech-savvy and used to in using mobile app and website for making an order. The primary consumer segment would be young people from middle to upper income level customers. They also tend to be more interested in trying new cuisines and items that they do not regularly make at home or eat in their nearest local restaurant. Since WL is biggest and first food delivery company in Nepal to offer 24-hour delivery service, it has strong hold over the night and early morning time customers. That also gives them an edge among consumer base that does not have a fixed schedule like professionals and students that may need to work in varying and odd schedules. Promotions with deals and discounts can be a factor that interests people with lesser purchasing power. All these different consumer sections can have different motivations and attractions. WL has different options, campaigns, deals and discounts to attract them in a variety of ways.

## **2.2 Marketing concept of WL Food**

WL Food is always proactive in its marketing approach, and they have tried to understand what their customers want and what they can do to make them satisfied. They take consumer feedback seriously and utilize it to better their marketing and business as a whole. When they

started their operation, the concept of food delivery platform and business was quite new in the Nepalese market. In the starting phase, they focused primarily on physical marketing. It included hoarding boards in most visited places in the town, banners and brochures distributed in the streets etc. According to Mahesh Shrestha (personal communication, November 12, 2024), these physical marketing tools helped the company to get into consumers mind and get remembered across a long time. These marketing practices not only helped with brand awareness of the company, but the sector of the food delivery business as a whole.

After some time, the company improvised its marketing practices with its inception of digital marketing campaigns (Mahesh Shrestha, Personal communication, November 12, 2024).. According to Shrestha(2024), they started putting ads on TV and sponsoring popular content creators on YouTube. They also started their own blog where they advertise their campaigns and offers during festivals and occasions. Attending different trade fairs and events, setting up stalls in malls and markets to develop brand awareness has also been an integral part of their marketing practices. Their partner restaurants have also helped them in marketing with their offers and campaigns, especially during festival seasons when consumers are open to spending the most. Later, the company has also invested in marketing through Search engine optimization campaigns and targeted digital marketing campaigns.

Now, the time has significantly changed in terms of awareness about brand and company awareness since the inception of the company. The marketing practices that they have used helped them grow significantly up to this point, but there is still scope for improvement in their marketing to develop a stronger competitive advantage for the company. Since there are bigger players in the market with foreign investment into some of the competitors like Foodmandu (Ratopati, 2023), it is even more important that WL make better marketing plan to create sustainable competitive advantage.

### 3 THEORETICAL FRAMEWORK

In this chapter, main concepts and theories explored and applied in this thesis are presented and explained. The thesis topic is about marketing plan for a food delivery company. It is thus important to explain concepts of marketing, branding and brand equity, segmentation, targeting and positioning, marketing strategy, purchasing decision process, customer relationship management etc.

#### 3.1 Marketing

The concept of marketing is as old as concept of buying and selling. When someone is trying to sell any of their products, it is important that they find someone that sees value and is willing to pay for it. According to Armstrong et al. (2023, p. 28), marketing is all about getting customers interested and developing and maintaining profitable customer relationships. This emphasizes on two factors. One is that the consumer must think that the product is of value to them, and another is that the seller must make profit from selling. "Marketing is a social and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others." (Armstrong et al., p. 29). Marketing can be done in different ways and using different tools and techniques depending upon the type of business, the product being sold and the consumer demographics. These factors help marketers decide on the channels and format of marketing that is optimal for their specific purpose.

Though it seems like marketing is only done by sellers to promote their products or service and make profit, it is not the complete truth. Buyers also knowingly or unknowingly do marketing. "Consumers also do marketing when they search for products, interact with companies to obtain information and make their purchases." (Armstrong et al., 2023, p. 34). Specially in online market space, where consumers have many options to choose from in their fingertips and also can impact on others impression of the product or company as a whole with their ratings, reviews and comments, consumers are truly influential in marketing. Thus, according to Armstrong et al. (p. 34), marketing is actually a two-way affair and not only consumer relationship management is important, but consumer-managed relationships are increasingly more important as demonstrated in Figure 1 below.

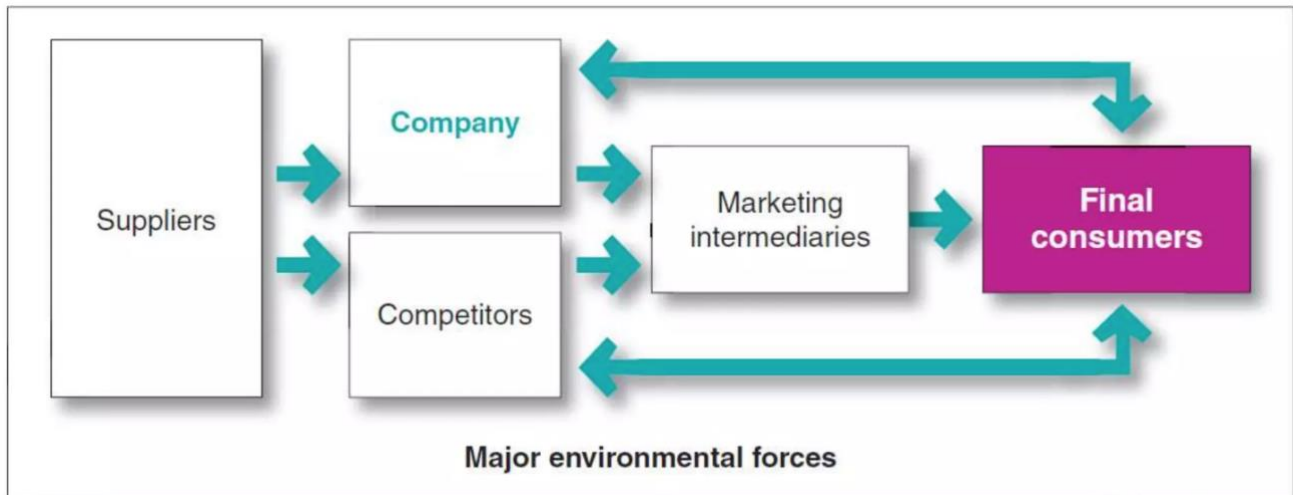


Figure 1. A Modern Marketing System (Armstrong et al., 2023, p. 34).

As can be seen in Figure 1, modern marketing system is interconnected between all market players from suppliers to final consumers. The arrows in the figure indicate the relationships that should be maintained to create value for customers, active engagement from the customers and maximally profitable relationship for all parties involved. A company and its competitors study the market and try to understand the needs and wants of their customers directly or through marketing intermediaries. “All of these parties in the system are affected by major environmental forces (demographic, economic, natural, technological, political, and social cultural)” (Armstrong et al., 2023, pp. 34–35).

### 3.1.1 Marketing Process

Marketing process is steps taken and procedure implemented by marketers to create value for the customers and build long lasting consumer relationships (Rajagopal, 2018). Figure 2 presented below shows the detailed steps that the marketing team should follow during the marketing process. In the first four steps of these, the company should create value for customers and in the last step, the company can capture value from the customers in return (Kotler et al., 2008, pp.7–9). First, the company should understand the marketplace and the needs and wants of the customer. For this, marketers can use different kinds of data and statistics relevant to their market and market forces. This information can include consumer enquiries, complaints, warranties, and service data besides regular market statistics. After understanding the consumer demands, needs and wants, a customer-driven marketing strategy should be implemented. It is of paramount significance for the company to make sure

that their marketing strategy is targeted and implemented such that it meets the needs of specific targeted customers. Based on this strategy, marketing programs are created and executed to deliver value to customers. This helps in making the customer happy and satisfied and for the company in building profitable relationships. Finally, this helps in customers more prone to make purchase and the company can capture value from customers to create profits and customer equity.

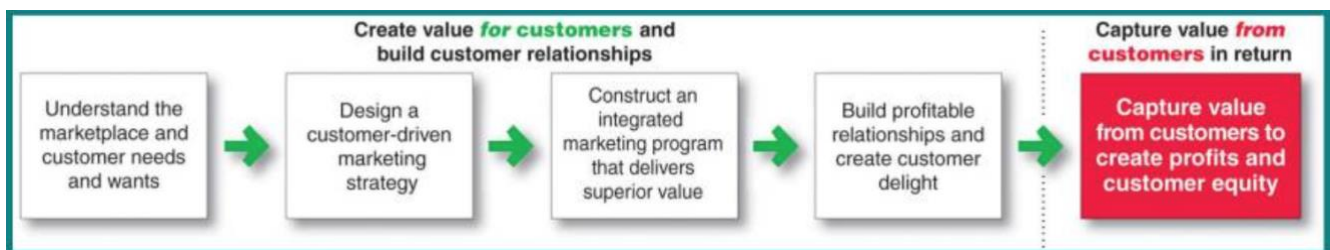


Figure 2. The Marketing Process: Creating and Capturing Customer Value (Kotler et al., 2008, p. 7).

### 3.1.2 Marketing Mix

According to Goi (2009), marketing mix is a conceptual framework that identifies principal decision-making managers make in configuring their offerings to suit consumer's needs. In this framework, several factors are looked at when making the strategy. This tool can be used to make both tactical and strategic decisions depending upon the situation and needs of the company and market. By making selective decisions in one or multiple of these areas, an integrated marketing strategy can be formulated in an optimal way.

The marketing mix strategy in the past used to be made of core of only 4Ps of Product, Price, Place and Promotion. Later, three more Ps were added and the 7P model was devised by E Jerome McCarthy in 1960, in the book 'Basic Marketing. A Managerial Approach'. These 3Ps include people, process, and physical evidence. The later three Ps were added to the strategy after better understanding of customers roles and to integrate selling of service whereas products were the primary selling objects in the past (Hanlon, 2023). Figure 3 below shows different components of all seven elements of the marketing mix.



Figure 3. The seven elements of Digital Marketing Mix (Hanlon, 2023).

### 3.2 Branding and Brand Equity

We live in a hyperconnected time when everyone is influenced by everyone else through massive networks like internet. This makes it quite common for perceptions to develop in massive ways and propagate very quickly. Thus, it is important for businesses to take charge of what is the perception of theirs amongst their consumer groups. This taking charge of consumer perceptions and driving it to create value can be called as branding. According to the Cambridge dictionary, branding is the act of making a product, organization, person, or place easy to recognize as different from others by connecting it with a particular name, design, symbol, set of qualities, etc. Well-done branding helps in creating successful brands (Dandu, 2015).

Brand is a specific feature that separates between products of different sellers. American marketing association defines a brand as “a name, term, sign, symbols, or design or combination of them, intended to identify the goods or services of one seller or group of sellers and differentiate them from those of competitors” (Kotler & Keller, 2012 p. 263). More respected and loved brands are often more successful merely because of their brand value and not necessarily because their product or service is superior. Also, people are willing to pay premium for those brands that are successful in creating superior reputation for themselves (Dandu, 2015). To keep and promote a brand value is a perpetual process where the marketers must be in sync with the market sentiment and be able to constantly improvise, adapt and overcome to the challenges faced ahead.

Brand equity is a brand's value set by customer as per the image perceived by them. According to Armstrong et al (2023, p. 251), "Brand equity is the differential effect that knowing the brand name has on customer response to the product and its marketing". Figure 4 presented below shows various aspects of brand equity as developed in a model by David A. Aaker. According to Williams (2021), Aaker's Brand equity model depicts how different elements of a brand come together in creating value both for the customer and the company. Aaker has developed a simple framework that is comprised of five key components of Brand equity. They are brand awareness, brand loyalty, perceived quality, brand association and other proprietary assets. By putting together a marketing strategy that can encompass all these elements, a company can be successful in creating value for both the company and the customers.

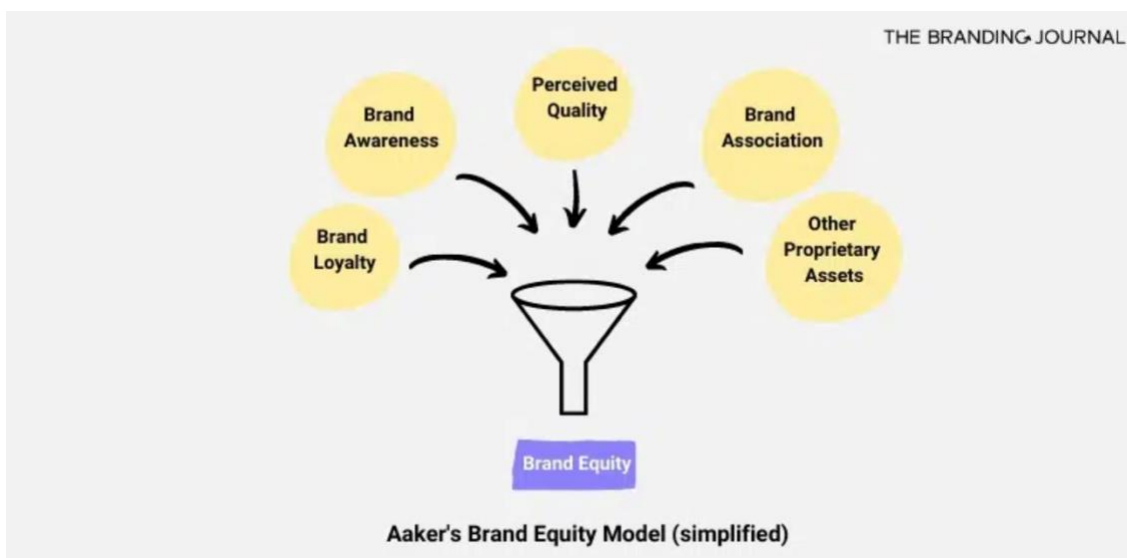


Figure 4: Aaker's Brand Equity Model (Williams, 2021).

### 3.3 Segmentation, Targeting and Positioning

For a company to be able to reach its best potential customers who might have a need or want of the service or product they are selling, management should be able to clearly understand their potential customers. After understanding their consumer, they need to be able to use available information to divide the market into segments, position the company optimally and target these segments to get the best possible outcome.

According to Karunakaran (2008, p. 39), market segmentation is putting different sections of market into different groups and subgroups according to the distinction of their needs, characters or behaviors. Different people have different factors that influence and motivate

them to make purchasing decisions. Thus, different segments also tend to require different products of marketing mixes. Segmentation is thus done so that companies can tailor their marketing specifically for all different segments. Even though “there is no single way to segment a market” (Kotler et al., 2008, p. 411), a marketer can use different variables alone or in combination to look at the market in best possible way. Market segmentation can be mainly done based in four different variables as follows (op. cit, pp. 411–415):

- **Geographic segmentation:** divides the market into different segments on basis of geography. It could be according to geographical units like countries, regions, districts, cities etc.
- **Demographic segmentation:** divides the market into segments on basis of consumer demographics. It could be according to age, income level, gender, size of family, occupation, religion, race etc.
- **Psychographic segmentation:** divides the market into segments on basis of orientation of people. It could be according to lifestyle, social class or personality characteristics.
- **Behavioral segmentation:** divides the market into segments on basis of their attitude, know-how, use or response to certain type of service or product being sold. It could be according to periodicity, degree of use, loyalty, likes and dislikes, awareness etc.

After dividing the market into segments, one or more of the important segments in the market can be specifically tailored to when making the marketing exercises. Since different segments can be enticed by their own peculiar factors, companies need to target direct marketing according to these factors. “The company's resources, product variability, the products life cycle stage, market variability and company's competitors marketing strategies have to be considered during target marketing” (Karunakaran, 2008, p. 50). It is important to remember that targeting does not only mean that the marketers should always target for the lowest hanging fruit. Kotler et al. (2008, p. 423) emphasize “the largest, fastest-growing segments are not always the most attractive ones for every company.” It is because every company in the market sector is looking to target these customers. Smaller companies with less investment in

marketing can lose their marketing investment trying to go for the same segment that the bigger players are trying to entice. Thus, it is particularly important that companies understand the best segment that will yield them the best potential return on marketing before investing. Also, different marketing efforts can be targeted in different ways to one or more of different segments as can be seen in figure 5. Some marketing efforts are done targeting the mass, while others are done targeting segments, a small niche or sometimes even to level of individual marketing.

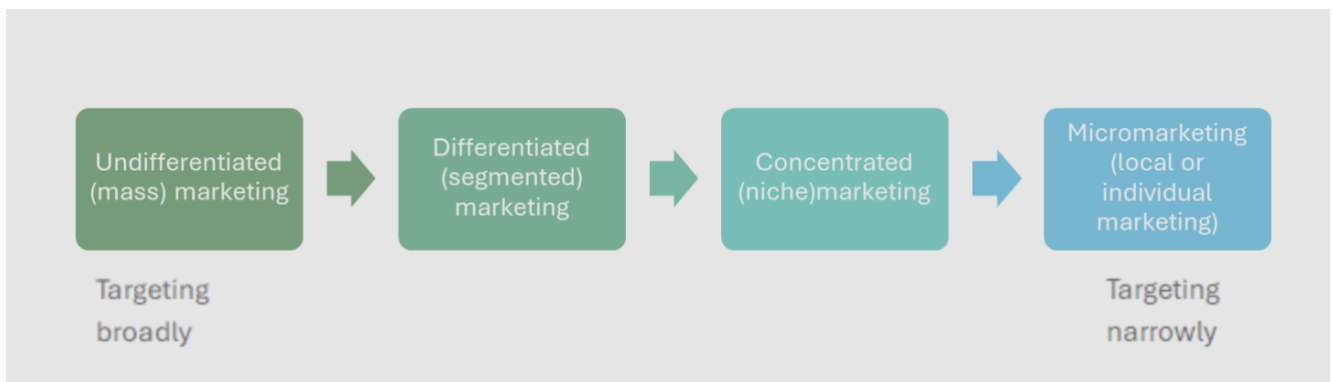


Figure 5: Target marketing strategies (Kotler et al., 2008, p. 424).

Different products that fulfill same need or wants of consumers can have different position in consumers mind based on their perceptions. A products position is “the way product is defined by consumers on important attributes or the place the product occupies in consumers’ mind relating to competing products” (Kotler et. al., 2008, p. 432). As any product or service is competing amongst plethora of competitors or choices that consumer have to fulfill their needs or wants marketers should understand exactly what position they belong to in the corresponding consumer segment and plan marketing strategy on basis of that. This can also be called as positioning strategy. According to Pearce et al. (2024), positioning strategy is actions and processes designed by marketers to uplift the perception and visibility of a product, service, brand or company. With a well formulated positioning strategy, companies know where they stand and can get better understanding of how they can improve on their product, service or marketing strategy.

### 3.4 Marketing Strategy

According to Tracy (2014, p. 35), all business strategy is marketing strategy. The success of a business is determined by the ability of the business to attract prospects. Thus, marketing strategy is an integral part of running a business. Since customers are the main force that decides on the success of a company, marketing strategy is best constructed with keeping value for customer in mind. Armstrong et al. (2023, p. 199) state marketing boils down to two questions, who is the customer they are serving and how the business can serve them. So, it is important for marketers to understand and be clear about selecting the customers they want to serve and decide on the value proposition they want to present to the customers as shown in Figure 6.

As can be seen in Figure 6, marketing strategy starts with dividing the whole market into small segments that have distinct needs, characteristics, or behaviors that defines them also called as segmentation. Then, amongst these customer segments one or more of them can be chosen by the company to target while developing the marketing plans, designing the tools and running the campaign (Armstrong et al., 2023, p. 198). These steps help companies to select the customers they want to serve and target with marketing practices. Next steps involve decision of value proposition to be presented to the targeted segment of customers. Differentiation involves actually differentiating the company's market offerings to create superior customer value (op. cit., p. 199). Then the marketers decide on the position that best suits the product and market segment that is targeted. Product position is understood as the place that product at hand occupies in customers mind in contrast to similar or competing products (op. cit., p. 217). In this way marketing strategy helps the business to develop the best possible marketing practices that they can implement to get most sales completed.



Figure 6: Designing a Customer Value-Driven Marketing Strategy (Armstrong et al., 2023, p. 199).

### 3.5 Purchasing Decision Process

Customers have many competing options to choose from when they make a purchasing decision for any product or service that they need. The choice of customers is affected by combination of many factors like social, cultural, personal and psychological factors (Kotler et al., 2008, p. 261). Kotler et al.(p. 261) also explain that even though a marketer may not be able to influence many of these factors, they can understand it and use it for their marketing and business success by identifying their consumer segments and try to serve their needs better. Thus, it is necessary for a company to understand the whole consumer purchasing process and its steps.

“The actual purchasing decision is part of a much larger buying process” (Armstrong et al., 2023, p. 174). According to Armstrong et al. (p. 174), the process starts from recognition of consumer need and ends at post-purchase behavior. As shown in figure 7 below, there are five steps in the purchasing decision process. Those five steps are need recognition, information search, evaluation of alternatives, purchasing decision and post-purchase behavior. This shows that the purchasing decision process actually starts much before actual purchase and ends long after the purchase. All these steps have their different roles and customers have choices to make in all of these steps. The choices that customer make here makes the difference in consequence if the selling of product or service is successful or not. And the marketers have role to play in making the experience best possible for customers and improve on the conversion rate (op. cit., p. 174).

At first, the process starts with a problem or need recognition from the customer. This can be one of the basic needs of customers like hunger, thirst etc. or be triggered by some external stimuli (Kotler et al., 2008, p. 265). When a customer feels a need or want of any type then they will look for feasible options where their needs can be addressed. If there is a satisfying product or service available at hand, they will make the purchase. If there is no such obvious option at hand, then the customer will look for possible sources of information where their need can be met. There can be various sources of information like personal sources, public sources, experiential sources or commercial sources. After the information is found, there can be multiple vendors that can fulfill the same need. Then, the customer will compare and evaluate the option that is most enticing to them. The customer then chooses the most viable option and makes purchase from them. After the actual purchase, the customer will give feedback on the product. The feedback can come in many forms like comments, likes, dislikes in social media platforms or websites to recommendation to buy or not to buy for their friends and families. The degree of satisfaction or fulfillment of need also decides on whether the same customer will purchase that product or service again or not. (op. cit., pp. 266–271)



Figure 7: Purchasing decision process (Armstrong et al., 2023, p. 174).

### 3.6 Customer Relationship Management (CRM)

According to Deshpande (2023), Customer Relationship Management (CRM) is a set of processes, strategies and tools that help organizations to manage their relationship to customers, vendors and suppliers. “The objective of CRM is personalized handling of customers by identifying and understanding their heterogeneous needs, interests, and preferences to develop customer loyalty using information systems” (Pynadath et al., 2023). Though the concept of CRM has always been about managing a company’s relationship with customers, it has significantly changed with evolution and application of data systems through internet. It is very important that business owners keep in touch with the sentiment of

customers, constantly follow up on them, look for continuing and even further developing selling opportunities and maintain customer retention to ensure that the business remains increasingly successful (Deshpande, 2023).

Every company should have a CRM strategy to make sure that they keep up with customer sentiments and feedback. It is important to be clear about the company goals, involve the company resource, see the situation from customers perspective, choose right CRM method and keep on improving through adopting to the feedback from customer and demand of the market. There are different facets of customer relationship management as can be seen in Figure 8 below. The eight important features of the model presented by Despande include contact management, lead management, pipeline management, sales automation, sales automation, sales forecasting, data storage and sharing, email management and reporting and analytics (Deshpande, 2023). By proper use of these steps, a company can keep up the relationship with customers such that they can get proper idea of what customer wants from them and how the company can keep its customers happy and satisfied. This leads to better business for the company also.

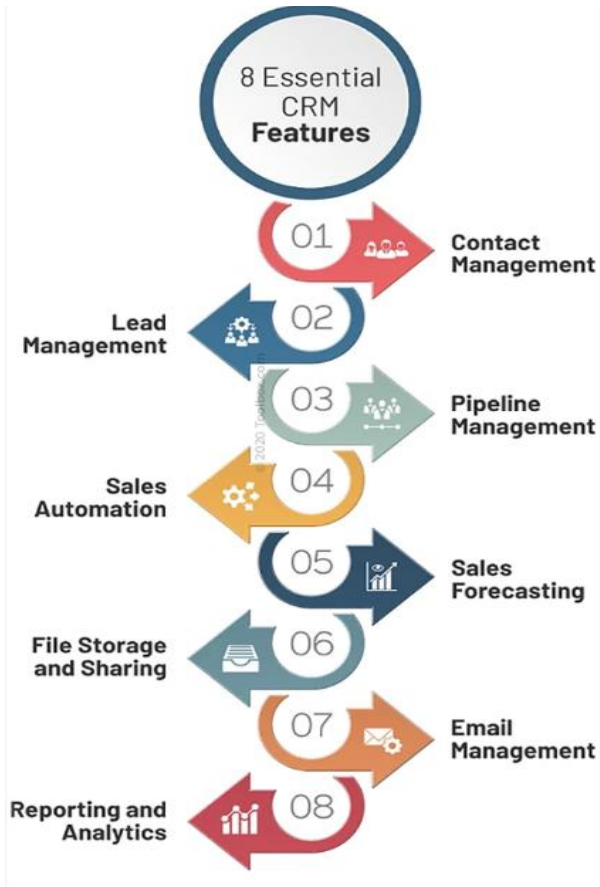


Figure 8: Features of CRM (Deshpande, 2023).

A well planned and executed CRM can help improve communication between business and the customers, make the company and selling process more efficient, integrated consumer oriented work from different departments in the company and keep on reinforcing the good practices of company resulting in boost of revenue and profit for the company while keeping customers happy at the same time (Deshpande, 2023).

## 4 RESEARCH METHODS

Choice of optimal research method is of vital significance in designing and writing a research and thesis. Research method refers to the design of a project, what will be observed or measured, how the data will be collected and analyzed (Guilford College, n.d.). The research method chosen for a thesis must be appropriate depending on the field of research and specific research questions.

The aim of this thesis in relation to its research questions can be looked as three different questions. The first question is to find out where does the WL Food stands against its competitors. The second question is to understand what are the main factors that impact on consumer purchasing decisions when they use a on demand food delivery platform. This also delves into what kind of impression does customers have of the commissioning company, what are the areas that customers like and dislike about the company and what do the customers want the company to improve so that company is able to fulfill the need of customer in the best possible way. The final question that the thesis deals with is how WL Food can do marketing for themselves in the best possible way so that they are the most preferred choice when making purchasing decision. Answers to all these questions will be taken into account when coming up with the final findings, conclusion and recommendations for the company.

For this thesis, research will primarily be carried out through three different methods. To develop the theoretical framework, existing literature in the relevant field was studied through diverse sources. In qualitative method, interview was carried out with company representative to get better understanding of company's current operation, strategies and other information relating to the topic. The information from the interview is presented and analyzed in the thesis. Customers of WL Food were given an internet survey to understand the service from consumers perspective. The data from survey was collected and analysed in the thesis. The survey questions follow mixed method with both quantitative and qualitative questions in the survey.

### 4.1 Interview

Direct interview is the most effective method to get information on the topic of study from company's perspective. A well-structured interview that covers all the important issues relating to the thesis questions makes thesis most useful for the company and helps the writer

understand company's needs and perspectives. The interview is also useful in collecting the company specific information. We decided to meet with Mahesh Shrestha, the digital marketing manager of the company for interviews who was asked with different questions relating to the topic. The questions were prepared in advance and required data about the research questions were studied in advance. The interview was conducted at Microsoft Teams and the meeting was recorded. The information was then extracted from the meeting, analyzed and presented in this thesis.

## **4.2 Internet Research**

Internet research was done to find different information about the company through various sources and channels. There were many articles and sources that could be used to extract information about the sector in general but the company specific data was sparsely available on the internet. Various academic articles, data, theories and studies in the relating field has been surfed through to develop the theoretical framework for the thesis. Also, for better understanding of environmental analysis, different sources have been used from the internet.

## **4.3 Survey**

We conducted an internet survey among the consumer base of WL Delivery to understand the factors that customers find important while making purchasing at a delivery platform. The questionnaire consists of comprehensive questions that can cover their expectations and help us pinpoint the determinants influencing their purchasing decisions. Since customers decide the fate of business success, it is very important to understand the customers perspective. A mixed questionnaire was sent to customers with mix of qualitative and quantitative questions for this purpose. The questionnaire was published in Facebook and Instagram pages of the company.

## **4.4 Limitations of the research**

There are always some limitations when planning and conducting research. In interviews, there is a possibility that the perspectives given by interviewees are skewed or biased specially when it's about their own company. In surveys, there is a chance that best possible option that the participant may have in mind is not offered in questionnaire option. To limit this shortcoming,

survey questionnaire was designed in mixed method with mix of both quantitative questions for the participants to choose from and qualitative questions where participants can respond freely with their answers. Another limitation in the research can be the platform where survey was published. The survey was published through Facebook and Instagram pages of the commissioning company. That means that the respondents are not from a random sample but they are already familiar with the company.

It is also to be noted that there can be cases when participants may not have clear or strong opinion on a question. There were also some cases when an answer to earlier question can lead or influence the answer for the questions coming later. The overall sample size of the survey is also quite small with total of 41 respondents and some of the questions have only up to 30 responses. This can also be considered as limitations of this research.

## 5 ENVIRONMENTAL ANALYSIS

### 5.1 SWOT Analysis of WL Food

- **Strength:** WL Food is one of the first and biggest on-demand food delivery platforms in Nepal. They are the first 24-hour delivery service. That have given them significant advantage amongst the late-night consumer niche. They can easily be accessed through many different channels by customers to place an order. Also, customers have choice of multiple payment methods like eSewa, Khalti, debit and credit cards and cash on delivery that they can use while making an order from WL Food. They have no minimum order value which makes them more appealing for customers that want to make smaller deliveries. Free registration and possibility to make an order without registration also gives them an advantage. Robust feedback system helps the company in understanding consumer perspective and gives them opportunity to improve their service better. (M. Shrestha, personal communication, November 12, 2024)
- **Weakness:** There are some weaknesses in operation of WL. One of the main weakness is that the business is manpower intensive. To ensure positive customer experience, there needs to be many employees in delivery fleet, customer care, restaurant communication, backend operator for app and website etc. at all times. The IT backend system is still in developmental phase, so occasional glitch or imperfection can negatively hamper the customer experience. Their main operation area is in urban areas that makes it challenging on the delivery front due to traffic congestion specially during peak office hours. Low brand recognition among a section of potential customers and low profit margin are also weaknesses for WL Food. (M. Shrestha, personal communication, November 12, 2024)
- **Opportunities:** The food delivery business is still in its early phase in Nepal and there is a big potential for growth in the sector as a whole. That should also be an opportunity for the company to grow. With advent of AI and its accessibility, they can use AI to understand and influence consumer behavior patterns. With expanding health and sustainability conscious consumer section there is an opportunity to tap into those customers. Adoption of EV in their delivery fleet is also a big opportunity for them since that can bring the company operation cost with saved money from fuel cost and also

project themselves as environmentally conscious company which will save them money and improve their reputation at the same time. (M. Shrestha, personal communication, November 12, 2024)

- Threats: After the boom of food delivery business especially due to impact of COVID-19, there are a ton of similar businesses operating in Nepal. This competition definitely helps the customers and sector as a whole, but this can pose a challenge to WL Food and its profitability. In recent times, big international companies have acquired their competitors, and they can now have potential for bigger cash burn and better operation by virtue of their size and capital. Restaurants themselves delivering their products in small local pockets for cheaper cost to customers is also a big threat to the sector as a whole. There are also chance that there can be change in rules and regulation in the sector because it's a new and mostly unregulated sector in Nepal. Also, mistakes from partner restaurants and delivery riders can make a negative impact on the customer impression and can sway them away from using the service again. (M. Shrestha, personal communication, November 12, 2024)

Table 1: SWOT Analysis of WL Food.

<b>STRENGTH</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• 24-hour service</li> <li>• No minimum order value</li> <li>• Many channels for customers to place an order</li> <li>• Many payment methods</li> <li>• Fast and reliable delivery</li> <li>• Robust feedback systems,</li> <li>• Free and easy to register</li> <li>• Possibility to make an order without registration</li> </ul>	<ul style="list-style-type: none"> <li>• Brand reputation depending on restaurants and delivery driver</li> <li>• Low brand recognition</li> <li>• Low profit margin</li> <li>• IT and backend systems still in development process</li> <li>• Operation in urban areas with traffic congestion</li> <li>• Cash burn business model</li> </ul>
<b>OPURTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Expanding market</li> <li>• Potential for vertical and horizontal integration</li> <li>• Application of AI on understanding and influencing consumer behaviours</li> <li>• Healths and sustainability trends</li> <li>• Adoption of EV in delivery fleet</li> </ul>	<ul style="list-style-type: none"> <li>• Rising fuel costs</li> <li>• Competitors threat</li> <li>• Restaurants own delivering service</li> <li>• Big international competitors entry to market</li> <li>• Market saturation</li> <li>• Potential change in regulations</li> <li>• Potential unreliable delivery riders and restaurants</li> </ul>

## 5.2 PESTEL analysis

PESTEL is an analysis for the study of the external variables with influence in the efficiency of the organization or project (Gonzalez et al., 2019). This PESTEL analysis gives comprehensive analysis of macroenvironment that the business operates in. This analysis looks at political, economic, social, technological, environmental and legal factors making an impact on the business. Thus, it is an useful tool to analyze the external factors that can make impact on an company or sector as whole. Following is PESTEL analysis of WL Food as demonstrated in figure 9 below.

- **Political:** Political instability in Nepal is an overarching challenge for all sectors to make long term planning. Labor laws regulating the gig workers (delivery riders) may change and impact on pay, benefits and working condition for them. Government policy on e-commerce and food delivery platforms might change with time because it is a new sector in general.

- Economic: Growing size of urban middle class population with increasing purchasing power can help the company but inflation can hamper it at the same time. Unstable fuel price can increase the operating cost of company. Other competitors in the sector and entry of international big players in the market can put pressure on the pricing and retaining the customers.
- Social: Growing urban centers due to migration help in growing the market. Busier and working urban way of life can help in driving the demand upwards. People's keenness to try newer cuisine due to globalization also help in increasing the demand. Increasing health consciousness can also help driving the demand up in certain segment of the business.
- Technological: Improving and expanding reach to mobile phone and internet helps to increase user base for the app and website. Use of GPS and optimized maps can make the delivery time shorter and improve on overall consumer experience. Growing adoption of digital wallets and integration with payment systems can only help the business and sector overall to grow. Use of AI can be of significant advantage in understanding the consumer behavior and personalizing the app for customers.
- Environmental: Traffic jams and congestion hampers the business with delay in service and increased cost on fuel and time of the delivery riders. Extreme weather conditions such as monsoon rains can increase the demand for business but also delay the delivery and make the operation more challenging. Increasing awareness about sustainability has also brought increase in scope of eco-friendly packaging and EV's in delivery fleet. Adoption to these can help the business to gain an edge amongst eco-aware consumer segment.
- Legal: Proper contracts with employees and partner restaurants as per the law is of primary significance. Potential change in laws regarding data use and privacy laws can make impact on the business, especially in the personalization front for customers in app and recommendations. Good maintenance of food safety and cleanliness can be crucial in trust from customers and to avoid potential legal issues.

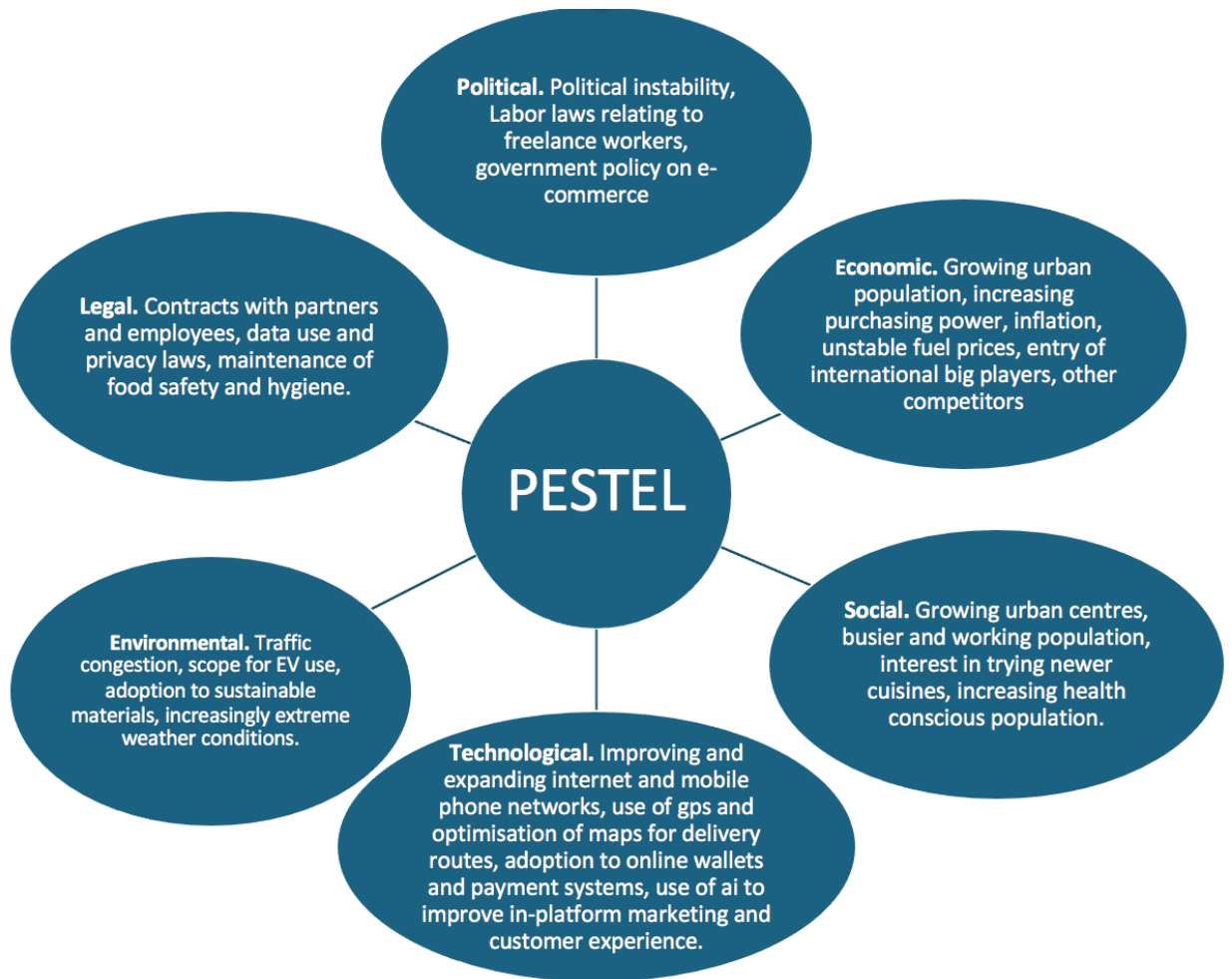


Figure 9:PESTEL analysis of WL Food.

### 5.3 PORTER'S 5 FORCES model

- **Threat of new entrants:** There is minimal threat from new possible entrants into the market unless they are backed by bigger investment. The operation model of a food delivery company is cost and human resource intensive. The company already has a good network of partner restaurants that also gives them hedge against potential new entrants. Moreover, developing brand loyalty amongst consumer base can help them overcome threat from new entrants.
- **Threat of existing competitors:** Some of the existing competitors to WL Food are Foodmandu, Bhoj Deals, Pathao, Foodganj and other smaller companies. These companies and other similar service providers pose strong competition in an increasingly saturated market like Kathmandu. To combat this, WL Food needs to differentiate themselves by being superior with better app and website, faster delivery

time and overall better service for customers. All in all, there is a medium to high threat to their business in terms of competitive rivalry.

- **Bargaining power of suppliers:** Restaurants available in the platform are primary suppliers in the business of WL Food. Their commissions and deals with them make big impact on revenue and profitability of the company. Popular restaurants may ask for exclusive deals and lower commission rates. Since there are many similar delivery platforms that these restaurants can use, there is a moderate bargaining power with the suppliers.
- **Bargaining power of buyers:** In a free market with many competing service providers, there is high bargaining power with buyers. Buyers have a lot of option to choose from when making an order for food delivery. They have chance to browse through different company websites and apps before they make a purchasing decision. These decisions can be based on price, location and delivery times, convenience and available deals. Discounts, delivery charges, deals and offers can make significant impact on customer choice, so it is imperative that the company always try to stay competitive in the market. A disappointed customer may never come back to buy the service and even influence others, so it is of vital importance that their baseline expectations are met.
- **Threat of substitutes:** There is a moderate threat from substitutes with relation to business model of WL Food. Main threats from substitutes would be restaurants delivering their products themselves. Restaurants can deliver their own products for cheaper in their local area but these restaurants cannot offer variety that WL Food can offer and also cannot cover a big area like WL Food can. At some level, dining in and takeaway services are also potential substitutes to the company's business model. These factors are depicted in the figure 10 below.



## PORTER'S FIVE FORCES



Figure 10: Porter's five forces for WL Food.

### 5.4 Strategy for Sustainable Competitive Advantage (SCA)

Sustainable competitive advantage is factors that give them advantage over its competitors for a sustained time period. There are three factors to a company's sustainable competitive advantage: a company is better than its competitors, enough customers are prepared to pay for that and it's not easy for competitors to replicate or supersede it (Stark, 2021). At present, WL is one of the biggest and fastest growing food delivery companies in Nepal. They are popular and successful because of many reasons. Some of the reasons include being the first 24 hour delivery service, having many channels to make an order from and communicate, no minimum order limit and due to exclusive partnerships with popular restaurants in the town. They also have many deals and offers to keep the customers revisit them often. Slowly, their delivery rider fleet size and operational excellence also helped them gain advantage over its competitors. To keep maintaining this competitive advantage, WL food needs a specific strategy which is discussed below.

**Differentiation:** WL Food is the first and largest round the clock food delivery service. Being the first one to deliver at late nights and early mornings, WL Food is already popular with its late night and early morning customers. When WL Food started its service at night time, there was no other company providing the same service. That gave WL Food an advantage in capturing the late night/ early morning niche. Due to the ability of company to keep on its advantage with robust network of riders and partnerships with many night time restaurants, they are in position of advantage for this section. WL Food is also the leading delivery company with no minimum order value. Other comparative delivery platforms have a minimum order value unlike WL Food using which any customers can make any order depending on the moments need without having to feel penalized for small order value. This helps WL Food to be in an advantageous position in the market. WL Food also has good marketing with regards to festive celebrations and special offerings for its customers during festivals in Nepal. Nepal is a country with many celebrations and festivals and most people celebrate them with their families. This helps the company to capitalize on the festival market specially with their occasion specific offerings.

**Pricing:** Pricing is an important factor in influencing consumer purchasing decisions. Specially for consumer sections like students and young workers, pricing can entice or demotivate from making purchases. WL Food already has no minimum order value to capitalize on that customer section. Moreover, they also have many deals and discounts with packages and bundle deals with keeping in mind the taste and purchasing pattern of customers. That also helps WL in keeping the customers. WL can also try doing dynamic pricing with lessor delivery charges for times outside peak hours, that can help customers be more interested in making delivery orders outside peak times.

**Customer loyalty:** In recurringly purchased service like food delivery, people have many options to choose from and their preference can change depending on many factors like pricing, estimated delivery time, anecdotal experiences etc. To combat this, WL Food can introduce schemes like loyalty programs and subscriptions. These schemes can help frequent customers to use the service more because it allows them to purchase the service for lessor cost per buy. WL Food can give personalized deals and marketing messages to regular customers which can help them retain these customers for sustained period of time. Also, programs like referral bonus can help the company get marketing done through their customers, where existing customers will bring in new customers.

**Barriers to entry:** On demand delivery business is a manpower and tech intensive sector. A company needs to have enough partner restaurants, big enough delivery fleet, robust customer care, partner care and proper feedback systems to operate in full throttle. WL Food has already developed and maintained all of these well by this point. Since customers have many options to purchase this service from, it is very important that customer experience is positive. All these infrastructures help WL Food in maintaining positive experience for the customers. This keeps the company in an advantageous position as compared to potential new competitors or smaller companies looking to enter or operate in the market. This sector is also new and turbulent in the Nepali market, and being one of the leaders helps WL Food keep its position safe hedging against the challenges that might arise.

**Operational excellence:** To make a service attractive for customers, operation of the company should be smooth in delivering to the customer expectations. With all the advantage that WL Food has as a comparatively older and well established company, operational excellence is integral to success of the company. WL Food is currently planning to introduce EV in their delivery fleet. This will help the company cut on fuel cost and also be environmentally friendly. They can also use route optimizations and manage hubs for delivery in areas with highest demand. Bundle delivery also can be done with an integrated delivery fee system that will also keep customers happy as they can get their delivery from multiple places of their choice at a lesser price.

**Strong Brand:** WL Food is a pioneer in the on demand food delivery sector in Nepal and they have contributed immensely in awareness of the sector as a whole. As the first 24 hour delivery company, they have a strong brand reputation with customers as a dependable service. They have also been capitalizing on festivals and celebrations with enhanced marketing and package deals during these periods. Other comparable companies in Nepal have foreign investments in them and WL is funded totally by Nepalese entrepreneurs. This helps WL Food to keep themselves as a strong brand from native soil. WL should capitalize on this and market themselves more as a native brand with native values specially during celebrations when people are prone to spending more on the service.

**Employee satisfaction:** Employees of a company make impressions on customers when they purchase service. This can range from delivery rider interaction to customer handling at complaints and feedbacks. For this, WL has invested heavily in training and support for employees. Better pay, more incentive for good quality work and flexible schedules are also

some of the strategies used by the company to keep staffs happy and retained for a long period of time.

**Sustainability:** sustainability and environmental friendliness increasingly appeal to environmentally conscious customers these days. Plans of the company to introduce EV as a part of delivery fleet is a great step in the direction of sustainability. This helps the company keep its image as a clean brand. They can also use biodegradable materials as part of their packaging materials. Partnerships and campaigns with different organizations working in the sustainability and environment are already ongoing with the company. This helps company with their marketing as a clean brand conscious about the environment.

### **5.5 Marketing Mix Strategy for WL Food**

WL food has developed its operation and marketing in a way that is most attractive and enticing for the potential customers. Nepal is a fast growing market for food delivery business. People these days value comfort and saved time as a big advantage. With services like this, they can get their favorite meals from favorite restaurants just from their phone. WL Food can be used by people with all kinds of taste and a vast location range across three cities because of their extensive network of partner restaurants and a large fleet of delivery riders. To make their value proposition clear and to influence the customers, WL Food has implemented 7P strategy. They are as follows:

- **Product:** WL Food provides a marketplace cum delivery service for the customers where customers can use them to order food delivery from over 400 restaurants of their choice. WL Food does not sell any of its own product, but customers can find all kinds of food for delivery that they want. They have different sections for different categories of cuisines that can help customers choose amongst the available options in the platform.
- **Price:** WL Food is very competitive amongst all food delivery platforms in Nepal in terms of pricing. In Nepal, the consumers are very conscious of price and value for money when making a purchase. Since the customers have many options for making a food delivery order, it is important that WL Food keeps themselves among affordable options. They have no minimum order limit, that helps them make attractive to the customer group that make small value orders. Also, dynamic pricing strategy can be implemented

to be competitive during normal time and take advantage with higher pricing during peak hours and night time. Discounts for new customers and some deals for regular customers can be given to entice them to purchase more. Moreover, loyalty programs can be introduced where customers can get some points while making a purchase which can later be used by them while making future purchases. (M. Shrestha, personal communication, November 12, 2024)

- **Place:** On-demand food delivery is primarily done online through website and mobile app. Consumers can also use different social media channels like Facebook, Instagram, messengers like Viber and WhatsApp to make order. WL Food serves its customers across all these platforms. The main location where WL provides its service is urban areas in Kathmandu, Bhaktapur and Patan. These places have regular congestion of traffic. WL Food can use route optimization specially during the peak office hours when these cities are most congested to make the delivery time shorter and cost efficient with saved time and fuel. Penetration into semi-urban areas surrounding current coverage area can open new market with lesser challenges in these fronts even though these places may not have as much of demand in the early phases as compared to urban centers where current operation is going on. (M. Shrestha, personal communication, November 12, 2024)
- **Promotion:** According to Pathak (2020, p. 31), aim of promotion is to increase awareness, create interest, generate sales or develop brand loyalty. With proper promotion, a business tries to put themselves in consumers mind and entice them to purchase their products and services. WL Food have always been proactive in terms of its promotional practices since the start of business. It's promotion practices have evolved over time with increasing understanding of what works best for them. They started with focus on physical promotion where the aim was to just be seen and remind the customers about their existence. With time they have got better in optimization of their marketing practices. Currently, WL Food has more focus on digital marketing techniques like influencer marketing, targeted ads online, search engine optimization etc. CSR practices to influence more conscious segment of customers, campaigns around festivals and linking festivals with food also has been proved successful for the company. Introduction of loyalty and referral programs have also proved to be very

beneficial specially in acquiring new customers. (M. Shrestha, Personal communication, November 12, 2024).

- **People:** In marketing, interaction with customers play an important role. Customers image of a company is impacted big time on the interaction that they have with representatives of the company that they meet and interact with. Delivery drivers of WL Food are the primary people that come in contact with customers and influence consumer decisions. Fast and quality delivery with friendly, professional and positive interaction with customers can make customers come back to purchase the service while bad delivery quality and rude or inappropriate communication with customers can sway them away from potential future purchase. Thus, it is imperative that delivery riders are trained well and incentivized properly to give their best in making the impression on behalf of the company. Dedicated and well communicative customer care for taking orders, complaints or questions through different channels also must be implemented well to keep both customers and partner restaurants happy.
- **Process:** There are different processes that customers can use and follow to make purchase form WL Food. Most of the delivery orders that come to the company comes through their website and mobile app. The delivery orders can be made through a call or text in platforms like WhatsApp, Viber, Facebook, Instagram or direct call. For this customers can go to the website and browse through deals and options or just make an order from some place that they are used to. Transaction can be done using bank cards, cash on delivery or digital wallets like Khalti and eSewa. WL Food has many choices for the customer to choose the process or channel that they want to follow and payment method that they want to use. It is also important that there is a robust feedback mechanism for the customers where they can express their perspective and give feedback relating to app or website functioning or just the product or service as a whole in general. This can help the company gain idea of how they can improve in the future.
- **Physical Evidence:** Physical evidence is aspect of marketing mix strategy that customers experience when using their service (Pathak, 2020, p. 33). It makes impact on perceived quality of the service and helps in creating the perception for the customers and consumer base. The most important physical evidence is the quality of order that customers receive while making the purchase. Reviews on the app and google are

important in making the impression for a potential customer before they buy the service and bad reviews can sway them away from using the delivery service. Use of brand delivery bags and uniforms for delivery riders can help in increasing the brand visibility and strengthen brand visibility and recognition.

## 6 RESULT ANALYSIS

The survey arranged for the research was made and tested by the company representative to see if the survey questions were reasonable, options and answers dependable and if they can be of value in answering the research questions. The survey was posted in social media sites of the company and a total of 41 respondents answered the survey. This survey might not have all the answers in relation to understanding customers perspective on what they value the most while making purchasing decision, but the questions and options were designed with research questions in mind.

The data we got from the survey are explained here in this section. Looking at the results from figure 11 below, most of the respondents are female. There were 58.5% female respondents as compared to 41.5% male respondents. No respondent chose the option prefer not to say. This shows that females are more likely to answer a survey than males. But it does not necessarily indicate that most of the customers of WL Food are female.

Gender  
41 responses

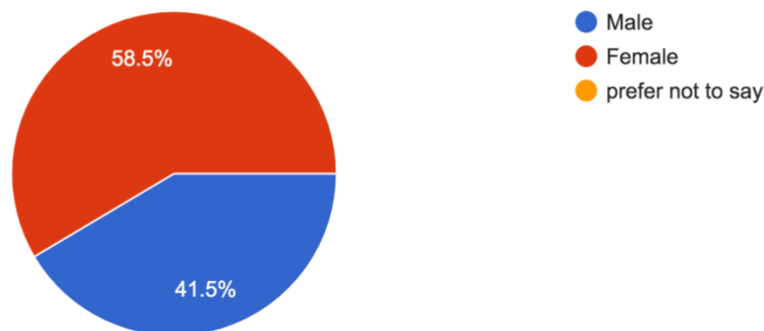


Figure 11: Analysis between gender (n=41).

The pie chart in figure 12 shows that 75.6% of the respondents have made purchase from WL Food; 19.5% have never made purchase from the company; and 4.9% are not sure if they have ever made a purchase from the company. This shows that a big majority of people following in

their social media platforms are likely to have made purchase from the company. Minority of their followers have not made any purchase.

Have you ever made a purchase from WL Food?  
41 responses

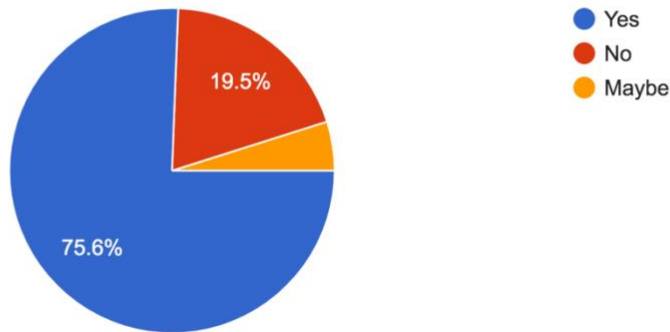


Figure 12: Analysis on Purchase from WL Food (n=41).

The pie chart below in figure 13 depicts that 76.9% of the respondents are satisfied with the service of WL food; and a minority of 7.7% of the respondents were found to be not satisfied with the service. Total of 15.4% of responses were chosen as not applicable, which most likely comes from those respondents that have not made the purchase yet. This shows that most of the customers are satisfied with the service of WL Food overall.

Are you satisfied with the service of WL Food?  
39 responses

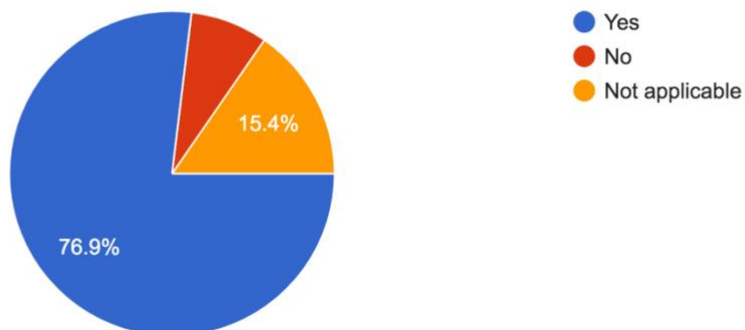


Figure 13: Analysis on basis of satisfaction (n=39).

According to the respondents, most of them have made purchase from other food delivery platforms too besides WL Food. Pathao was the most common response with 74.4% of respondents having used the service followed by Foodmandu with 61.5%. Bhojdeals and Khaanpin were also found to be used by a significant minority with 35.9% and 20.5% people having used them respectively as can be seen in figure 14. There are also other smaller companies that are used by respondents like Bhojan, Foodmood, Foodmario, Bhoklagyo etc. but these companies are far behind the leaders in market like Pathao, Foodmandu and WL Food.

Have you ever made a purchase from other food delivery platforms? (Check all that apply)

39 responses

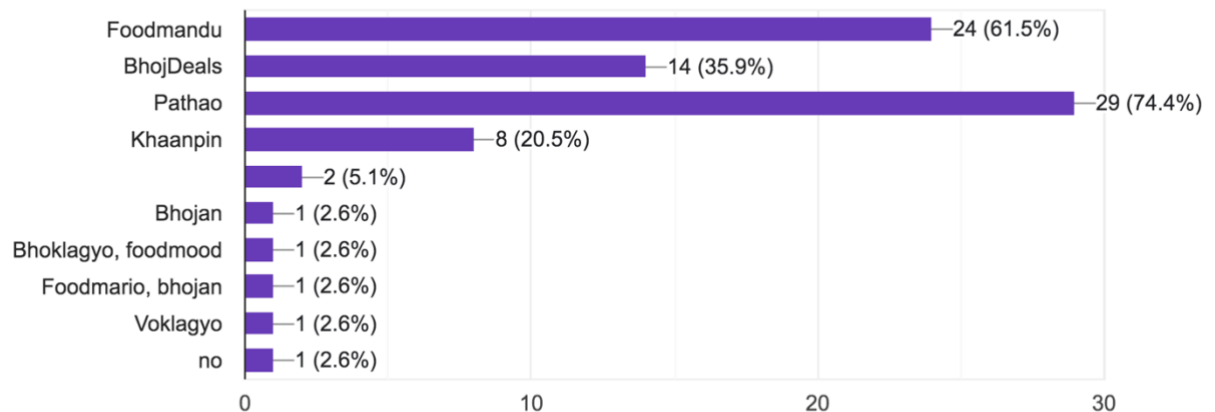


Figure 14: Analysis on purchase from competitors (n=39).

According to the respondents, 75% of the customers have used mobile app to make order from the company, followed by 52.8% having used WhatsApp for making order and 44.4% having used the company website to make orders. There are also significant customers that have made orders using direct call, Facebook and Viber with 27.8%, 25% and 13.9% respondents having used those channels respectively. This shows that most customers have used multiple channels to make purchase from WL Food. Looking at the graph at figure 15, it can be said that most people use their mobile phone to make the order, due to availability and easy to use of mobile phones. With many people and orders spread throughout the channels, it can be said that it is a successful strategy of WL Food to keep all possible communication channels open for orders. This also helps in serving the customers when there is technical issues with website or mobile application and when customers have some idea of what they want, without having to check through the menu and offerings available.

Which channel you use to order from WL Food for delivery? (check all that apply)

36 responses

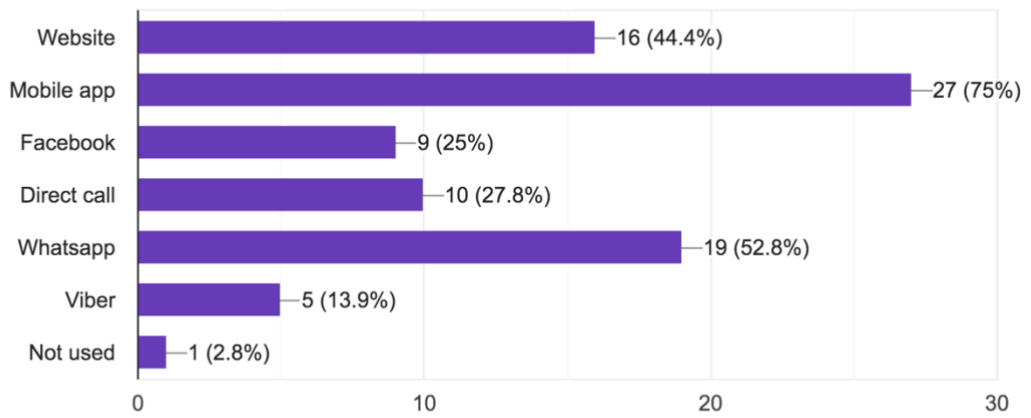


Figure 15: Analysis on channels used by customers to make order (n=36).

According to the respondents, cash on delivery is the most commonly used method of payment with 75% having used that. Similarly, Esewa and Khalti are also common methods of payments with 66.7% and 44.4% respectively having used them as depicted in figure 16. Small amounts of customers have used cards for payment. This shows that many customers use more than one payment method while purchasing the service from WL Food and cash on delivery is most preferred by customers.

Which payment method you use to order from WL Food for delivery? (check all that apply)

36 responses

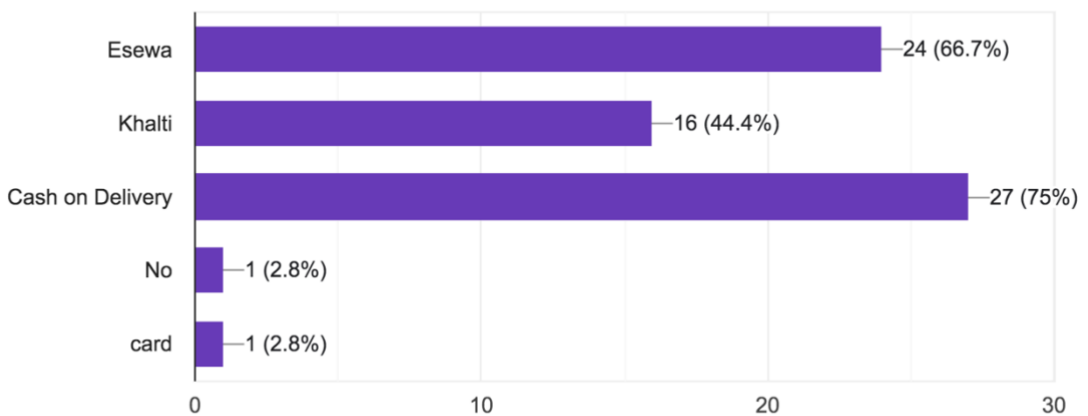


Figure 16: Analysis on payment methods used (n=36).

According to respondents, 40% of the customers have order size of between Nrs.500 and Nrs.1500. 28.6% of the respondents have chosen Nrs.1500–Nrs.2500 as their average order size. There were also 14.3% each for customer groups making orders with value smaller than Nrs.500 and over Nrs.2500. This chart in figure 17 shows that most of the order value lies in range of 500–2500, but there are still orders with smaller value too due to possibility to make order with no minimum compulsory value.

What is your average order size when you order from WL Food for delivery?  
35 responses

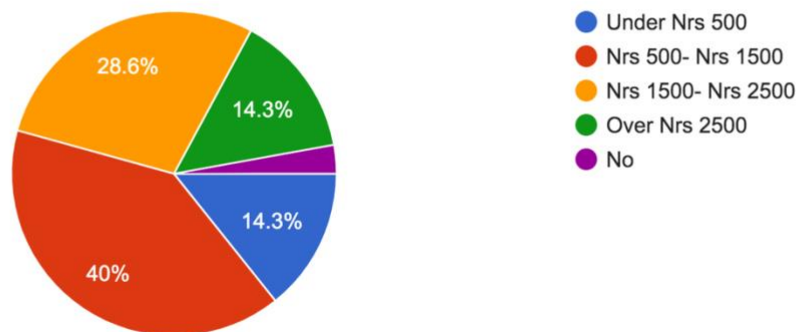


Figure 17: Analysis on average order size (n=35).

As can be seen in Figure 18, most customers have specific restaurants that they order regularly from with 80% of respondents choosing the option that they have specific restaurants that they repeatedly order from. This also helps to explain about use of channels besides website and mobile app, as can be seen in figure 15 above, where menu on offer cannot be seen and customers still make orders on basis of what they are used to.

Do you have any specific restaurant that you repeatedly order from?  
35 responses

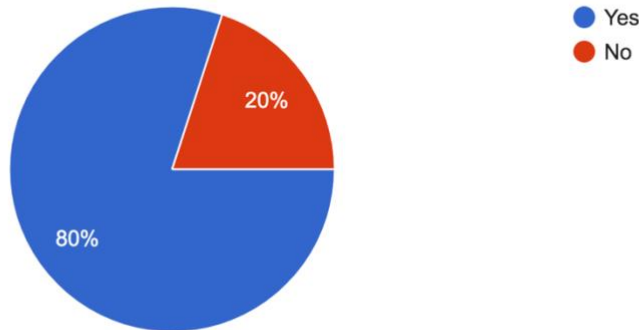


Figure 18: Analysis on restaurant repeat for ordering (n=35).

According to the respondents of the survey, there are some categories that they repeatedly order. Bakery is the most repeatedly ordered category with 71.4% having selected the option. Similarly, sweets and biryani are the second most commonly ordered categories with 62.9% respondents having repeatedly ordered them. Continental category with 48.6%, Japanese with 28.6% and Halal with 17.1% are also some of the repeatedly ordered categories. There are also responses saying that people repeatedly order Local, Indian and Nepali food items. This is shown in figure 19 below.

Do you have any specific category that you repeatedly order from? (Check all that apply)  
35 responses

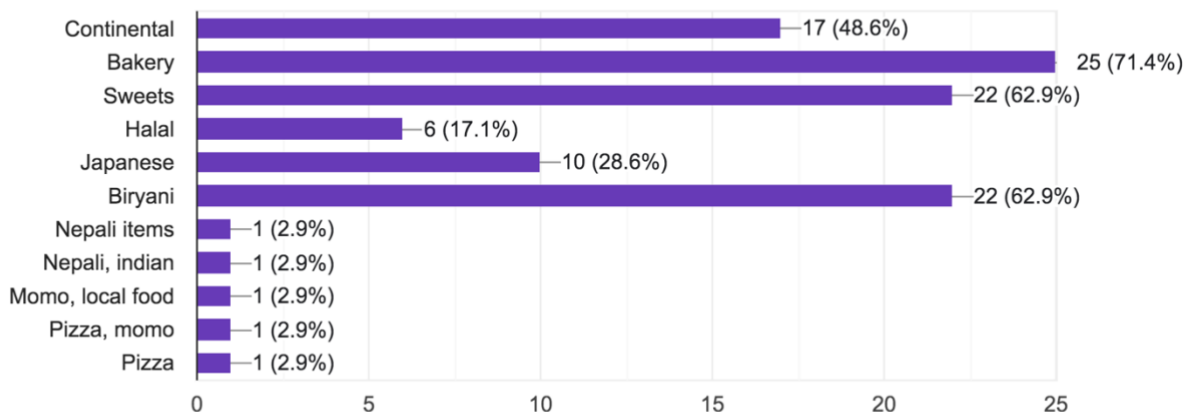


Figure 19: Analysis on repeatedly ordered category (n=35).

In these survey questions with regards to degree of satisfaction, the scales were set such that 1 means fully satisfied and 7 means extremely dissatisfied with 4 as a neutral response. In

response to overall satisfaction with the survey, over half(51.4%) of the respondents indicated that they were mostly satisfied with the service from WL Food with 20% customers fully satisfied and 14.3% having neutral opinion on overall satisfaction. There were some few respondents that were mostly and somewhat dissatisfied with the service but none respondent marked for the option of extremely dissatisfied. This shows that most consumers are satisfied with overall service of the company.

Are you satisfied with service from WL Food overall?

35 responses

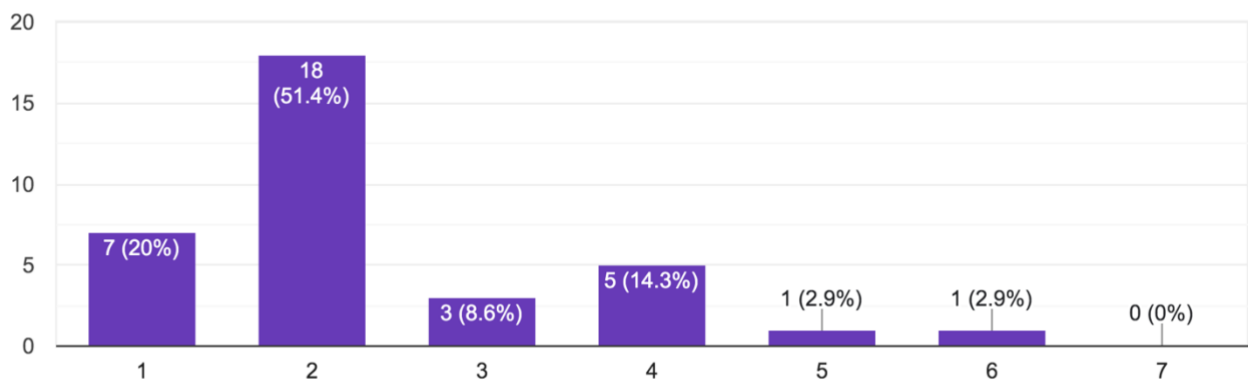


Figure 20: Overall degree of satisfaction (n=35).

In response to degree of satisfaction in regard to their deals/offers and discounts, most respondents have shown positive degree of satisfaction as can be seen in figure 21 below. 42.9% of the respondents were fully satisfied with the deals/offers and discounts that WL Food has in offer for them. Next 31,4% and 14,3% respondents were mostly satisfied and somewhat satisfied respectively. There were 5.7% responses indicating neutral and somewhat unsatisfied each with the offerings of WL Food. None of the respondents have strong negative feelings towards the deals and offers that WL Food has. This shows that the deals, offers and discounts that WL Food has is a useful marketing practice for the company and they should keep this going to keep the customers happy.

Are you satisfied with service from WL Food with their deals/offers and discounts?

35 responses

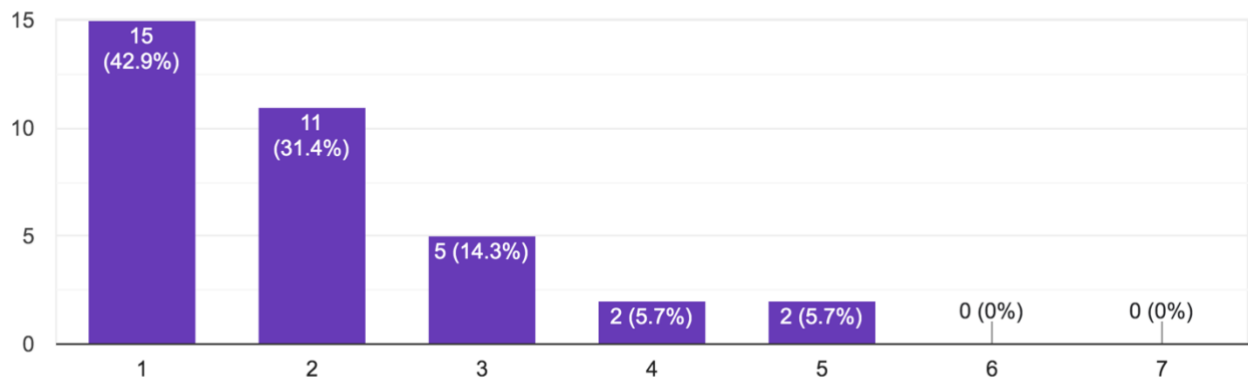


Figure 21: Degree of satisfaction with deals/offers and discounts (n=35).

As can be seen in figure 22 below, most customers of WL Food are satisfied with delivery time of the company. 37.1% of the respondents were somewhat satisfied with the delivery times while 25.7% were mostly satisfied and 17.1% were fully satisfied. There were also some respondents that were not satisfied with 8.6% respondents saying they were mostly dissatisfied, and 5.7% each having neutral and somewhat dissatisfied as their response. There was no respondent saying they were extremely dissatisfied. This indicates that the degree of satisfaction in regards to delivery time is not as positive as compared to overall satisfaction that respondents had with the service of the company. Delivery time is definitely one of the factors that company needs to put more emphasis on to keep the customers happy.

Are you satisfied with service from WL Food with their Delivery time during using their service?

35 responses

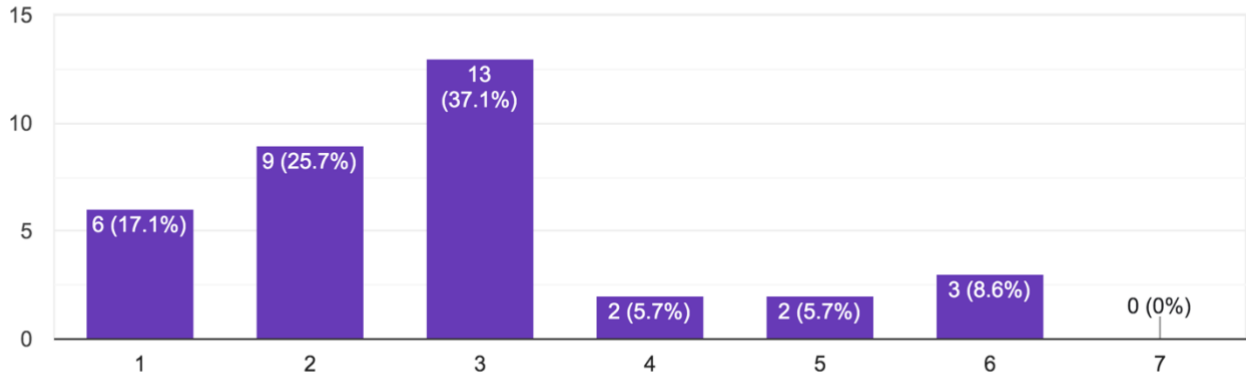


Figure 22: Degree of satisfaction with delivery time (n=35).

Figure 23 shows the responses of customers on degree of satisfaction with regards to the delivery quality. Delivery quality includes factors like packaging, freshness of the food, hotness of the hot dishes etc. Most respondents had positive review of the delivery quality with 42.9% of them being mostly satisfied and 28.6% being fully satisfied. There are some respondents (8.6%) that had neutral degree of satisfaction with 11.4% of the respondents being somewhat dissatisfied. There was no respondent that was extremely dissatisfied with the delivery quality of WL Food. From the responses, it can be said that overall delivery quality of WL Food is good and customers mostly have positive feedback in regard to the delivery quality. The company should keep the quality up and potentially improve on it wherever possible.

Are you satisfied with service from WL Food with their Delivery quality during using their service?  
35 responses

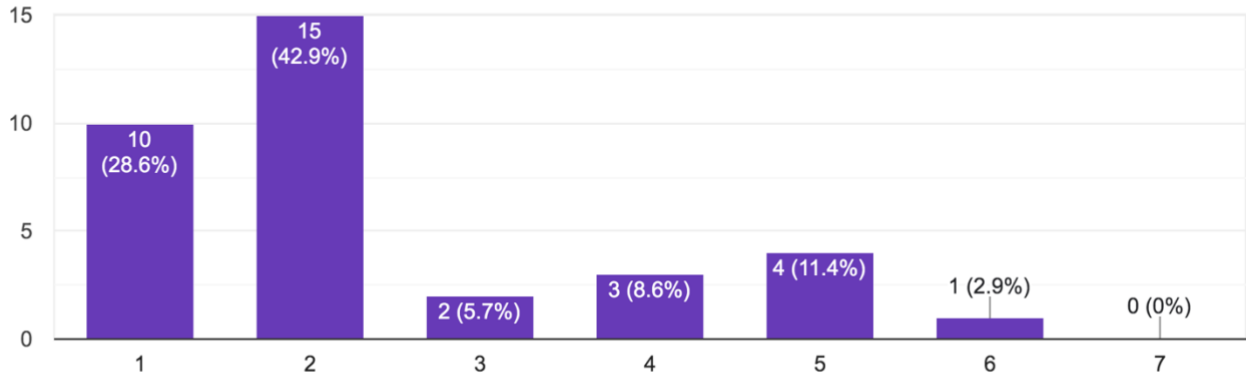


Figure 23: Degree of satisfaction with delivery quality (n=35).

Figure 24 shows the degree of satisfaction with WL Food in terms of pricing. Most respondents have positive response about the pricing with 48.6% of them being fully satisfied with the pricing and 22.9% being mostly satisfied. 14.3% were somewhat satisfied with the pricing and 5.7% each had neutral and mostly dissatisfied as response with regard to the pricing of WL Food. Overall, customers have positive feeling about the pricing that the company offers and the company should keep it up to keep the customers happy. People are always happy with cheap prices.

Are you satisfied with service from WL Food with their Pricing during using their service?  
35 responses

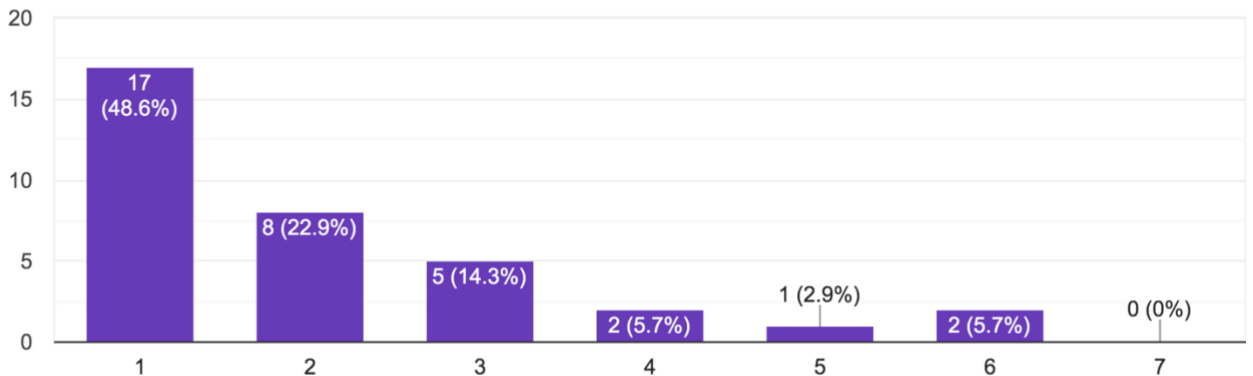


Figure 24: Degree of satisfaction with pricing (n=35).

As can be seen in figure 25, most customers have very positive impression of the interaction that they have had with delivery couriers of the company. 40% respondents were fully satisfied with the courier interaction with 37.1% being mostly satisfied. While 8.6% of the respondents had somewhat satisfied and neutral as their response, not a single respondent was extremely dissatisfied. positive courier interaction is definitely one of the strengths of the company and they should keep it up to keep customers happy and satisfied.

Are you satisfied with service from WL Food with their Courier interaction during using their service?  
35 responses

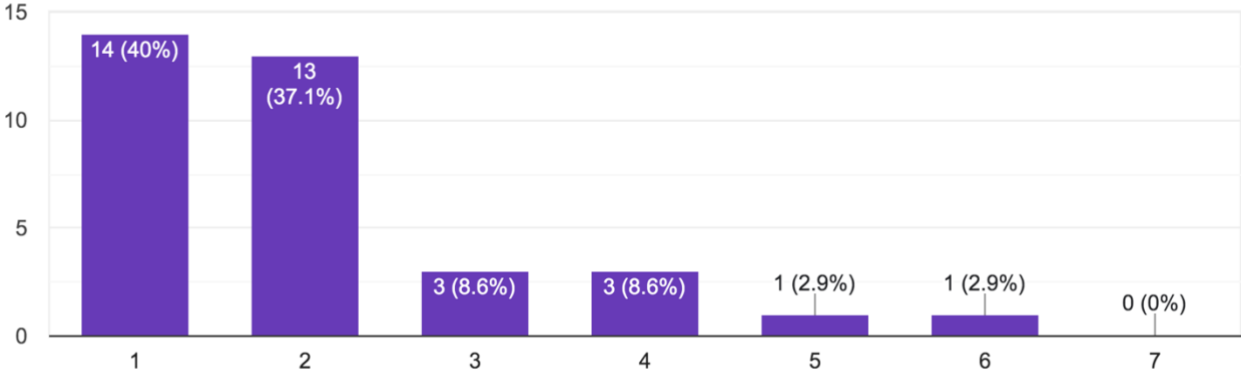


Figure 25: Degree of satisfaction with courier interaction (n=35).

According to respondents, overwhelmingly large portion of respondents, 84.2% would recommend others to use the company for food delivery order. There were 13.2% respondents who were not sure if they would recommend others for using the company and a very small portion of just 2.6% responded that they would not recommend others to use the service. This also indicates that most of the customers are happy with the service provided by the company and a positive customer experience can be good marketing for the company.

Would you recommend others to use WL Food for making a food delivery order?

38 responses

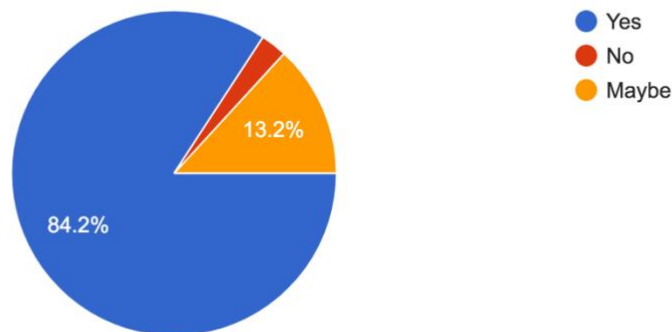


Figure 26: Willingness on recommending others to use (n=38).

Besides these questions above there were also three qualitative questions asked in the survey. The first question was about advantage of using WL Food for delivery. The answers from survey respondents mainly emphasized on few factors that was advantage of using WL Food for making delivery orders in their perspective. These factors include 24 hour service, No minimum order value and possibility to make small orders, cheap pricing, ease in using the service and good customer service. Most repeated answers were regarding the possibility to make orders for late nights and early mornings with about 30% respondents believing it to be the best advantage. Also, cheap pricing and having no minimum order value was considered advantage by almost 25% of the respondents. Others responded as ease in using the service and possibility to use many channels for making a delivery order and good customer service as the reason they prefer to use the service. There were also few respondents citing fast delivery as an advantage in using the service from WL Food.

The second qualitative question the survey was regarding the disadvantage in using the service. There were primarily two factors that customers thought were disadvantages of using the service. The most common factor was unreliable app and website which was considered to be the biggest disadvantage by almost half of the respondents. The second common perceived disadvantage was late delivery, with special mention of weekend evenings. There were also mentions of food getting cold by delivery time, and service not being as expected, which also stem from timing of the delivery.

The final qualitative question in the survey asked respondents about their opinion on where can the company improve best for their service. Half of the respondents mentioned about improving on the delivery time. Customers have suggested the company to get more delivery drivers on work during peak hours so that the promise on time is fulfilled. There is also significant portion of respondents citing that the company needs to improve on its website and app which were found unreliable by many respondents as disadvantage of using the company. There are few responders asking the company to improve more on pricing and customer service. Some respondents also answered that they were just happy current service that the company is providing.

## 7 FINDINGS

In this chapter, main outcomes of the research are presented. After doing research on related theoretical framework, environmental analysis for the company and conducting a customer survey, this section attempts to answer the research questions presented in the beginning of the thesis. The findings of research are as follows:

### 7.1 WL Food Overview

WL Food is one of the first and biggest on demand food delivery companies in Nepal serving customers across three main cities in Nepal and in process of expanding to other cities. The company has been a pioneer and influential player in the sector. The business sector of Food delivery is a new sector in Nepal and the market is growing rapidly with improving purchasing power of the population and growing urban middle class population. WL Food has played significant role in developing the market for food delivery business with its marketing efforts focused on Nepalese culture and roots.

WL Food is only growing more popular and successful with growing market. Being the first 24-hour food delivery service has helped the company tremendously in growing and keeping its customers. WL Food still has the best networks of restaurants and delivery fleet operating, especially at night time. This has helped the company to gain a stronghold over night time consumer niche. The company is the only major delivery company in Nepal that has no minimum order value for customers. The company also constantly has campaigns and partnerships with restaurants to give bundle offers with cheap pricing. This is also one of the main factors contributing to the success of the company in Nepalese market where consumers are very conscious about value for money. The company also allows customers to place orders from all possible channels like website, app, WhatsApp, Facebook, Instagram and other channels. These factors have helped company have a strong hold over its own segment of customers.

There are some factors that the company needs to work on to be even more successful. One of the main weakness of the company is found to be its poor reliability of app and website, with customers having complaints regarding the same, especially for peak hours of the business. Their availability on multiple platforms and social media sites help the company to combat this challenge, but this is something company should work on. There are some competitors in the

market like Pathao and Foodmandu which have bigger investments from foreign investors and they can pose a bigger challenge for the future of the company. But being a native born brand with native investment and connection to Nepalese roots will help the company attract more customers. Moreover, marketing efforts of the company are well in sync with the culture, festivals and celebrations of the country. This has also helped the company to capitalize on biggest occasions in the market.

## **7.2 Decision Factors for Consumers**

Consumers have many choices to choose the service that they want to use when making purchasing decisions. With many competing services providing similar value for customers, experience that consumers have when using the service has big impact on success or failure of the company. With many channels where customers can leave reviews and see reviews from others, consumer opinions can make or break a business. WL Food is found to have mostly positive response to them from their customers. WL Food has successfully developed their service and marketing such that their main consumer segments are satisfied and happy with the company.

Looking at the data from survey conducted, most of the customers are happy with the service they have received and are willing to recommend others to make purchase from the company. Customers have positive response to the overall service that the company provides. They are found to be satisfied with the pricing and deals/offers that company provides to the customers. This will help the company get and maintain customers in a price sensitive market like Nepal. Satisfaction in regard to the service quality is also found to be positive. This will help in developing and keeping recurring customers. Interaction between customers and couriers of the company is very positive. This also helps the customers have a lasting positive impression about the company. One of the things that customers found concerning was about delivery time, especially when the demand is high on peak hours. It is also noted from the survey responses that the company has issue with mobile app and websites being unreliable at times. Since the company has plethora of other channels, it helps the company to hedge against this challenge but still it is an area where company can improve.

## 8 CONCLUSION

After reviewing the relevant literature on the field, data from interview and responses to the survey from consumer base, I have reached to some conclusions. Those conclusions leading from the findings of the research are discussed in the following paragraphs.

From the environmental analysis done in the sector, specially in relation to WL Food, has revealed about the company's standings on the market. WL Food has a firm standing as a strong player in the food delivery business in Nepal. They have their peculiar strengths that will help them gain and retain customers for them in long term. The pricing, lack of minimum order limit, ease to use and availability at all times of day have helped the company to sustain their success in a dynamic sector like food delivery business. Also, it is important to note that matching business strategy with cultural roots, festivals, celebrations and events can only add value to the food delivery business.

Furthermore, Nepali food delivery sector is a new and evolving sector and there are opportunity for many companies to develop and grow with growth of middle class, urban population, increasingly busy lifestyle and people's ability and willingness to spend on these. The research emphasizes that it is crucial for the customers to receive positive experience and their expectations on time, quality, cost, customer courier interaction and customer service are met when they make a purchase from the company. Post purchase evaluations from customers not only help the customers to re-use the service but also helps in bringing in the new customers. Thus it is important that consumer satisfaction is met and effective customer relationship management is developed by the company.

Moreover, the study and its findings surpass the utility beyond WL Food and it offers comprehensive perspective on the food delivery sector of Nepal as a whole. Food delivery companies that want to gain and retain customers for their business for long term must understand the key determinants that make impact on the choices they make. It also provides insights on understanding consumer purchasing decisions and factors impacting them on the ever-evolving online marketplace domain as a whole.

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## **APPENDICES**

**Appendix 1. Interview Questions for Company Representative**

**Appendix 2. Survey for Customers of WL Food**

## Appendix 1. Interview Questions for Company Representative

Interview was conducted with Mahesh Shrestha, the Digital Marketing Manager of WL Foods on November 12, 2024 through Teams meeting.

1. Could you briefly introduce the company and its journey till this point? (establishment, total users (repeating, periodic), downloads?, extent of service provided, (geography/population), types of services (own products? Categories?, size and stretch of the service, customer order methods and its spread?, total staff?, restaurant partners? Average order size?)
2. How easy/challenging is it to establish and run a marketplace-cum-delivery service? Complexity of procedure? Barriers to entry? Key USP?
3. What kind of legal obligations/ regulations are relevant for operation of WL Delivery PVT LTD. delivery service?
4. What are the primary strengths that WL Delivery PVT LTD. enjoys as compared to its market competitors? Any weaknesses or room for improvement from company perspective?
5. What are the primary obligations of WL Delivery PVT LTD. to its customers? What are the primary expectation and concerns of customers from WL Delivery PVT LTD.?
6. Is there any sense of ambivalence in regards to a food delivery platform and its service amongst customers/potential customers? What measures are WL Delivery PVT LTD. taking to combat or adapt to this?
7. What are the main challenges faced by WL Delivery PVT LTD. to deliver on customer expectations?
8. What measures, if any are WL Delivery PVT LTD. doing specifically to contribute towards growth of food delivery service in Nepal? (sector as a whole)
9. Any emerging opportunities or threats in operation and expansion of the company and sector in general?

## Appendix 2. Survey for Customers of WL Food

# Customer Survey WL Food

This questionnaire is used only for research for student thesis and survey purpose by WL Foods. The participants or their data will not be isolated or shared with any third party.

### 1. Gender

*Mark only one oval.*

- Male
- Female
- prefer not to say

### 2. Have you ever made a purchase from WL Food?

*Mark only one oval.*

- Yes
- No
- Maybe

3. Are you satisfied with the service of WL Food?

*Mark only one oval.*

- Yes  
 No  
 Not applicable

4. Have you ever made a purchase from other food delivery platforms? (Check all that apply)

*Check all that apply.*

- Foodmandu  
 BhojDeals  
 Pathao  
 Khaanpin  
 Other: \_\_\_\_\_

5. What are the advantage of using WL Food for delivery?

\_\_\_\_\_

6. What are the disadvantage of using WL Food for delivery?

\_\_\_\_\_

7. Which channel you use to order from WL Food for delivery? (check all that apply)

*Check all that apply.*

- Website  
 Mobileapp  
 Facebook  
 Directcall  
 Whatsapp  
 Viber  
 Other: \_\_\_\_\_

8. Which payment method you use to order from WL Food for delivery? (check all that apply)

*Check all that apply.*

- Esewa  
 Khalti  
 Cash on Delivery  
 Other: \_\_\_\_\_

9. What is your average order size when you order from WL Food for delivery?

*Mark only one oval.*

- UnderNrs500  
 Nrs500-Nrs1500  
 Nrs1500-Nrs2500  
 OverNrs2500  
 Other: \_\_\_\_\_

10. Do you have any specific restaurant that you repeatedly order from?

*Mark only one oval.*

- Yes  
 No

11. Do you have any specific category that you repeatedly order from? (Check all that apply)

*Check all that apply.*

- Continental  
 Bakery  
 Sweets  
 Halal  
 Japanese  
 Biryani  
 Other: \_\_\_\_\_

12. Are you satisfied with service from WL Food overall?

Please rate your degree of satisfaction with service from WL from scale of 1 to 7 with 1 being fully satisfied and 7 extremely dissatisfied.

*Mark only one oval.*

Fully satisfied

\_\_\_\_\_

1

2

3

4

5

6

7

\_\_\_\_\_

Extremely Dissatisfied

\_\_\_\_\_

13. Are you satisfied with service from WL Food with their **deals/offers and discounts**?

Please rate your degree of satisfaction with service from WL with regard to offers, deals and discounts from scale of 1 to 7 with 1 being fully satisfied and 7 extremely dissatisfied.

*Mark only one oval.*

Fully satisfied

1

2

3

4

5

6

7

Extremely Dissatisfied

14. Are you satisfied with service from WL Food with their **Delivery time** during using their service?

Please rate your degree of satisfaction with service from WL with regard to their delivery time from scale of 1 to 7 with 1 being fully satisfied and 7 extremely dissatisfied.

*Mark only one oval.*

Fully satisfied

1

2

3

4

5

6

7

Extremely Dissatisfied

15. Are you satisfied with service from WL Food with their **Delivery quality** during using their service?

Please rate your degree of satisfaction with service from WL with regard to their delivery quality (packaging/hotness/freshness) from scale of 1 to 7 with 1 being fully satisfied and 7 extremely dissatisfied.

*Mark only one oval.*

Fully satisfied

1

2

3

4

5

6

7

Extremely Dissatisfied

16. Are you satisfied with service from WL Food with their **Pricing** during using their service?

Please rate your degree of satisfaction with service from WL with regard to their pricing from scale of 1 to 7 with 1 being fully satisfied and 7 extremely dissatisfied.

*Mark only one oval.*

Fully satisfied

1

2

3

4

5

6

7

Extremely Dissatisfied

17. Are you satisfied with service from WL Food with their **Courier interaction** during using their service?

Please rate your degree of satisfaction with service from WL with regard to their courier interaction from scale of 1to7 with 1 being fully satisfied and 7 extremely dissatisfied.

*Mark only one oval.*

Fully satisfied

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1

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2

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3

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4

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5

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6

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7

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Extremely Dissatisfied

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18. Would you recommend others to use WL Food for making a food delivery order?

*Mark only one oval.*

- Yes
- No
- Maybe

19. Where can WL Food improve best for your service?

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