

Assessment 1



24748 - Deliver Customer Value - Spring 2024

me & u



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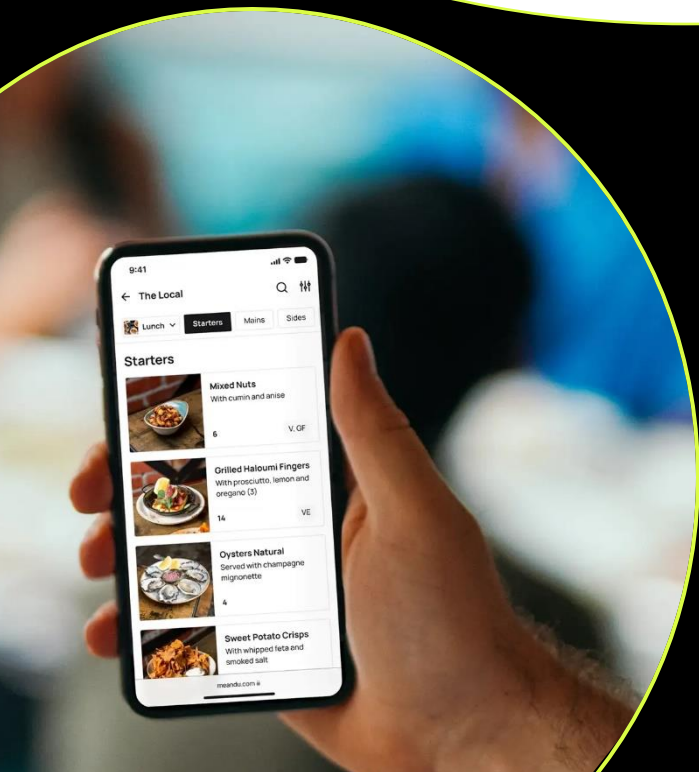


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1. Introduction and Company Background

Company Overview

Me&U is an innovative leader in digital hospitality, offering a unified platform that integrates ordering, payments, and customer engagement. This solution enhances operational efficiency and customer satisfaction by allowing patrons to view menus, place orders, and make payments online. The platform minimizes order errors and supports sustainability, while its Customer Relationship Management (CRM) tool strengthens restaurant-patron relationships and provides valuable insights. As Me&U grows globally, it continues to advance hospitality technology.



Fig 1:- Me&U Team at the Future of Hospitality Conference in Auckland

Early Growth and Success

Founded in 2018, Me&U and Mr Yum emerged as major players in digital hospitality. Mr Yum, based in Melbourne, gained popularity with its QR code technology for contactless ordering, crucial during the COVID-19 pandemic. Me&U, headquartered in Sydney, offered a unique combination of seamless ordering and a comprehensive marketing tool. The companies developed a competitive rivalry as they expanded their market presence.

Funding and Expansion

Both startups attracted substantial investment: Mr Yum raised \$89 million in Series A funding in 2021, while Me&U secured \$66 million from prominent backers. These investments supported their service enhancements and international expansion efforts.

Merger

The merger integrated Mr Yum's technological expertise with Me&U's marketing strengths, creating a more comprehensive platform that improves both ordering and customer engagement.



Fig. 2: Me&U Team on Day 1 after their merger with Mr.Yum at their Sydney office

Current Position

According to the Australian Financial Review, the merged entity now generates approximately \$39 million in annual revenue, processing nearly 2 billion AUD in transactions across over 6,000 venues in Australia, the US, the UK, and New Zealand. Me&U provides a streamlined dining experience and powerful tools for managing orders, payments, and customer relationships, positioning itself for further innovation and international growth.

2. SWOT Analysis

In order to really get value out of the 5Cs Framework, it is better to first analyze the strengths, weaknesses, opportunities and threats by doing a SWOT Analysis.

SWOT Analysis



Fig.3 : A brief SWOT Analysis on the company Me&U

3. The 5Cs Framework

In order to properly analyze the health of Me&U, a good framework that will guide our analysis is the 5Cs Framework. It is broken down into 5 main sections as below:-

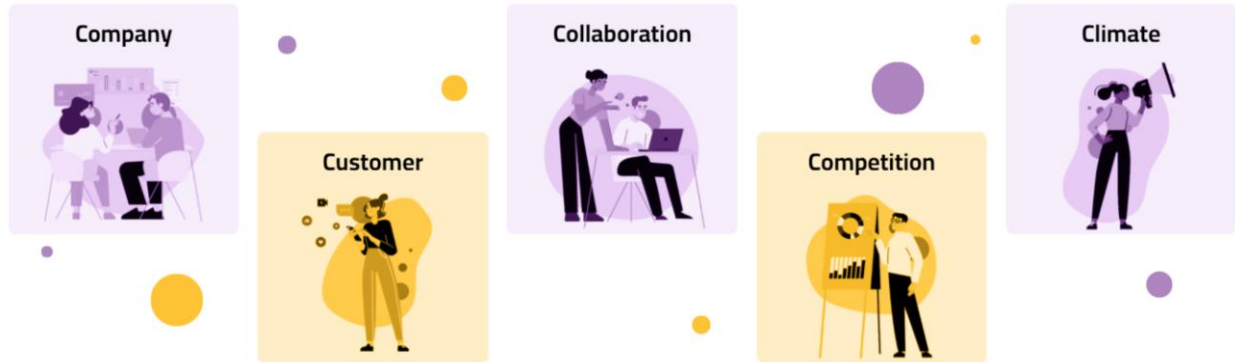


Fig. 4: Brief 5Cs Framework breakdown from Canvas

1. Company

Products and Services

Me&U offers two main packages: Serve and Grow. The Serve Package includes features like mobile ordering and payments via QR code, a staff upselling app, QR code payment options, two-way ordering, and multi-vendor ordering. The Grow Package focuses on marketing tools such as CRM with email and SMS marketing, drag-and-drop editor, pre-designed templates, and a loyalty program with redeemable points.

Competitive Advantages

Me&U stands out with its user-friendly design, efficient operations, and CRM-driven upselling. It offers real-time data for bill splitting and doesn't require app downloads for patrons. Advanced POS integrations and immediate support further enhance its services.

Customer Perception

Customers appreciate Me&U's ease of use and efficiency but report issues with order accuracy, extra fees, and technical problems. Some prefer traditional ordering methods over the online system.

Brand Memorability

Businesses remember Me&U for its data-driven order management, which boosts revenue and efficiency. Patrons value the ease of ordering and bill splitting.

Goals

- **1-Year Goal:** Achieve cash flow positivity and resolve technology and process issues.
- **3-Year Goal:** Reach profitability and secure funding for international expansion.
- **5-Year Goal:** Expand beyond current markets while maintaining profitability.

2. Customer

Target Audience

Me&U targets businesses in the hospitality sector, including bars, restaurants, hotels, cafeterias, food halls, and public food courts.

Product Reviews

The Serve package is praised for convenience but criticized for service surcharges and some miss the direct interaction. The Grow package has positive testimonials for adding value to businesses.

Repeat Purchases

While specific repeat purchase data is not available, Me&U's CRM helps track customer behavior and adjust offerings based on loyalty program insights.

Customer Communication

Me&U engages with customers via Facebook, Instagram, LinkedIn, and YouTube, sharing product updates, new venues, and marketing tips.

Customer Motivation

Customers are driven by personalized recommendations, loyalty program incentives, and the convenience of mobile ordering.

Audience Growth

With about 6,000 restaurants using its platform, demand for digital ordering solutions is increasing.

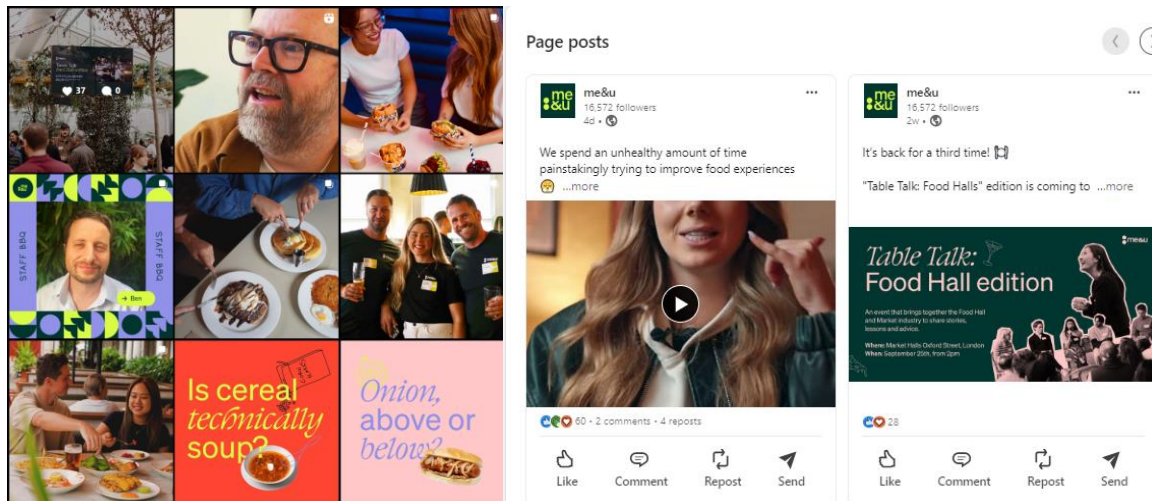


Fig. 5 Excerpts from Me&U's Social Media Accounts

3. Collaboration

Company Operations

Me&U employs around 500 people across various functions, including sales, marketing, and technology.

Suppliers

Me&U partners with several key suppliers:

- **Amazon:** Utilizes Amazon Web Services, including EC2 for computing, RDS for database management, and S3 for storage.
- **Lightspeed:** Employs Lightspeed's Point of Sale software in venues using Me&U's services.
- **HubSpot:** Leverages HubSpot's CRM solutions, including Sales Hub, Marketing Hub, and Service Hub.

Product Descriptions

Me&U offers high-quality images and detailed menu descriptions, with intuitive categories for easy navigation.

4. Competition

Direct and Emerging Competitors

Me&U competes with HungryHungry, OrderUp, and SpotOn. HungryHungry offers QR code ordering but lacks some features. OrderUp provides POS integration but not all Me&U features. SpotOn has a comprehensive service but relies on app-based ordering.

Competitors' Strengths

- **HungryHungry:** Known for its simple design and attractive discounts.
- **OrderUp:** Offers a sophisticated POS system with seamless kitchen integration.
- **SpotOn:** Provides online ordering, delivery services, and analytics.

Target Audiences

Competitors target various segments including fast-casual, casual dining, and quick-service restaurants.

Content Production

Competitors produce similar content, including blogs, social media updates, and podcasts.

5. Climate/Environment

Laws and Regulations

Me&U is affected by regulations related to social distancing, data protection, consumer protection, and billing.

Social Trends

Trends include increased demand for contactless payments, convenience, sustainable practices, and visually appealing food options.

Economic Trends

Economic factors such as recessions, inflation, and rising disposable income impact shopping behaviors.

Technological Trends

Advancements in AI, CRM systems, marketing tools, and social media influence Me&U.

4. Customer Persona

Understanding the customer is a key criteria while preparing a business model and assessing the type of customer that may be interested in your products. A customer persona has been created below to assess a type of business that may be interested in purchasing Me&U products.

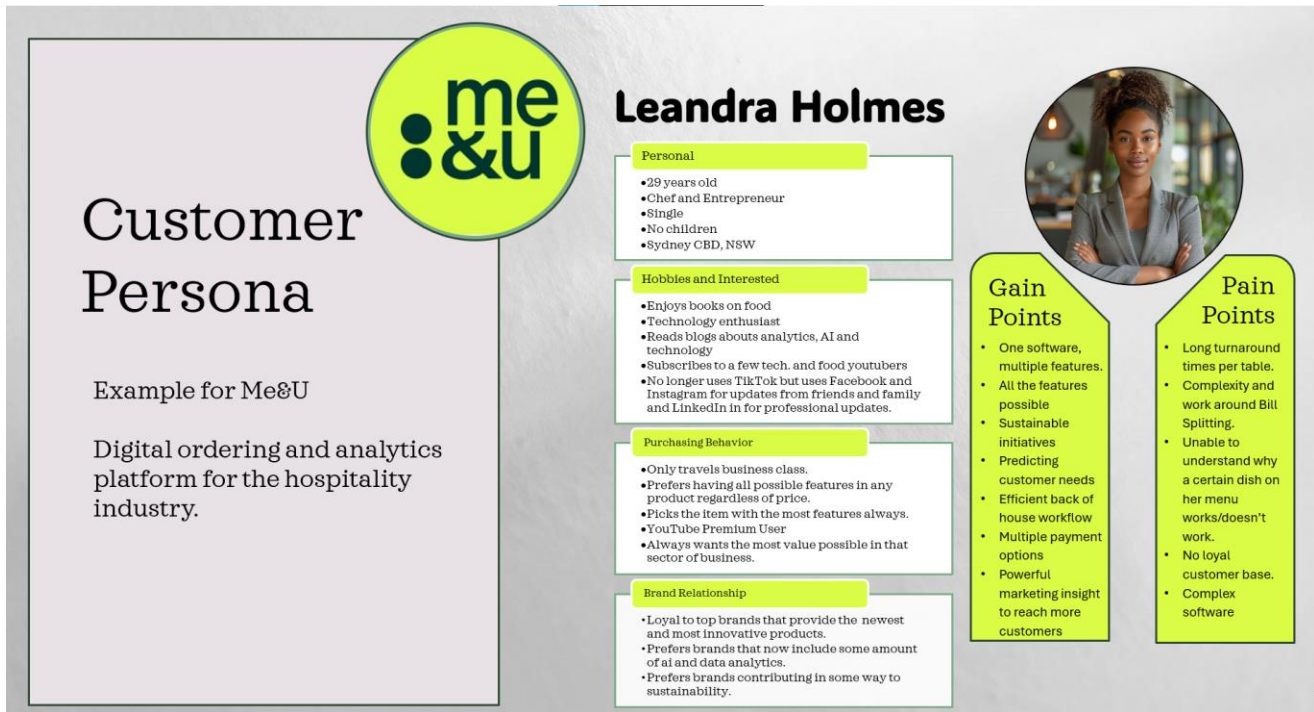


Fig. 6: Customer Persona for Me&U

5. Perception Analysis

To evaluate customer perceptions of Me&U and its competitors, and assess feature satisfaction, reviews from G2.com and Google Reviews were compared. The average ratings for Me&U and its competitors were analyzed to see how their features align with customer satisfaction.

Features/Companies	Me&U	OrderUp	HungryHungry	SpotOn
Real-Time Menu Updates	Y	Y	Y	Y
Marketing tools	Y	Y	Y	Y
Advanced Analytics	Y	N	N	Y
Customizable Ordering Experience	Y	Y	Y	N
Contactless Payment	Y	Y	Y	Y
Customer Engagement Tools	Y	Y	Y	Y
Integration with POS Systems	Y	Y	Y	Y
Loyalty Programs	Y	N	Y	Y
Dynamic Menu Management	Y	Y	Y	Y
Order Tracking	Y	Y	N	Y
Back-of-house Order management	Y	N	Y	N
Delivery	N	N	N	Y
Number of features per company =	11	8	9	10

Table 1: Number of features per company

Company/Topic	Average Reviews Across Platforms	Number of Review on G2	Number of Reviews on Google	Common Comments
Me&U	2.1/5	5	79	Order mismatch & Majority are unhappy with Cost
OrderUp	4.0/5	12	Does not collect google reviews	Ease of use & cost savings
HungryHungry	4.3/5	3	120	Great value for customers but lags a bit.
SpotOn	4.3/5	72	Does not collect google reviews	Ease of use & customer support(Important because its also food delivery app)

Table 2: Reviews from customers per company

The above values have been collected and compared directly from the company's website and with reviews found on G2.com and Google reviews, however some companies do not collect google reviews as feedback.

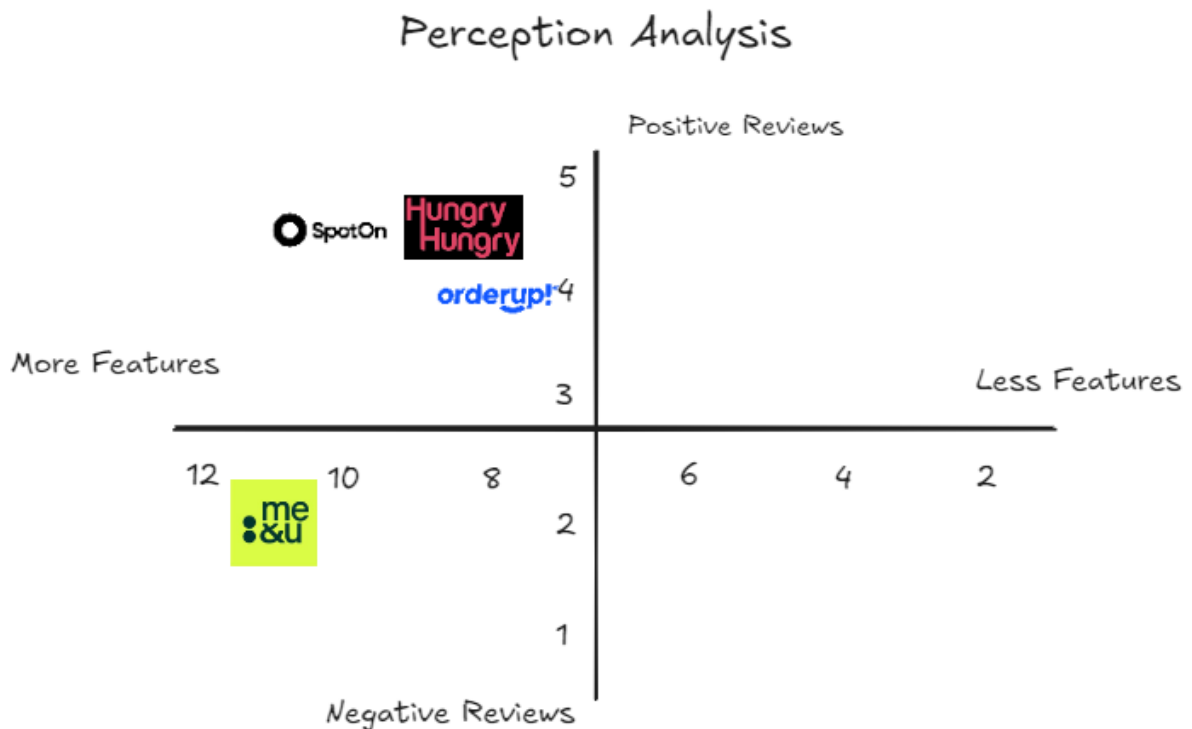


Fig. 7: Perception Analysis of Me&U alongside its competitors

Inference:

Assumptions considered:

1. All features are equally preferred.
2. Environmental, challenge, and consumer factors are the same for all competitors, including SpotOn.
3. All other variables are equal.

Despite Me&U offering more features, it received lower reviews compared to competitors. Reviews show that while competitors' users are generally satisfied with initial offers and value, Me&U users report high costs and hidden charges as key issues, leading to lower satisfaction and reviews.

This suggests that the hospitality market is price-sensitive, and a subscription model with transaction fees may not be ideal for customer satisfaction. However, businesses might prefer this model as it allows them to share costs with customers, potentially offering better financial viability, though this remains unconfirmed.

6. Conclusion

From all the analysis above, it is clear that while Me&U leads in a niche Australian market, its international competition is broader. Although Me&U's features enhance business performance and revenue, some customers are dissatisfied with the higher costs. We recommend that businesses with decent to high profit margins are likely to benefit most from Me&U, as their patrons are willing to absorb the added costs for improved customer experience.

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