Tampere University of Applied Sciences

Food Delivery Applications

Their Potential Contribution to the Traditional Catering
Sector After Covid-19 in France

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ABSTRACT

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The thesis presented to you focuses on the possibility that meal delivery applications bring a wider customer base to the traditional restaurant sector in France. Traditional catering here refers to establishments where the preparation of meals is done with care, and where the service is done at the table in a reception room. This subject is important and topical because the commercial catering sector is a key player in the French economy which has been negatively impacted by the Covid-19 crisis. The aim of the thesis was to provide a detailed explanation of the impact that food delivery applications could have on traditional restaurants, especially in times of a global pandemic. The pros and cons of using food delivery apps were suggested to draw a conclusion about whether traditional restaurants can use these delivery services. To achieve the desired objective, the main research question that was at the center of this thesis: Could these online meal delivery applications be profitable for traditional restaurants by helping them attract a wider clientele?

Through a market analysis and numerous interviews conducted, in addition to the target population of this operation, many advantages and disadvantages have been identified regarding a possible collaboration between delivery services and traditional catering. And despite the fact that restaurateurs see in these delivery services more disadvantages than advantages due to the aesthetic and instant nature of the services they offer, for delivery services it is possible to find a compromise by sacrificing aesthetics and relying on the taste of the dishes in order to reach a larger clientele.

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Key words: Traditional restaurants, Food delivery application

CONTENTS

1 INTRODUCTION

The arrival of Covid-19 has upset the economy in France but also in the world. In France, health restrictions like confinement have had a negative impact on the economy and the restaurant sector is no exception. Traditional restaurants characterized by table service have lost a lot by closing their establishments. However, in this crisis, fast food and delivery services have managed to hold their own.

The objective of this thesis is therefore to try to understand why meal delivery services have not been strongly impacted by the health crisis, but also to know if a collaboration between traditional catering and meal delivery could be beneficial.

To achieve this objective, several points will be analysed. First, the impact of the health crisis in France will be presented, but also the impact on the catering sector and delivery services in France. Next, the catering market will be analysed to set up goals and strategies that enable collaboration between traditional catering and delivery applications. The last point on which this thesis will focus is the opinion of customers. For this, a survey will be set up to obtain the opinion of potential customers and thus find arguments on the advantages and disadvantages of setting up this collaboration.

2 THESIS PLAN

2.1 Thesis Topic

This thesis focuses on the possibility that food delivery applications would bring a larger customer base to the traditional restaurant sector in France. Traditional catering refers to the preparation of meals with a reception room and table service.

This subject is important and topical because the commercial catering sector is a key player for the French economy. According to an article on the key figures and trends in catering (Simon D, 2021) on the Alioze website, but also according to an article on the "Comptable et restaurants" website (Fodé B, 2021), with the arrival of covid-19 and all the restrictions taken by governments, this sector has experienced a decline and many restaurants have had to go out of business. This thesis will try to explain if online applications could help traditional restaurants in the future in the event of a situation like that of the last two years.

2.2 Thesis Objective, purpose, and possible research questions

The objective for the thesis is to provide a detailed explanation of the impact that food delivery applications could have on the traditional restaurants, especially in times of a global pandemic. The pros and cons of using food delivery apps will be suggested to draw a conclusion on whether traditional restaurants can use these delivery services.

To achieve the desired objective, the main research question that will be at the center of this thesis: Could these online food delivery applications be profitable for traditional restaurants by helping them attract a wider clientele?

Through this question and because of the subject of this thesis, several sub-questions will be addressed for a better understanding of the subject:
- What is the impact of Covid-19 on traditional catering in Paris?

- What could make it profitable for restaurants to use this type of application?
- What are the potential issues with using an online application?

The first question on the impact of covid-19 on traditional restaurants will be an analysis of income variations between before and after Covid. This will highlight the problem of closing restaurants to the public for a long time.

The second question concerns the potential benefits that food delivery apps could bring to traditional restaurants. All benefit ideas will be considered before being compared to the results of the last question and identifying the most realistic ideas.

The final question will focus on the downsides of using food delivery apps for traditional restaurants. This question is more important since if the arguments of this one is irrefutable, it will directly answer the general question of the thesis which is: Could these online food delivery applications be profitable for traditional restaurateurs in helping them to attract a wider clientele?

2.3   Concepts and Theories

Through this thesis, several concepts and theories will be discussed and will be related to digital marketing. These theories will serve as a theoretical framework for the thesis. The term "digital marketing" will be explained here, along with the following concepts and theories: "SOSTAC", "5S's", "OVP Customer Perspective" and "Business to Business". Thanks to these definitions, readers will also have a better understanding of the subject and the crucial concepts that must be taken into consideration for this thesis.

2.3.1   Digital Marketing

According to an article on the Mailchimp website, Digital marketing is the promotion of brands to connect with potential customers using the internet and other

forms of digital communication. This includes not only email, social media, and web advertising, but also text and multimedia messages as a marketing channel.

Thanks to the International Journal of Management Science and Business Administration write by Phouzder K, it can be said that there are many differences between traditional marketing and digital marketing. Indeed, digital marketing includes online advertising, email marketing, social media, affiliate marketing, search engine optimization, pay per click, the results are to a large extent easy to measure, and a reasonably cheap and quick way to promote products and services. Digital marketing also brings wider reach for the client due to the use of technology from various clients. With this concept, there is also a possibility of going viral for the company using it. It could also be useful for restaurants to advertise more. Another difference that there is with traditional marketing is that customer responses or comments can occur at any time, which would allow restaurants to have the opinion of their customers in relation to the services they offer. (Phouzder, K. 2015, 71-72)

Linking traditional catering services with food delivery applications can justify the presence of Digital Marketing because these applications, thanks to the internet, would act as a link between customers and restaurants.

2.3.2 SOSTAC

According to author Sudarshan K (2013, 2), the SOSTAC model was invented by Paul Smith (2011) and represents the six most important elements for any business. SOSTAC stands for Situation, Objectives, Strategy, Tactics, Action, and Control.

Several articles offer us a lot of information about this model. (Sudarshan K and Lisa M. Robinson, 2013 and 2012)

The "S" for Situation Analysis highlights the current situation in which the company finds itself. It varies by subject. Indeed, if we dwell on a marketing plan, we

will consider information such as the current source of income, existing competitors and all the processes and policies in place.

The "O" for Objectives gives an overview of the objectives that will be set by the company. In other words, it is necessary to put words on the concrete objectives sought.

The "S" for Strategy provides an overall plan to achieve the desired goals. It is one of the most important components of the SOSTAC model. It is likely that this section of the analysis will take the most time.

The "T" of Tactics cuts the general plan of the strategy to study it in more detail. Here we define the tools that will be used.

The "A" for Action allows you to set up responsibilities, everyone's roles and deadlines for certain tasks.

The "C" in Control offers an easier way to track the progress of the plan and the various tasks. Here it is necessary to define how the success of the business will be measured, using various measures.

Each of the points highlighted by this concept can be adapted to the subject of this thesis. Indeed, by analyzing the situation of traditional restaurants before and after Covid-19, certain objectives will be put forward. Afterwards, a strategy and a tactic will be put in place and could be related to the use of food delivery apps.

2.3.3 5S's

According to the book eMarketing Excellence, (Dave C & Pr Smith, 2012, 22-23) but also the Marketing in a Digital World course (TAMK, Digital Marketing Roadmap), the 5S were presented as the 5 goals of digital marketing efforts: sell, serve, talk, save, sizzle.

"Sell" refers to the benefit that increased sales could be. By aligning with digital marketing, this goal can be achieved through wider distribution to customers you can't easily serve offline or perhaps through a wider product range than in-store.

"Serve" has the benefit of adding value to the service. Indeed, this objective helps to provide customers with additional benefits online or by informing product development through online dialogue and feedback.

"Speak" aims to bring the company closer to its customers. Indeed, it allows a dialogue with the customers via web forms, e-mail and database surveys. This objective also allows the realization of online market research through formal surveys.

"Save" refers to saving costs. This objective highlights the possibility of achieving through online communications, sales and service transactions to reduce personnel, printing and postage costs.

"Sizzle" represents the opportunity to extend the brand online. This objective could be achieved by offering a new proposition and a new online experience while appearing familiar.

The 5S concept is an essential component of SOSTAC because it intervenes in several stages of the latter.

Through this concept, we will explore how the use of food delivery apps may or may not increase traditional restaurant sales. We will also study how this collaboration could add value to restaurants or not, how it could bring them closer to their customers or not. We will also see if this will allow restaurateurs to save on their cost and increase their profits on transactions. Finally, thanks to this concept, we will also study the possibility that this collaboration will allow traditional restaurants to extend their brand online, to reinforce their brand values in a new medium.

2.3.4 OVP Customer Perspective

It is explained in the article on The Online Value Proposition (OVP) that the Online Value Proposition should reinforce the proposition and credibility of the main brand, but also show what customers would gain from the online services, which they would not obtain with the traditional service. (Dr Dave C, 2020)

According to the International Journal of Management Science and Business Administration, digital marketing has many benefits from a customer perspective. (Phouzder, K. 2015, 74-75)

First, it allows customers to benefit from the instant purchase option. Whereas with traditional marketing, customers would have had the advertisement and would have had to go to stores or restaurants to benefit from the product or service that attracted them, with digital marketing, customers can buy the product directly when they want it and have it delivered.

Another advantage for customers and that they would have clear information on products or services thanks to the visibility of social networks. Regarding the potential presence of traditional restaurants on food delivery applications, this would allow customers to be aware of the different dishes offered by restaurants, without having to travel.

Digital marketing would also allow easy comparison with other restaurants. Indeed, with the presence of the different restaurants on the food delivery applications, customers will be able to see which of the restaurants offers the best choices of dishes, the type of food and they will also be able to compare the prices between the restaurants without having been there before.

In addition, having the menus online would also allow customers to stay up to date with the products or services because the restaurants would make updates to the applications each time their menus change.

By studying this concept from the customer's perspective, we could define whether the use of food delivery apps for traditional restaurants is useful, entertaining, or completely unnecessary for customers.

2.3.5 Business To Business

Business To Business marketing or B2B marketing stands for marketing, where companies are also seen as targets. This represents all commercial activities that take place between two companies (wholesalers, resellers, etc.). In other words, and more generally, B2B concerns all the means used to connect one company to another to facilitate their mutual exchanges. In his book Business-to-Business Internet Marketing (2001, 7), Silverstein defines that in the B2B world there are individuals who are consumers but have taken on the added responsibility of evaluating and purchasing products for the business to which they work or which they own. Thus, there is in principle an individual who has his own opinion and his own needs, which means that in the end, in B2B marketing, there is also an individual customer who makes the purchase decision on behalf of the company. However, the B2B buying process is more complicated than that, as there are usually many people that impact the buying decision. It is important to understand the concept of B2B marketing as this is the business area where the commissioning company operates.

The presentation of this concept is evident from the fact that the subject of this thesis concerns the connection of food delivery companies such as UberEATS or Deliveroo, with traditional catering companies.

2.4 Working Methods and Data

The first data will be collected on websites. Indeed, the author will first research the key figures relating to traditional restaurants in Paris between 2019 and 2022. These data will be analysed to highlight the impact that Covid-19 has had on the catering trade in France and Paris. An interpretation of these data will be performed and presented in this thesis.

Another means of data collection that will be carried out in this thesis is the survey. This survey will be distributed on social networks such as Instagram, Twitter, Snapchat or even Facebook to reach a target of young people. Indeed, one of the main targets of this project is young people between 18 and 30 years old. According to the "Scribbr" website, a survey is asking questions of a group of people in-person, over-the-phone or online. This data collection method will provide statistics on the percentage of customers who might be interested in ordering food from their favourite traditional restaurants on delivery apps. Indeed, this survey will focus on the perspective of customers regarding the possible collaboration between food delivery applications and traditional restaurants. By analysing these results, we could identify arguments that could be in favour of this collaboration, or arguments that could be against.

2.5   Thesis Process

Here, the author will explain how the thesis process will take place. The first chapter will be devoted to the introduction of the thesis. The second chapter is the thesis outline, where the reader gets an overview of the aim and purpose of the thesis and the necessary theories and data collection method. The third chapter will focus on the more detailed presentation of the various topics covered, namely: the impact of Covid-19 on the traditional catering business, food delivery applications. Chapter four will focus on the SOSTAC Analysis. Chapter five will present the different methods of data collection, the data collected and the analysis of this data. Chapter six will use the analysis of the data obtained to better argue on the advantages and disadvantages of a collaboration between traditional restaurants and food delivery applications. The chapter seven will include the conclusion.

3 Food Delivery Applications and Traditional restaurants after the Covid-19 crisis

3.1 The impact of Covid in France

Appeared at the beginning of 2020, coronavirus disease 2019 (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus. This disease is highly contagious and deadly. According to CSSGEISandData/Covid-19, more than 510 million cases of covid-19 have been detected worldwide, including more than 6.22 million deaths. In France alone, 27.6 million cases have been detected and the death toll is over 142,000 (CSSEGISandData/Covid-19, 2022).

Upon his arrival, to deal with this unprecedented crisis, the French government implemented numerous health measures and restrictions to prevent the spread of the virus (Government, 2021). It was on 02/28/2020 that the government declared Covid-19 to be a "case of force majeure" for companies. Following this declaration and the numerous advice given by the French authorities, including the President of the Republic, many decisions have been taken to move the health crisis management plan from phase 1 to phase 2. One of these decisions being the ban on gatherings of more than 5,000 people in enclosed spaces from 29/02/2020 which passes to a ban on gatherings of more than 1,000 people not essential to the continuity of the life of the Nation on 08/03/2020 to finish on the announcement of the ban on gatherings of more than 100 people by the Prime Minister on 03/13/2020.

On 03/16/2020, the government announced the implementation of a confinement in France which lasted until 06/11/2020. In addition to this confinement, many other measures have been put in place such as new confinements or the closure of many businesses. Indeed, on 03/14/2020, the French Prime Minister announces that "from midnight tonight", and until further notice, "all places open to the public that are not essential to the life of the country" will be closed. Thus, as of today and for many months, bars, restaurants, cinemas, and all "non-essential" businesses have been closed. The journalist Léa Sanchez of the magazine "Le Monde" felt the closing time of these different businesses. Restaurants and major

museums have a total closure period of 7 months and 6 days. The bars have a total closure period of 7 months and 12 days. As far as cinemas are concerned, they have a total closure period of 7 months and 26 days. Finally, the discotheques remained closed for 1 year and 1 day. These places being areas of contamination at risk, their closure was, according to the government, the only way to limit the spread of Covid-19 in France. The only exception was made for restaurants that were permitted to serve take-out only (Léa S, 2021).

3.2 Covid-19 Impact on Restaurants

As explained above, restaurants are among the businesses most affected by the arrival of Covid-19 in France, due to their closure for a period of 7 months and 6 days. Many sources and studies agree that the Covid-19 restrictions have also resulted in an unprecedented loss of jobs and income, leading to millions of jobs and billions of dollars in lost potential income (Kaitano D, Godwell N & David C, 2020).

According to a study by Science Po OFCE on the Assessment as of May 6, 2020, of the economic impact of the COVID-19 pandemic and containment measures on the labor market in France, the administrative closure of non-essential businesses has impacted directly 1.8 million employees and 330,000 self-employed. In addition, with more than 700,000 people affected (600,000 employees and 120,000 non-employees), the traditional catering sector is the sector most affected by the administrative closure of so-called non-essential businesses (Bruno D and Pierre M, 2020).

Many sources and studies allow us to extract important figures that reflect the negative impact that Covid-19 has had on the traditional catering trade in France (Modelesdebusinessplan.com, 2022). These data highlight the fact that there are nearly 175,000 restaurants in France, nearly 63% of which are part of traditional catering, i.e. 109,591 restaurants (Fodé B, 2021). Following the health restrictions that appeared to compensate for the spread of Covid-19, and therefore the closure of these 175,000 establishments for a period of 7 months and 6 days,

the catering sector recorded a drop of 38% in value and 35% in attendance compared to 2019. Indeed, according to data from The NPD Group, the catering market in France recorded an annual turnover of 35.6 billion euros for the year 2020 against a turnover of 50.4 billion euros in 2019.

3.3 Food Delivery Applications during Covid-19

Unlike the traditional restaurant business, which suffered a lot from the arrival of Covid-19, the fast-food business managed to resist and hold on. Where traditional catering lost almost half of its turnover in 2020, fast food only lost a quarter in value and visits. This resistance is explained by take-out and delivery. Indeed, delivery has increased by 25% over the year 2020 (Mélanie G, 2021). Due to the balance between sanitary measures and the contactless nature of the delivery service, this method could only be the perfect solution to compensate for the closure of catering establishments.

In addition, according to Maria Bertoch, foodservice expert at The NPD Group: "Takeaway is truly the flagship segment of 2020 and we can say that Covid-19 has given it a boost. It has doubled its market share in the table catering circuit, going from 15% in 2019 to 30% in 2020, and has enabled many establishments to limit their losses" (Mélanie G, 2021).

Despite everything, some traditional restaurants have used delivery services during the health crisis so as not to have to remain closed all the time.

4 SOSTAC Analysis for the Traditional Restaurants

4.1 Situation Analysis

As explained above, the Covid-19 crisis has had a more than negative impact on the traditional catering sector. If in 2021, we note a 1.7% increase in spending by French people on eating out, but also an increase in visits to places of 0.8% (Immopro, 2022), we are still far from the figures reached before 2020, the year of confinement and the closure of all establishments.

The traditional catering sector has many advantages such as the fact that by going there, customers do not have to cook and therefore do not have to do the dishes. In addition, going to a restaurant is an opportunity to discover new flavours while spending time with family or friends. However, this sector also has some weaknesses such as generally high prices, but also the fact that people do not always have time to visit culinary establishments.

Despite the advantages stated above, traditional catering faces many threats such as the loss of customers who might be more attracted to fast food. Another threat that could upset the traditional restaurant sector could be the closure of establishments. Indeed, the Covid-19 crisis and all the restrictions that followed showed us that restaurants were not immune to a sudden closure causing them to lose a lot of money. In addition, the sudden and unexpected nature of a health crisis does not make it possible to predict whether a new crisis will appear soon or not. To overcome this, the traditional catering sector could diversify by developing its take-out services. Indeed, several sources tell us that during confinement in France, while traditional restaurants were closed, fast food establishments via take-out and delivery services remained in operation, not causing them to lose as much income. than traditional restaurants.

TRADITIONAL RESTAURATION IN FRANCE

Purpose of the Analysis

SWOT Analysis

Strengths
- People don't have to cook
- Customers don't have to do the dishes
- An opportunity to discover new flavors
- Opportunity to spend time with family/friends

Weaknesses
- Often high prices
- People don't always have time to go there

Internal Factors

External Factors

Opportunities
- Development of take-out sales
- Supply of local products
- Communication and transparency on safety and hygiene

Threats
- Closure of establishments
- Loss of customers
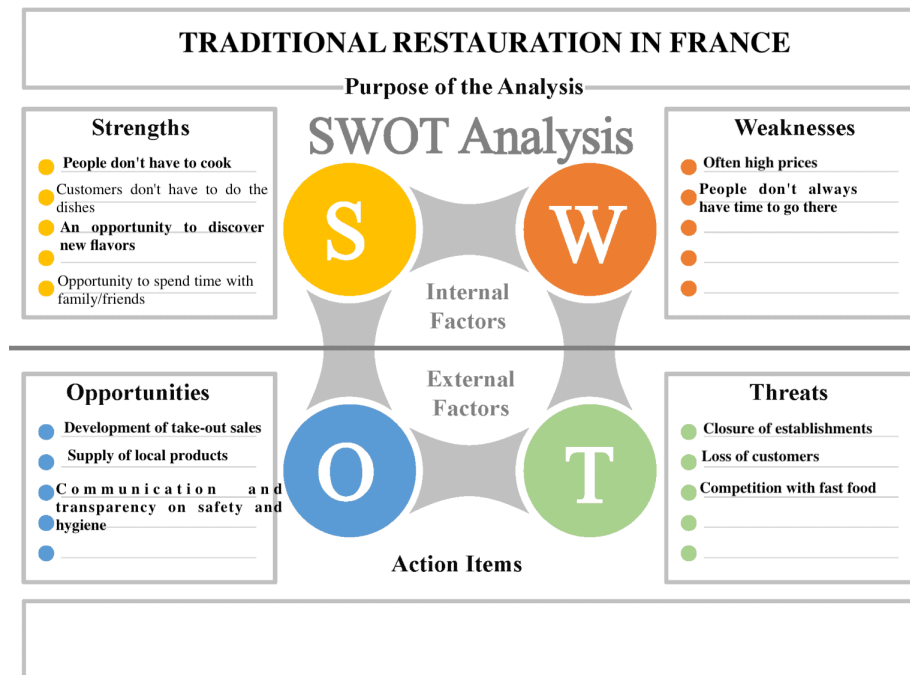- Competition with fast food

Action Items

Table 1. SWOT Analysis for the Sector of Traditional Restauration in France

4.2 Objectives

When we talk about goals, we must try to analyse the current situation and understand where we want to be. To do this, you must go through the realization of the 5S Objectives relating to the project.

4.2.1 Sell

Selling remains the primary objective of any marketing strategy since the goal for any business is to make a profit.

Today, for the traditional catering sector, the only means of sale is table service within the premises of the establishment. Being the main topic of this thesis, linking traditional catering with food delivery apps could be a way for restaurants to diversify their business as well as expand their sales potential. Indeed, in addition to table sales, traditional establishments could add take-out or delivery to their recipes.

4.2.2 Speak

Communication through Social Networks allows companies and consumers to maintain a permanent dialogue. This dialogue allows brands to have instant feedback from customers, but it also allows customers to be heard easily by companies.

In the context of a collaboration of the traditional restaurant sector with food delivery applications, the presence of a restaurant rating space is interesting. Indeed, after delivery, customers have the choice to rate their order and leave a comment if necessary. This action is a way to refer the best restaurants to the applications in order to offer them more often to other customers, but it is also a way for restaurants to have the opinion of their customers and thus create a link between them.
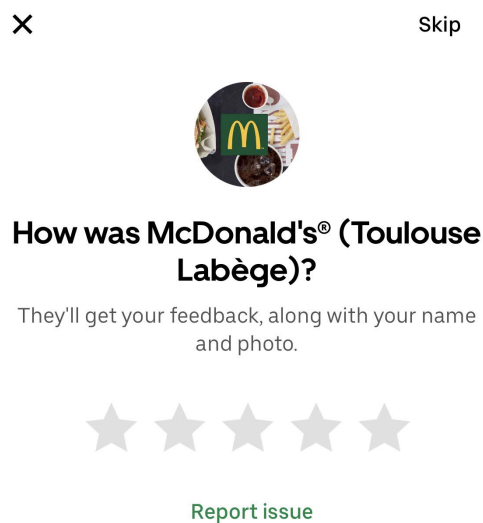

PICTURE 1. Screen capture of McDonald's rating (UberEats, 2022)

4.2.3 Serve

By making life easier for their customers, companies convey an image of trust and could also gain notoriety. Moreover, there is a chance that customers who

appreciated the service will remember the company and use it again. So, "Serve" would make it possible to gain notoriety, loyalty, and acquisition.

As part of this thesis, customers could have access to the different menus and services of traditional restaurants without having to travel and this through delivery applications. In addition to having the possibility of tasting food from a restaurant while being at home, delivery applications regularly offer promotion codes that allow customers to order their food at lower prices.
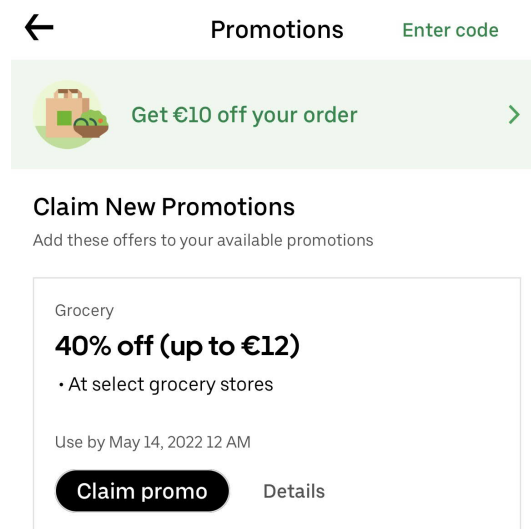
PICTURE 2. Screen capture of promotions (UberEats, 2022)

4.2.4 Save

By using online marketing, businesses can save a lot of money by reducing communication on traditional channels like television.

As part of our thesis, delivery applications would allow restaurants to save communication thanks to the online visibility that the applications would offer them. Plus, restaurants won't need to dramatically expand their space or staff. Indeed, even if the main activity of traditional restaurants remains table service, the fact of setting up home delivery via dedicated applications would not affect the number of places available on the premises of the establishment, nor the number of servers made available. Restaurants would save money while increasing sales.

However, one of the sectors that could be impacted is that of chefs who may need to be more numerous if the number of online orders increases sharply.

4.3 Strategy

To arrive at an appropriate strategy, the question must be answered: how do we get there? For this, an analysis of segmentation, targets and positioning is necessary, as well as the definition of the OVP and the various tools useful for carrying out the strategy.

4.3.1 Segmentation

According to a study by various on the analysis of segmentation, targeting and positioning in the hospitality industry, market segmentation is the act of identifying and forming different groups of buyers who may demand products and/or or distinct marketing strategies. Market segmentation can then be interpreted as the division of a heterogeneous market into more homogeneous groups, which have similar marketing response needs or characteristics (Muhammad Ichwan M, Mr. Ikhwan Maulana H, Muhammad Ilham Wardana H, Muh. Iqbal B, 2019).

There are many ways to segment the market. According to Moutinho L. (2000), there are three categories of market segmentation:
- Demographic segmentation: Geography is used as a proxy for a variety of demographic, cultural and socio-economic characteristics that make the behaviour of people in one country different from another. Demographics also include age/generation, gender, location (urban, suburban, rural), religion, and income. Indeed, some characteristics are specific to their demographic habits.
- Psychographic Segmentation: Psychographic data, also known as Lifestyle and Activities, Interests and Opinions (AIO) data, attempts to provide a detailed understanding of consumers in terms of lifestyle. They consider people's daily activities, hobbies, hobbies, interests, opinions, and attitudes.

- Behavioural segmentation: It classifies the buyer according to the knowledge, attitudes and benefits that customer seek when purchasing a service or product.

The restaurant industry is no exception to this principle. Indeed, tastes and colours being different for everyone, it often happens that there are disagreements between friends when it comes to choosing a restaurant or going to eat. Therefore, it is important for restaurant marketing to segment this market. As part of this thesis, we will use demographic segmentation for restaurants presented by the RestoHub site (2018). According to them, it is possible to segment the market according to age/generation, location, and income.

When it comes to segmentation based on generation, there are 4 groups of customers. The first is Generation Z (born between 1995 and 2014). This group is characterized by the fact that they prefer fast and casual restaurants and have grown up with digital technology. The second is called the Millennials (born between 1980 and 1994). They are characterized by the fact that they eat out more often than the general population. Indeed, 53% of them go out to eat at least once a week. Additionally, they prefer fresh and natural ingredients and prefer casual and sophisticated fast food to traditional fast food like McDonalds. The third group is called Generation X (Born between 1964 and 1980). They are characterized by placing a high value on family meals and not being as digitally savvy as their millennial and Gen Z counterparts. boomers (born between 1946 and 1964). They are characterized by the fact that they spend a lot of money to eat in restaurants and that they are not good with technology.

Regarding the segmentation according to location (RestoHub, 2018), 4 groups can be identified. The first is that of urbanites. It is suitable for people who combine commercial and residential restaurants. For this group, the competition with other restaurants is greater, but so is the population density. Their income levels vary.
They are more likely to browse menus online, try a new restaurant, or be influenced by social media and online reviews. The Banlieue group corresponds to families, Generation X and the baby-boomer generations. They have a middle-class income and come to the restaurant in large groups or as a family. The Rural

group corresponds to people who are often regulars, families, baby boomers, all with middle class incomes. These customers are less likely to use review sites, try a new place, or be influenced by social media and online reviews. However, they are more likely to eat out as a family. The last group represents tourists who are characterized by the fact that they often pay in cash, have a strong interest in monuments and like to savour a luxury experience or, on the contrary, a quick meal.

Finally, the segmentation about revenue. There are 3 groups of individuals. The first represents individuals with a high income. They are characterized by frequently checking online menus before committing to a restaurant, being more likely to dine at a restaurant they have never been to and being swayed by negative reviews online. Then, people with an average income are characterized by the fact that they are also likely to dine in a restaurant where they have never been but also to go to fast food. They nevertheless consult online sources before going to a new restaurant. Finally, people with low incomes are less disturbed by negative reviews but can still be influenced by them.

4.3.2 Target & Positionning

According to Moutinho L. (2000), the target market decision is the fact of choosing target consumers for a product-market towards which a company will direct its marketing program positioning strategy.

Following the analysis of the restaurant market and the previous presentation of the different segmentations, it can be concluded that the target clientele of traditional restaurants is Millennials, Generation X and Baby Boomers. Going further, we could also say that it is the Suburbs, the Rurals and to a lesser extent, the tourists. However, the objective of this study is to offer traditional catering a new target and the one that remains to be reached is generation Z. Indeed, by positioning itself on meal delivery applications, traditional catering could reach a target who, as explained above, are characterized by the fact that they prefer fast food and that they grew up with digital. With delivery services, Gen Z customers would have access to fast door-to-door service because they wouldn't have to

travel. Also, being used to the technology, they would have no problem using the different delivery apps like UberEats, Deliveroo, Just Eat and others in France. When targeting Gen Z, online prevalence on social media and online review sites is imperative

4.4   Tactics, Action & Control

To answer the tactic aspect of this study, you must answer the question: "How do we get there?". We must explain how traditional restaurants can integrate food delivery applications to reach a new target or to continue their activity in the event of a new health crisis.

First, the restaurant must fill out a form on the application's website requesting some information about the establishment. On Deliveroo for example, it is asked:
- Restaurant name
- Restaurant address
- City
- Postal code
- Country
- Activity category
- Do you currently offer delivery?
- Number of establishments
- Type of cuisine
- Surname & first name of the applicant
- E-mail address
- Phone number

PICTURE 3. Screen capture of the form to become a partner of Deliveroo (Deliveroo, 2022)

All this information would allow delivery applications to better identify the requesting restaurant and in the event of collaboration, they could better refer them to the customers most likely to be interested. Subsequently, in case of collaboration, the restaurant will have to upload its menu.

The advantage of this collaboration is that there is no need to make a huge communication on it. Indeed, all the restaurants in partnership with delivery applications are initially present on the application and highlighted, but some can also put a sticker on the front of their establishment, informing of the collaboration with a delivery application. delivery.

PICTURE 4. Just Eat partner house sticker

In a collaboration between a restaurant and a delivery application, the roles of each are well defined. First, the customer goes to the application where he has access to the restaurant's complete menu and where he can choose, order, and pay directly for what he wants to order. Following payment, the application sends the order to the restaurant concerned, which begins the preparation of the dish(es). A delivery person sent by the application goes to the restaurant to pick up the order, then delivers it to the customer. In this system, the restaurant only must receive the order, prepare it, and then send it to the delivery person. The process is not much different from what they usually do and therefore does not entail a significant additional workload.

Regarding control and to answer the question: "How do we monitor performance?", the presence of a rating and problem signalling system can help the restaurant but also the application to control the level of customer satisfaction, as well as to identify the various problems that could harm their business.

5   Methods of Data Collection

5.1   Survey on OVP Customer Perspective

The objective of this survey is to know the opinion of Generation Z customers on food delivery applications, to know their frequency of use of the latter, but also to know if they would use them to order food. food from traditional restaurants.

This survey will be useful to us in the sense that the opinion of customers is important if we want to establish ourselves in a market. If customers are not receptive to the offer, there will be no demand and any policy changes that might be made would have been for naught.

The survey was put together with the help of the "Surveymonkey" website. Survey Monkey is a website for formatting surveys, collecting responses, and analysing the results obtained. The disadvantage with this website is that to use it fully, you must pay a subscription. Without the subscription, a limit of 8 questions per survey is imposed, but there is also a limit of 40 answers that can be analysed.

5.1.1   Survey Form

As part of this survey and to receive useful and satisfying information, as well as after studying the literature on "Measuring Customer Satisfaction", eight questions have been prepared.

The first question is "How old are you?". The possible answer choices are:
- Less than 18
- 18-25
- 26-35
- 36-55
- More than 55

This question is important because it makes it possible to determine whether the respondents are part of the age group targeted by our study, i.e., Generation Z.

The second question is "How often do you use food delivery apps?". The possible choices are:

- Less than 1 per week
- 1-5 per week
- More than 5 per week

This question is important because it allows you to know if the respondents are already used to these delivery applications, but also to know their frequency of use. Thanks to this, we could know if they are legitimate to answer other questions about collaboration with traditional restaurants. Indeed, even if their opinion also counts, it is more relevant to consider the opinion of a person who uses delivery applications a lot than a person who never uses them.

The third question is "How often do you go to the restaurant?". Possible questions are:

- Less than 1 per month
- 1-5 per month
- 6-10 per month
- More than 10 per month

This question allows us to know if the respondents are used to traditional restaurants or not. Indeed, the opinion of people who never go there is not very relevant.

The fourth question is "What drives you to go to a restaurant?". The possible answer choices are:

- Discover new flavours
- The atmosphere of the establishment
- Do not cook
- Having good time with friends or family
- Other (they can specify in a text field)

This question makes it possible to understand the reasons customers have for going to a restaurant. Depending on the answers, we can determine if the place is inevitable to enjoy the food of these traditional restaurants.

The fifth question is "What are the reasons that prevent you from going to a restaurant more often?". The answer choices are:

- Lack of time
- Lack of money
- Waiting time
- Other (they can specify in a text field)

This question helps us to know what the areas of progress on which restaurants could work. Depending on the answers, we could know if our study could provide a solution to the problems.

The sixth question is "Would you like restaurants (excluding fast food) to be available on delivery apps?". The answer choices are simple:

- Yes
- No

Going directly to the heart of the matter, this question allows you to know if the collaboration between traditional restaurants and delivery applications is viewed favourably by customers. Indeed, if customers do not approve of this idea, there would be no reason to implement it.

The seventh and eighth questions directly answer the sixth:

- If yes, why?
- If no, why?

A text field is present for respondents to share their opinions. Thanks to the answers, we could obtain arguments on the pros and cons of setting up this collaboration.

5.1.2 Interpretation of the results

The survey was shared by the thesis author on social networks such as Twitter, SnapChat, Instagram and Facebook over a period of one week. These social networks are the applications most used by young people and are therefore the best way to reach the target audience, i.e. Generation Z. A total of 52 responses were obtained, but as previously explained, given the restrictions imposed by the SurveyMonkey site, only 40 responses can be analysed. (Appendix 1. Survey Result)

Regarding the first question which relates to the age of the respondent, 5% declared to be under 18 years old, 87.5% declared to be between 18 and 25 years old and 7.5% declared to be between 26 and 35 years old.

For the question "How often do you use food delivery apps?", 60% of respondents say they use delivery apps less than once a week, while the remaining 40% say they use them between 1 and 5 times a week.

35% of respondents answered, "Less than 1 per month" to the question "How often do you go to the restaurant?". 60% of respondents said they go there between 1 and 5 times a month, while the remaining 5% said they go there between 6 and 10 times a month.

Regarding the question "What drives you to go to a restaurant?", 10% of respondents say they go there to discover new flavours, 10% for the atmosphere of the restaurant, 17.5% not to have to cook and 60% say they go there to spend time with friends or family.

To the question "What are the reasons that prevent you from going to a restaurant more often?", 22.5% of respondents say that the reason that prevents them from going to a restaurant more often is lack of time, 67.5 % talk about a lack of money, 5% talk about the waiting time which is often long and 5% talk about too many people in these places.

Finally, to the question "Would you like restaurants (excluding fast food) to be available on delivery apps?", there were 77.5% of "Yes" and therefore 22.5% of "No". Several arguments for or against have been given. For example, in terms of the argument for Yes, we have:
- The fact that there will be more choice
- The fact that it will be easier than moving
- The quality of the food which would be better than that of fast food

In terms of the argument against a collaboration between traditional restaurants and delivery apps, we have:
- The fact that going to a restaurant is a pleasant experience in terms of atmosphere, customer service and advice and is not just about the food

- The quality of the food could be deteriorated
- The possibility of restaurants losing credibility

By taking a step back and analysing the results obtained, we can certify that the target audience was affected by the 87.5% of respondents aged between 18 and 25. Through the results obtained, we can also observe that respondents often use food delivery applications and often go to a restaurant, as evidenced by the 60% who go there between 1 and 5 times a month. These responses make the survey and subsequent responses credible in that they are legitimate to give an opinion on services they often use. Although one of the main reasons people go to a restaurant is to have a good time with their friends or family, it can be noted that some reasons do not require going directly to a restaurant as does discover new flavours or not have to cook. In addition, the lack of time makes it difficult for some people to travel to traditional restaurants. This is therefore, in addition to having a greater diversity of choice, the reason why 77.5% of respondents would like to be able to order food from traditional restaurants on delivery apps.

5.2 Interviews

To have a better argument but also to have a better point of view, an interview was made with someone working in the restaurant sector. Indeed, it is important to have the point of view of people directly involved in the restaurant sector.

5.2.1 Helene Darroze's Interview

According to her wikipedia file, Hélène Darroze is a French chef. She has 5 Michelin stars and three restaurants, Hélène Darroze at Connaught in London with 3 stars, Marsan by Hélène Darroze in Paris with 2 stars and Hélène Darroze at Villa La Coste in Provence with 1 star. An interview was arranged with her and the subject was delivery for gourmet restaurants. This interview was conducted by the author of this thesis through an appointment on Zoom at the end of May, due to the short time available to Mrs. Darroze. Her opinion is as follows: "In my

opinion, a gourmet restaurant is a kitchen by the minute so it's much more complicated to set up delivery services than a bistro or fast-food kitchen. Gourmet cooking for me is very difficult in delivery. We did it in London but it's still difficult because it needs a lot of capacity, a lot of explanations. To be able to put this in place, you really have to study the question as well as the market. For me it is not really conceivable due to the absence of all the added values present in the establishments, that is to say the proposal of services, the proposal of wines etc. Moreover, it is not a kitchen that heats up, but more a kitchen that is eaten in the moment." (Helene D, 2022)

5.2.2 Samuel Kuadjovi's Interview

Samuel Kuadjovi is a Franco Togolese chef working in the prestigious restaurant "L'atelier de Joel Robuchon" in Paris. During an interview with him, several topics were discussed such as the possible collaboration between restaurants and delivery services. This interview was conducted by the author of this thesis through messages exchanged on Whatsapp at the end of May.

Mr. Kuadjovi's opinion is that although during the Covid-19 crisis, the restaurant in which he works was considering installing a delivery service (which did not take place due to lack of employees present at that moment), there would be more inconvenience to do a delivery service. Indeed, according to him, the travel time would be too long for this type of cuisine, which could affect the quality of the dishes. (Samuel K, 2022)

As can be seen, restaurateurs are pessimistic about including delivery service in their business. This pessimism is understandable due to the instant nature of the food they offer.

6 Advantages and disadvantages of a collaboration between traditional restaurants and food apps

6.1 Advantages

After much research, several advantages can be observed in a collaboration between food delivery services and traditional restaurants.

For example, as explained above, the closure of catering establishments in 2020 in France had a strong impact on traditional catering, which was limited to table service, and which could therefore no longer take place during this period. However, fast food establishments that included delivery in their services were able to continue to generate income because their activity could continue even without the establishment being open to the public. The traditional restaurant, collaborating with delivery applications could in the event of a crisis and the closure of the establishment, continue to operate and should not remain closed for several months to lose income by not developing assets.

Another benefit of a collaboration could be customer expansion. As explained above, to have Generation Z as a target clientele, you must adapt to it and therefore digitize part of the service. By collaborating with delivery apps, traditional restaurants could reach new customers who would not take up space in their establishments, while keeping their regular customers who go directly to the restaurants.

From the customers' point of view, the presence of traditional restaurants on delivery apps is advantageous because initially, customers accustomed to ordering on apps would have a wider choice, but also the possibility of having meals from better quality. Secondly, for customers of traditional restaurants, this could be an advantage because even if they don't have time to go there, they would have the possibility of ordering online. Indeed, they would not have to move to access their favourite dishes.

6.2 Disadvantages

As with the advantages presented above, it is after much research that disadvantages to the collaboration between traditional restaurants and delivery applications are discovered.

Initially, according to restaurateurs, the very essence of traditional catering is the provision of service, table service, the presentation of dishes, wines offered by the waiters, etc. With the presence of traditional restaurants on delivery applications, all these services would not take place for this service and the restaurants would therefore lose part of their identity, their DNA. In addition, the transport of dishes over long distances by vehicles that are not necessarily suitable could deteriorate the quality and appearance of these dishes, which could negatively alter the judgment of customers on the restaurant from which the dishes come.

Another disadvantage could be vis-à-vis customers who, according to the survey carried out, consider restaurants as a meeting place where they can share moments with their friends or relatives, but who, with the presence of traditional restaurants on delivery apps could see their experience or perception of it tainted. However, the delivery service would not interfere with the basic service and therefore customers would not have to worry about it.

7   Conclusion

In conclusion, we see that the Covid-19 has had a negative impact on the global economy and in France. The restaurant industry is no exception. However, while traditional catering could not thrive due to the restrictions, fast food continued to produce thanks to the delivery service which respects the principle of social distancing. Following this observation, we wonder if a collaboration between traditional catering and delivery services a good idea would be.

Moreover, despite the many advantages offered by traditional catering, there are nevertheless certain disadvantages such as the fact that people do not always have the time to go directly to the establishments to eat there. This drawback highlights an opportunity that traditional catering could seize: developing the delivery service.

This collaboration could meet fixed marketing objectives. At first, it could allow to sell more. Then, the marketing communication of the restaurants would be done directly thanks to the delivery applications which would make it possible to reach more people than the regulars. Then, it would make it possible to offer a service both to customers present and to those unable to travel. And finally, this collaboration could meet the objective of saving money because despite a potential increase in customers and therefore income, the number of employees will not increase because the delivery would be done by another company.

By analysing the restaurant market, the opportunities to be seized and the opinion of potential customers, we can bring out arguments against the collaboration between traditional restaurants and delivery applications, but also arguments for this collaboration. Indeed, if the delivery of the dishes can alter the presentation and the taste of the latter (which is the DNA of traditional restaurants), there are also advantages to collaborating. As a first step, traditional restaurants could expand their customer base by targeting the more digitally minded Generation Z, without affecting their core business, table service. In addition, these restaurants would be guaranteed to continue their service in the event of a health crisis, as fast food did despite the closure of establishments in 2020 thanks to the delivery service.

The results obtained are consistent with the information collected presented previously. Indeed, delivery services, in a broad sense, are an effective way for restaurants to expand their audience and diversify. However, the difference with previous research lies in the opinion that restorers have on the question. Indeed, thanks to the interviews conducted, we understand that traditional restaurant owners are not really interested in delivery services except in cases of force majeure (such as a health crisis). These restaurateurs see in these delivery services more disadvantages than advantages due to the aesthetic and instantaneous nature of the services they offer but with an open mind, it is possible to find some solutions or for delivery services, sacrificing aesthetics and relying on the taste of the dishes in order to attract more customers.

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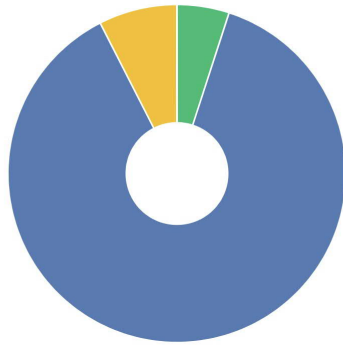Simon D, 2021 , Chiffres clés et tendances de la restauration en 2021 - Read on 06/05/2022 - https://www.alioze.com/chiffres-restaura-

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APPENDIX

Appendix 1. Survey Result

1. How old are you

Répondue(s) : 40   Ignorée(s) : 0

Less than 18	5%	2
18 - 25	87,5%	35
26 - 35	7,5%	3
36 - 55	0%	0
More than 55	0%	0

2. How often do you use food delivery apps?
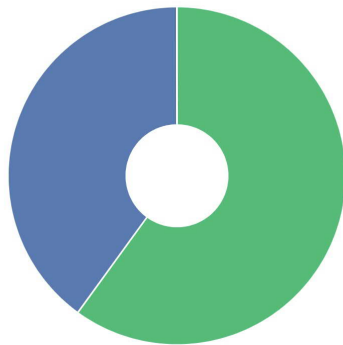
Répondue(s) : 40   Ignorée(s) : 0

Less than 1 per week	60%	24
1 - 5 per week	40%	16
More than 5 per week	0%	0

3. How often do you go to the restaurant?
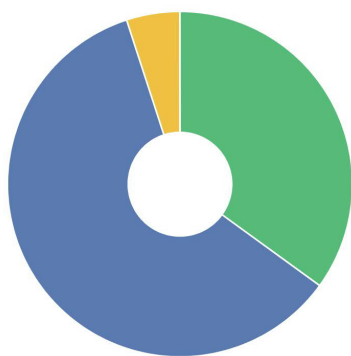
Répondue(s) : 40   Ignorée(s) : 0

Less than 1 per month	35%	14
1 - 5 per month	60%	24
6 - 10 per month	5%	2
More than 10 per month	0%	0

4. What drives you to go to a restaurant?
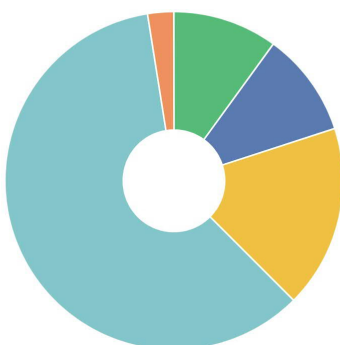
Répondue(s) : 40   Ignorée(s) : 0

Discover new flavors	10%	4
The atmosphere of the establishment	10%	4
Do not cook	17,5%	7
Having a good time with friends or family	60%	24
Other (please specify)	2,5%	1

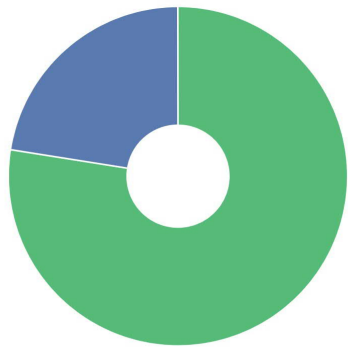**5. What are the reasons that prevent you from going to a restaurant more often?**
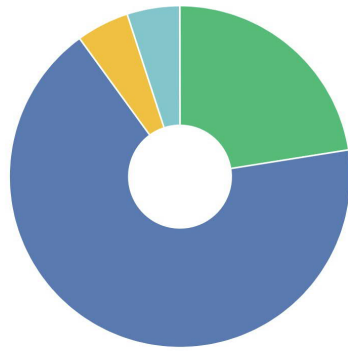
Répondue(s) : 40   Ignorée(s) : 0

Lack of time	22,5%	9
Lack of money	67,5%	27
The waiting time	5%	2
Other (please specify)	5%	2

6. Would you like restaurants (excluding fast food) to be available on delivery apps?

Répondue(s) : 40   Ignorée(s) : 0

Yes	77,5%	31
No	22,5%	9

Appendix 2. Samuel Kuadjovi's Interview

The interviews went as follows:

Author: During the health crisis in 2020, was the restaurant you work in active? (Did it continue to sell despite the closure of establishments?)

Samuel: No, the restaurant was completely shut down during the 2020 health crisis.

Author: Have you thought about using delivery services to be able to continue the activity?

Samuel: Yes, we thought about it, but we didn't put it into practice because most of the staff were not present in Paris.

Author: Do you think there are more advantages or more disadvantages to using delivery services?

Samuel: In my opinion there would be more inconvenience to do a delivery service. Indeed, the travel time would be too long for this type of cuisine, which could affect the quality of the dishes.