





DIRECTOR, CUSTOMER EXPERIENCE  
DELIVERY HERO

# Sebastian McClintock



# Delivery Hero Company Presentation

The #1 GLOBAL LEADER in  
Online Food Ordering and  
Delivery



Our Clear Vision



Create an amazing on-demand experience



AMAZING FOOD

AMAZING ORDERING

AMAZING SERVICE

# We Are an Online Food Ordering and Delivery Marketplace



# Offering a Wide Variety of Restaurants\*



LEADING GLOBAL BRANDS

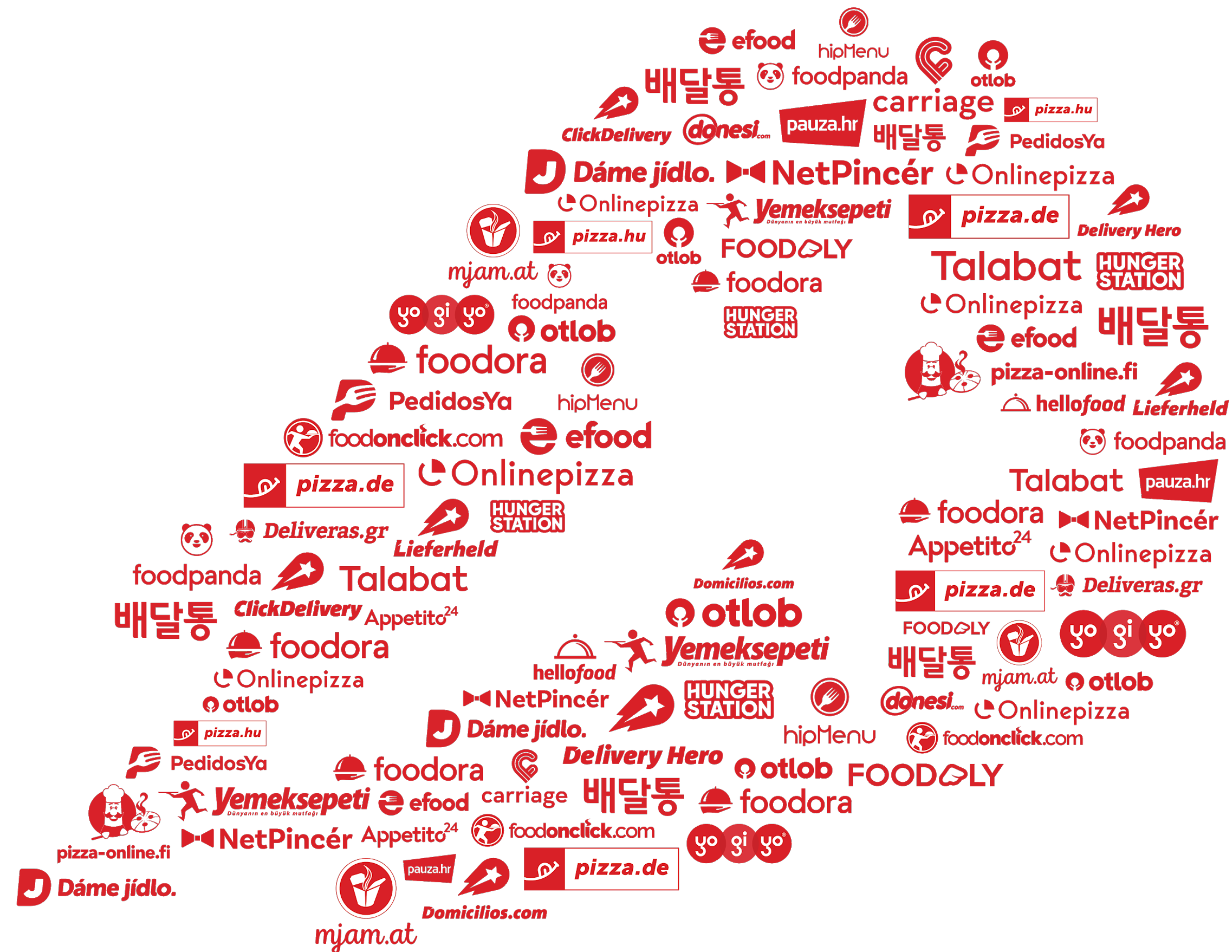
|  |                                                                                                                     |  |                                                                                                                |
|--|---------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------|
|  | <b>Gregorelli's</b><br>Frankfurt<br>"Frankfurt's favourite Italian"<br><b>Gault &amp; Millau</b>                    |  | <b>Habba Habba</b><br>Berlin<br>"Super tiny, super cute, super fresh!"<br>yelp  Review<br>                     |
|  | <b>Mais Alghanim</b><br>Kuwait City<br>"One of the best Lebanese restaurants in Kuwait"<br>tripadvisor              |  | <b>Giro Pizzeria</b><br>Stockholm<br>"Traditional yet innovative"<br>(Best Pizza in Stockholm List)<br>thatsup |
|  | <b>The Wrap</b><br>Istanbul<br>"The perfect choice for anyone after something different to eat"<br>TimeOut Istanbul |  | <b>La Tortuguita</b><br>Montevideo<br>"Best of Uruguay so far"<br>tripadvisor                                  |



HIGH-QUALITY LOCAL FAVOURITES

Source: Company information; restaurant websites  
Note: \*Selected brands/restaurants only; offering might differ per country/city







# DH Customer Experience Approach





# Sebastian McClintock

## NOW

- Customer Experience Director at Delivery Hero
- Responsible for several Experience Approach in 40+ countries, incl. all related market research

## PAST

- Worked in various Allianz entities (Worldwide Partner USA, Industrial Insurance, Allianz SE)
- Over 9 years of experience in market research, customer experience journey and NPS related topics

## INTERESTING

- Master in Economics
- Grew up outside of Berlin and enjoys windsurfing, sailing and traveling with his family



Countries

23

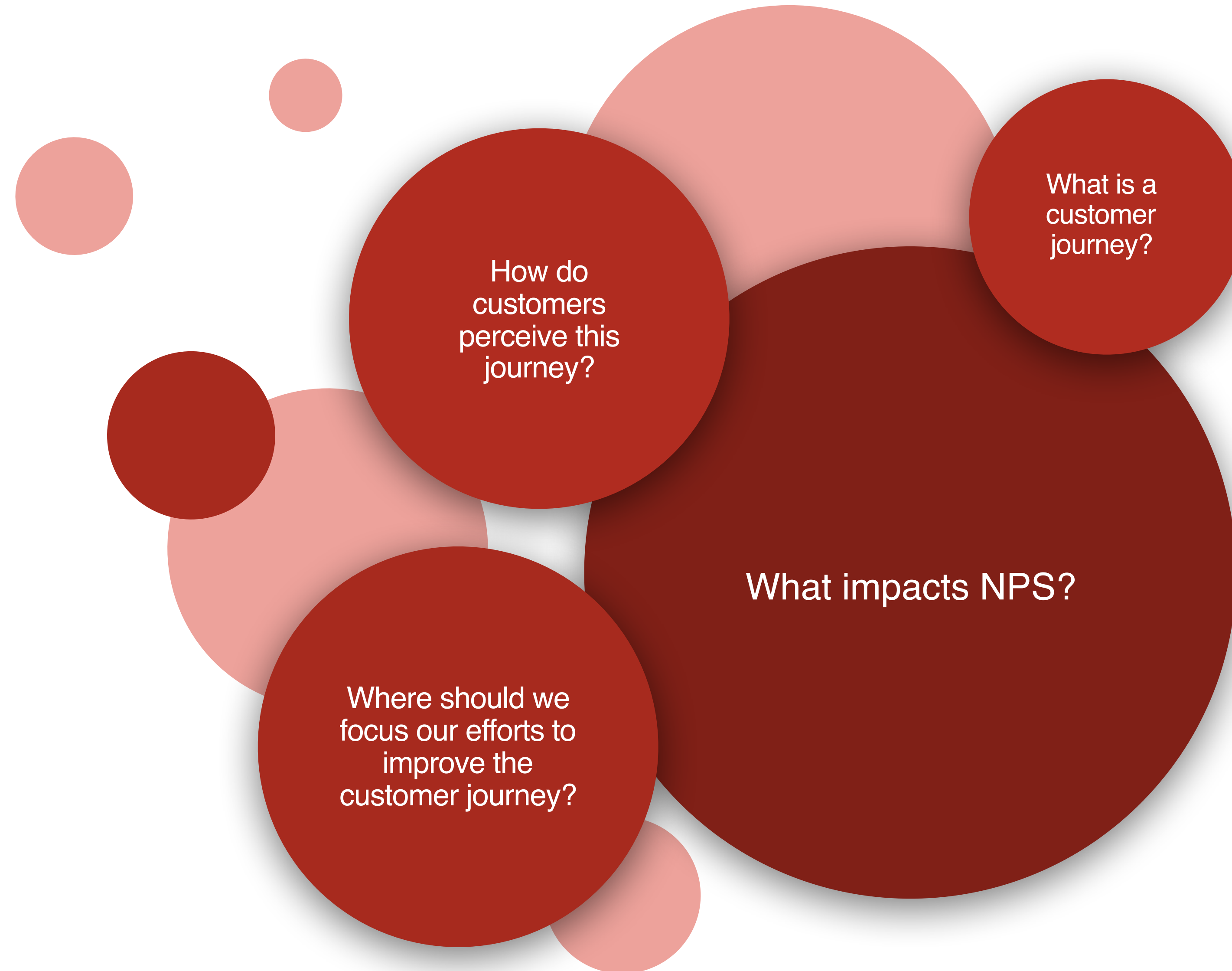
Sample Size

~55,000 monthly

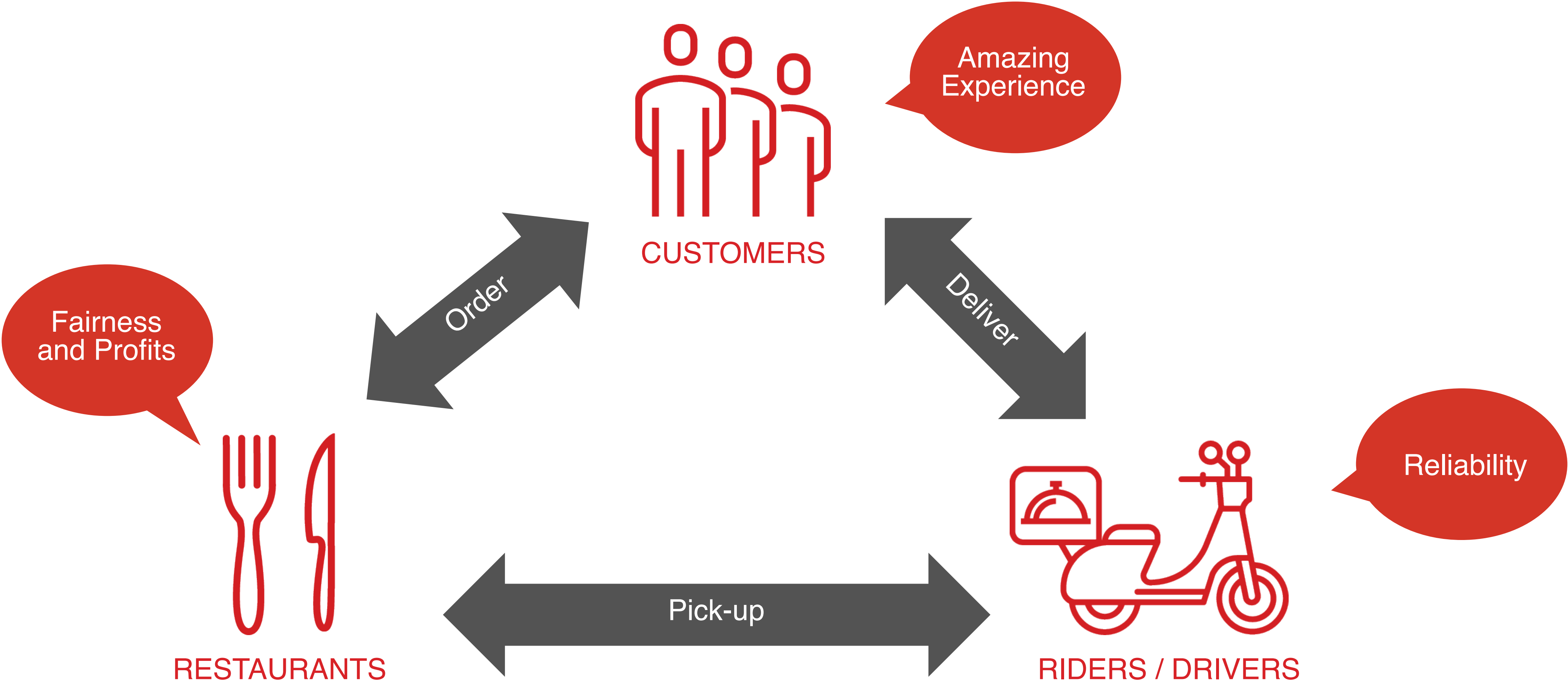
Feedback

Customers





# Understand the Holistic Experience





# Building CX Approach (Experience Projects)

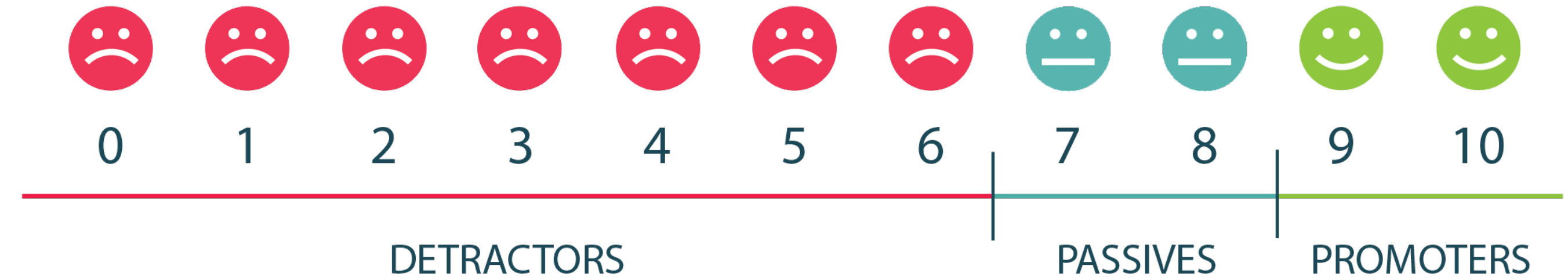
# Customer Experience in a Nutshell





## NPS

- ▶ NPS : Net Promoter Score is a methodology to measure, evaluate and manage customer loyalty.
- ▶ It is calculated based on responses to a single question:  
“On a scale of 0-10, how likely are you to recommend [name of brand] to a friend of colleague?”  
Score is calculated by subtracting % of Promoters from % of Detractors.



$$\text{😊 \%} - \text{😞 \%} = \text{NET PROMOTER SCORE}$$

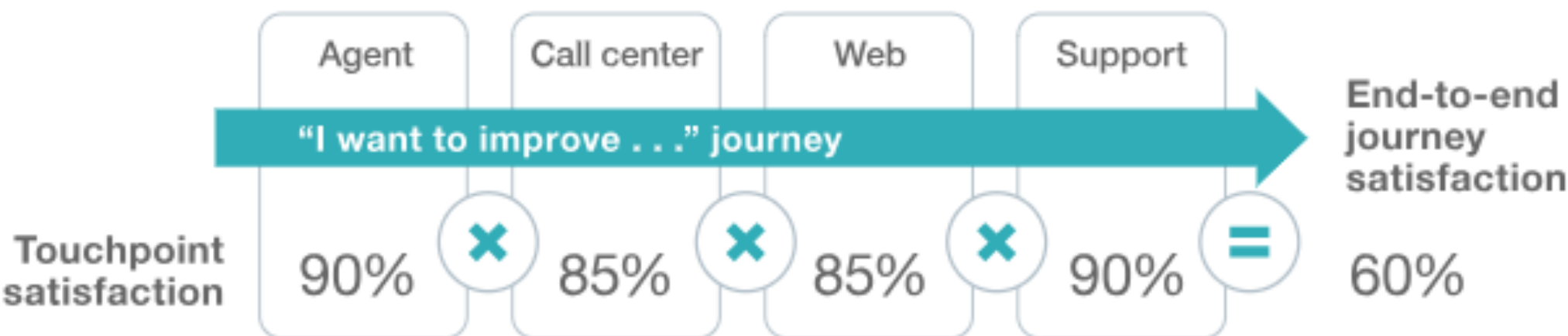


## Customer Experience (CX)

- ▶ How they perceive interactions with company
- ▶ Identifies the gap between the needs and wants of customers and what they actually experience
- ▶ CX focuses End-2-End experience (not touchpoints)



Individual touchpoints may perform well even if the overall experience is poor



McKinsey&Company | Source: McKinsey Digital Labs

## Experience Journey

- ▶ An event that marks a defining experience
- ▶ Typically happens across time and channels, and therefore cross-functional in nature

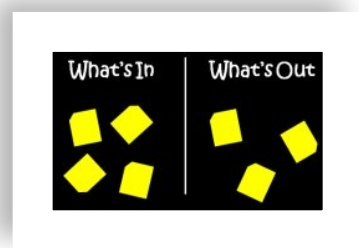
## Journey Mapping

- ▶ Visually illustrates the story of the experience: from initial contact through the process of engagement and into a long-term relationship.

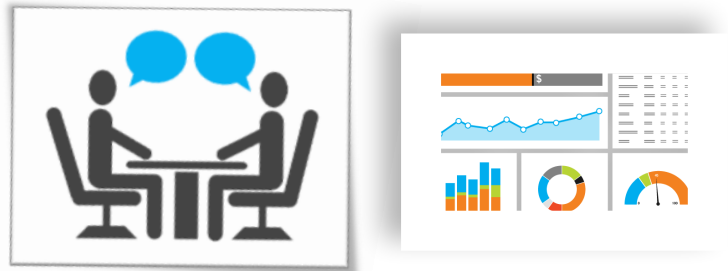




Discover



Identify



Outline



Deliver



# Customer journey mapping example (Based on F2F interviews)



|                    | Awareness & Consideration                                                                                                                             | Discover                                                                                                                                                                  | Ordering                                                                                                                                                                                                                                                                                                                                                                                                              | Waiting & Tracking                                                         | Delivery                                                                                                                                                  | Food Enjoyment                                                                                                                    | Support                                                                                                                                                                                                                                            |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INTERACTION POINTS | <ul style="list-style-type: none"> <li>Desires for a meal</li> <li>Consider's options for the meal (going out, order online, cooking etc.)</li> </ul> | <ul style="list-style-type: none"> <li>Decides to order food by online</li> <li>Checks-out deals &amp; discounts</li> <li>Decides which online platform to use</li> </ul> | <ul style="list-style-type: none"> <li>Enters platform &amp; inputs delivery area</li> <li>Searches for food/cuisine/ restaurant</li> <li>Decides on restaurant &amp; meal</li> <li>Finalizes basket/order</li> <li>Enters information &amp; decides delivery time</li> <li>Enters Voucher (if applicable)</li> <li>Decides on payment option &amp; Makes the payment</li> <li>Receives order confirmation</li> </ul> | <ul style="list-style-type: none"> <li>Waits for the food</li> </ul>       | <ul style="list-style-type: none"> <li>Interacts with Rider &amp; Checks order and packaging</li> <li>Makes payment at the doorstep (optional)</li> </ul> | <ul style="list-style-type: none"> <li>Unpacks the food &amp; begins eating</li> </ul>                                            | <ul style="list-style-type: none"> <li>Has an issue or question &amp; contacts us</li> <li>Interacts with contact Center agent (resolves in real-time if possible)</li> <li>Waits for further communication</li> <li>Resolves the issue</li> </ul> |
| EMOTIONS CHANNELS  |                                                                                                                                                       |                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                            |                                                                                                                                                           |                                                                                                                                   |                                                                                                                                                                                                                                                    |
| EMOTIONS           |                                                                                                                                                       |                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                            |                                                                                                                                                           |                                                                                                                                   |                                                                                                                                                                                                                                                    |
| MAIN DRIVER        | <ul style="list-style-type: none"> <li>- Looking for speed and convenience in particular situation</li> </ul>                                         | <ul style="list-style-type: none"> <li>- Not enough discounts in your platform</li> <li>-</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>- I don't want to pay for the extras</li> <li>- Your cancellation process is complicated and takes too much time &amp; effort</li> </ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>- I need my food on time</li> </ul> | <ul style="list-style-type: none"> <li>- I didn't like the reaction of the rider</li> </ul>                                                               | <ul style="list-style-type: none"> <li>- Food portions are really good</li> <li>- Food was hot and tasty as I expected</li> </ul> | <ul style="list-style-type: none"> <li>- I need you to solve my issue in short time</li> </ul>                                                                                                                                                     |



# Validation Survey Design via Qualtrics Tool



100% battery icon

**PedidosYa**

Welcome to the customer satisfaction survey!

My name is Alvaro García and I am the Marketing Director of PedidosYa.

We strive every day to make your experience of ordering food online the best. Please help us continue to serve you better by taking 8-10 minutes to tell us about the experience you have received so far and where our mistakes have been. This comprehensive one

→ Introduction

100% battery icon

**foodora**

English

On a scale from 0-10, how likely are you to recommend **foodora** to a friend or colleague?

Not at all likely      Extremely likely

0 1 2 3 4 5 6 7 8 9 10

What is the reason for your score (up to 5 multiple answers possible)?

Payment options      Delivery experience

→ NPS Question  
→ Reason for Score

0% Survey Completion 100%

**Lieferheld**

English

How satisfied are you with the following attributes when ordering on our website:

Page Structure      Search Functionality      Navigation      Personal Account Functionality

→ Satisfaction Question (CSAT)  
for Journey Stage  
Level Attributes

100% battery icon

**Talabat**

English

When you order on **Talabat**, who do you most frequently order with?

Myself      Family      Work Colleagues      Friends

What is the amount you spend on average per order?

less than KD 3

→ Customer Occasions

0% Survey Completion 100%

**Lieferheld**

English

Please tell us which other brands you use to order your food (select all that apply):

☐ CallaPizza.de  
☐ Dominos.de  
☐ Lieferando.de  
☐ Joeys.de  
☒ foodora.de  
☐ Pizza.de  
☐ Deliveroo.de  
☐ Other

→ Competitors  
→ Additional Questions



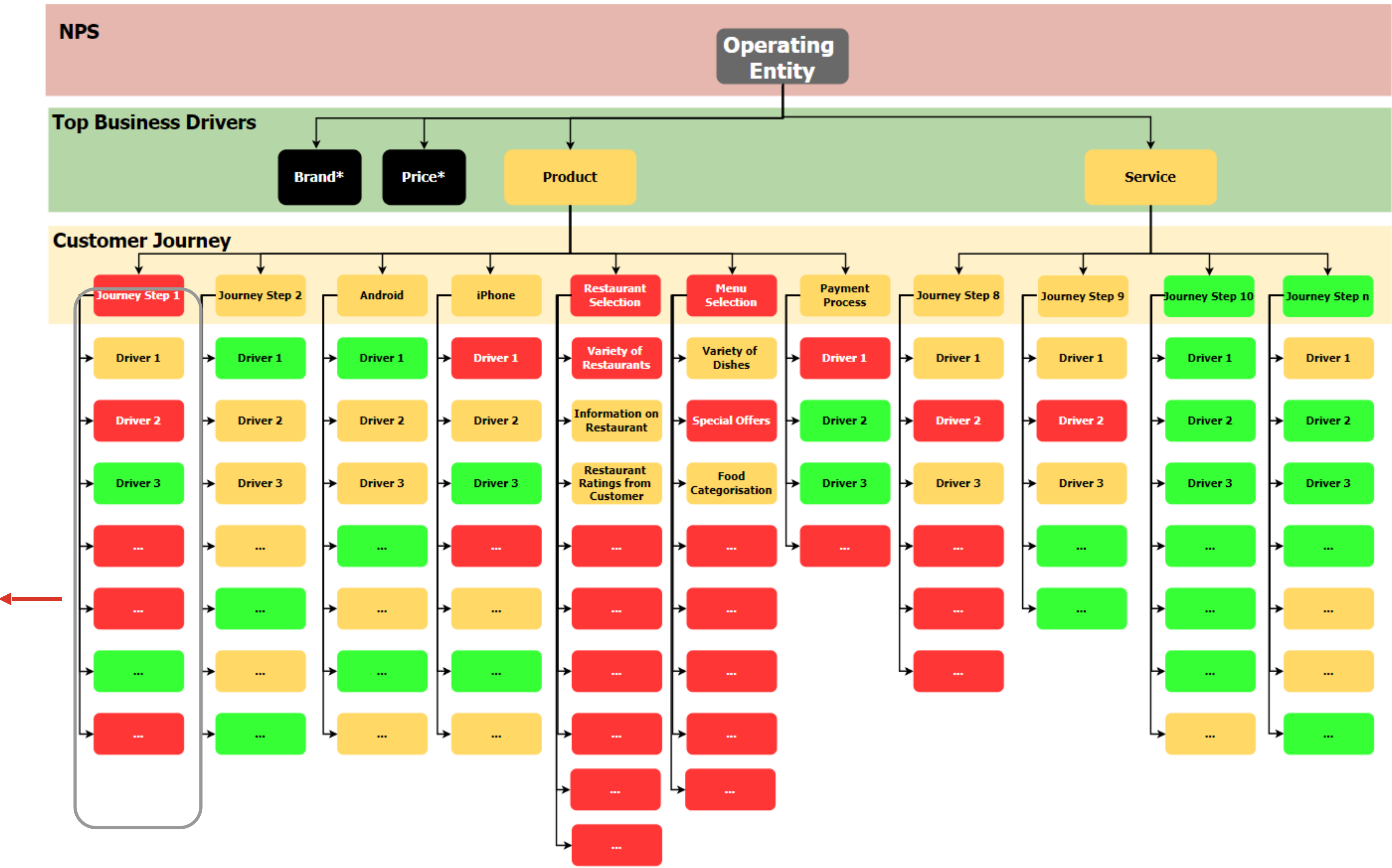
# Driver Tree Visualizes Impact on Overall NPS

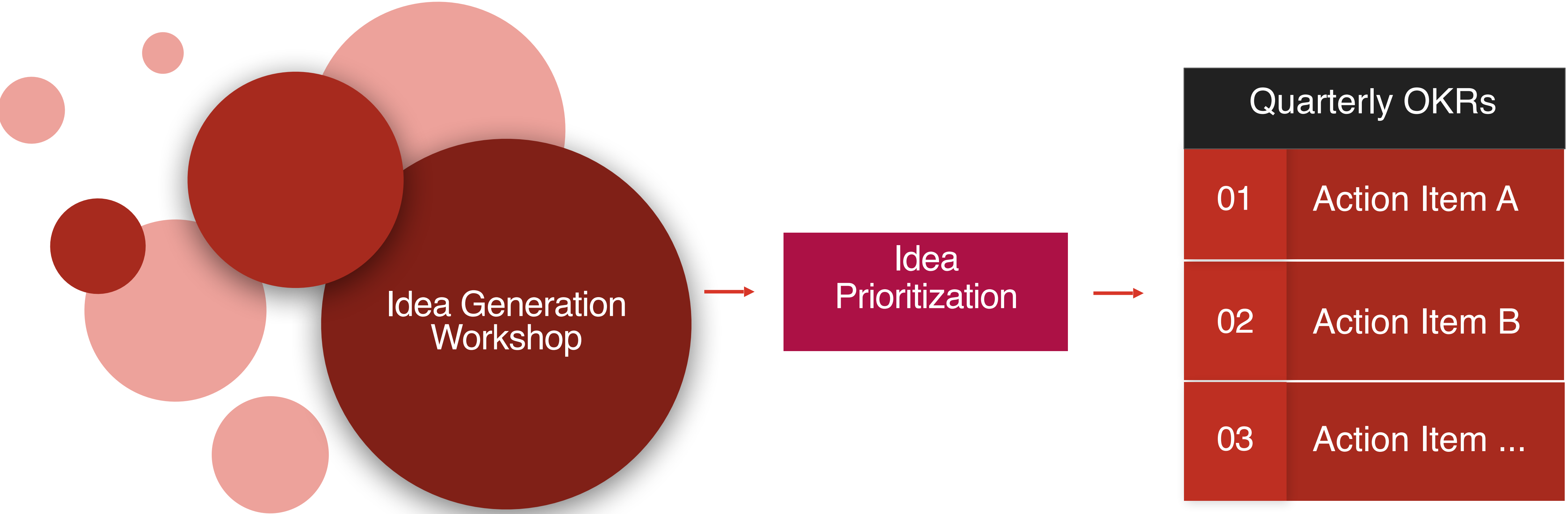


Driver Tree enables us to show Financial Impact, e.g. 10% increase in Satisfied Customers with Delivery Time = 2% uplift in Average Spend within 100 days.

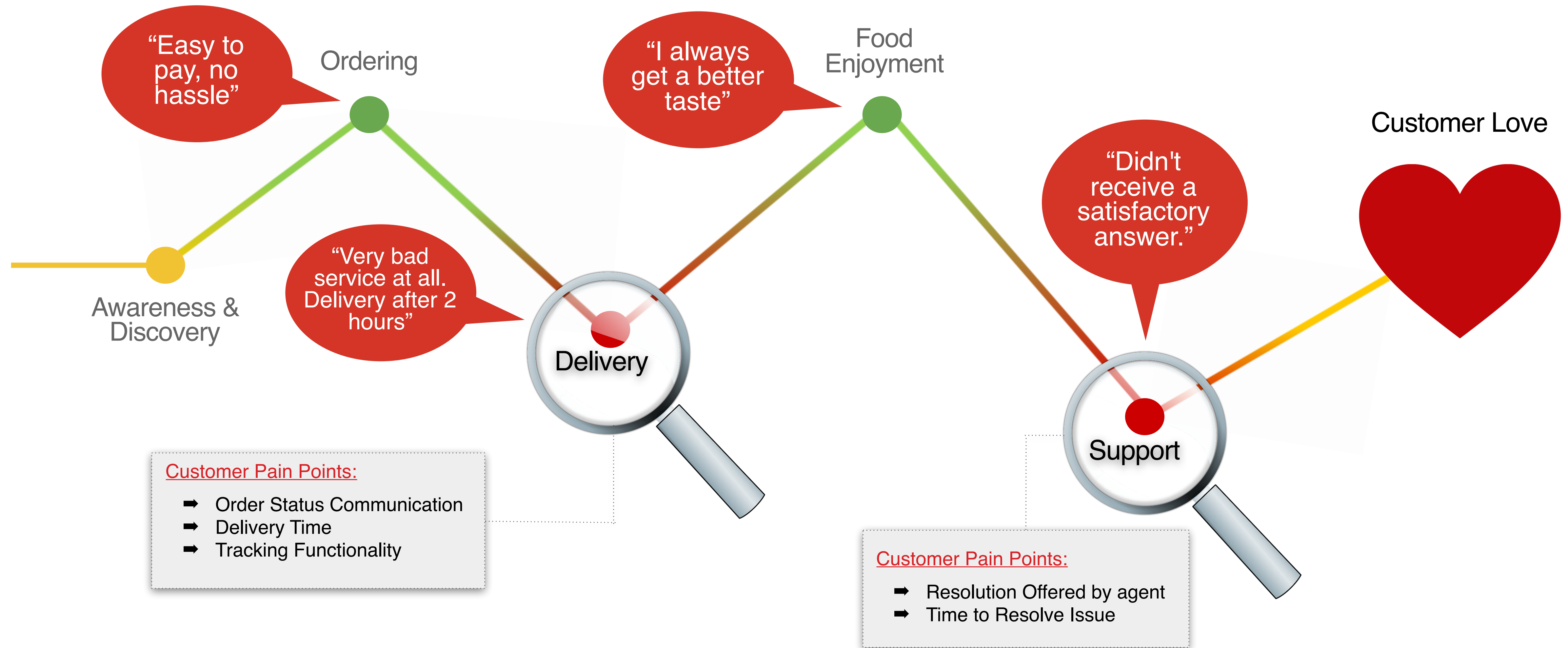
Colors represent customer satisfaction/ dissatisfaction of attributes in specific journey stage → **Performance Indicator.**

Position of attribute indicates impact on NPS → **Importance Indicator**





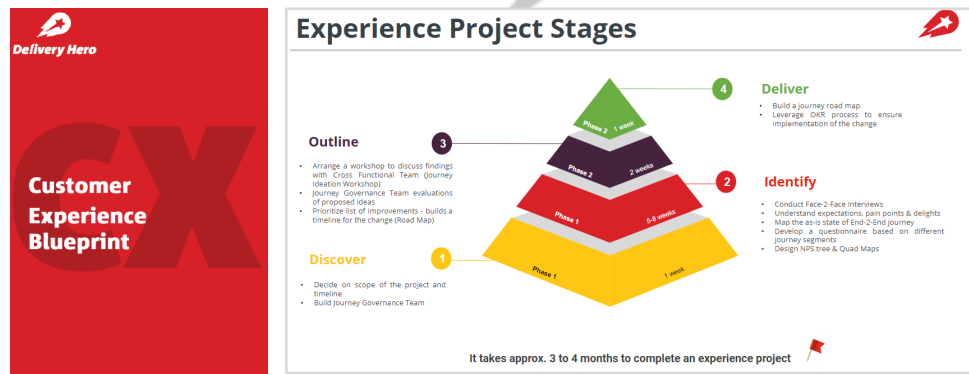
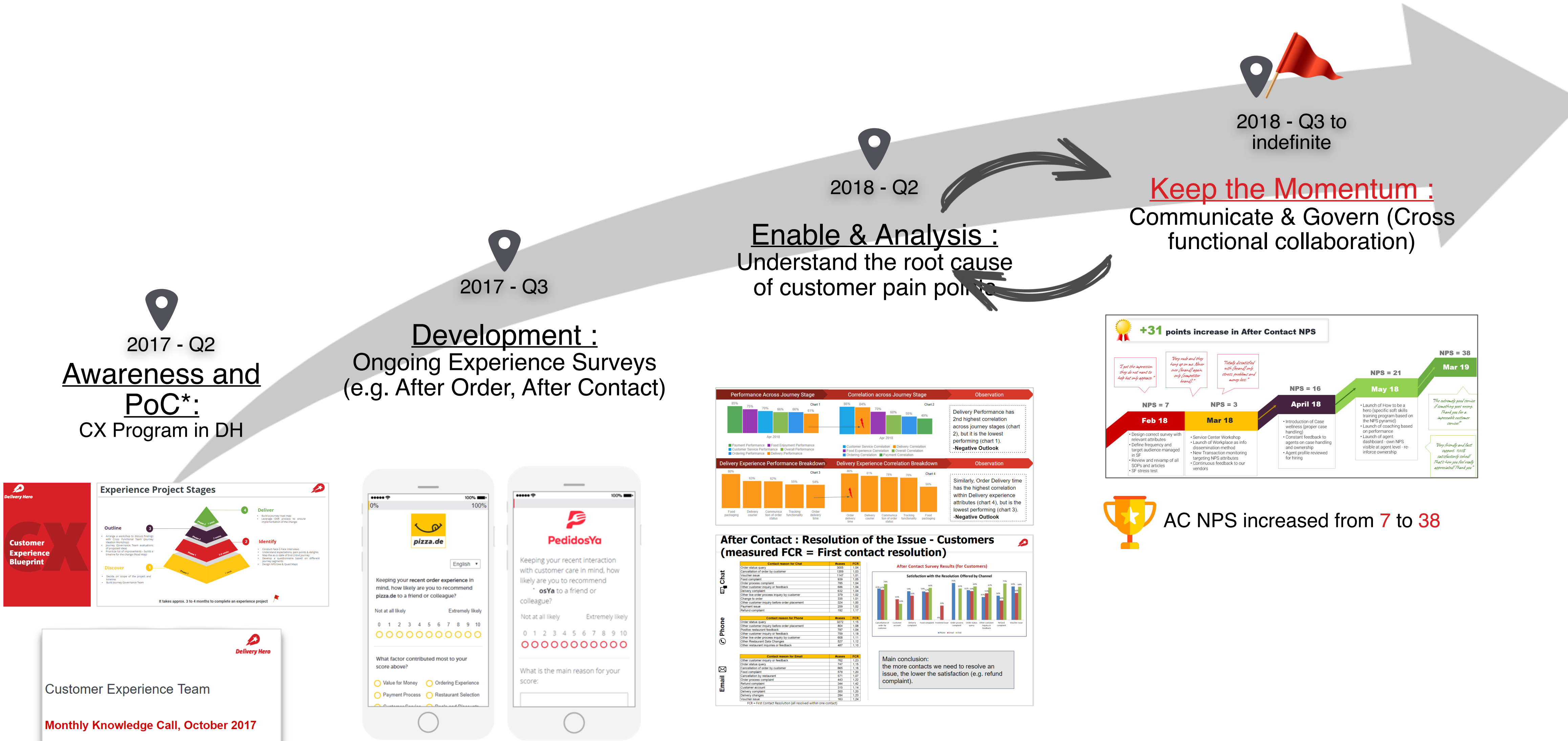
# Main customer pain points are 'Delivery' and 'Support'...



\* Love Index is the % of Promoters - given 9 or 10 score for NPS Question

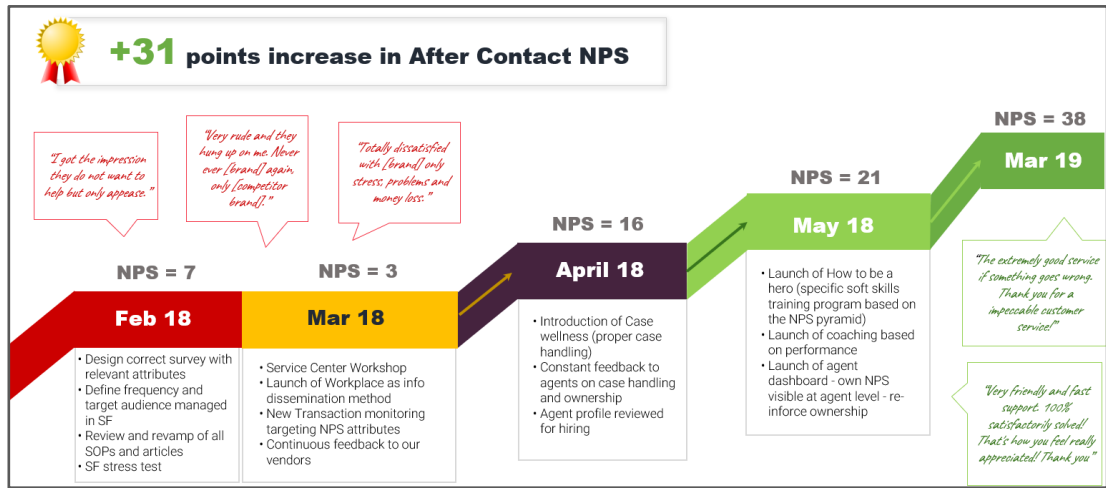
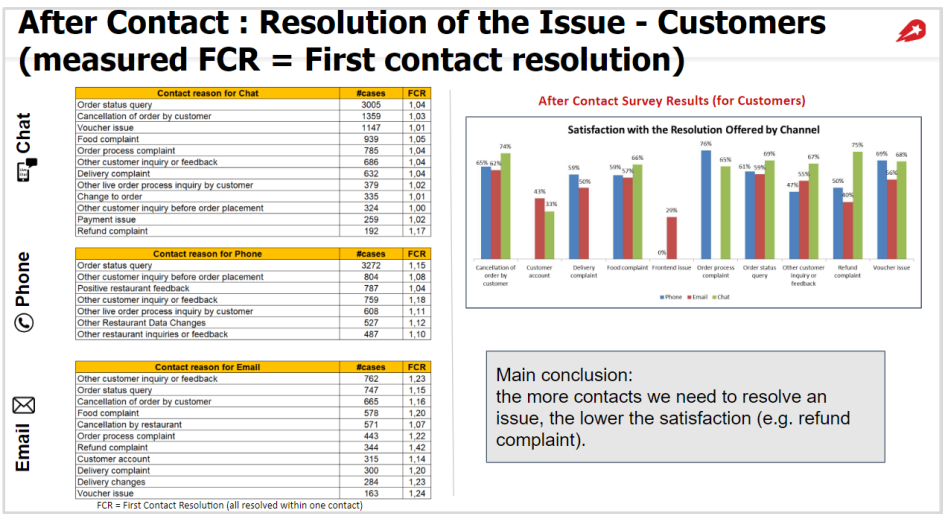
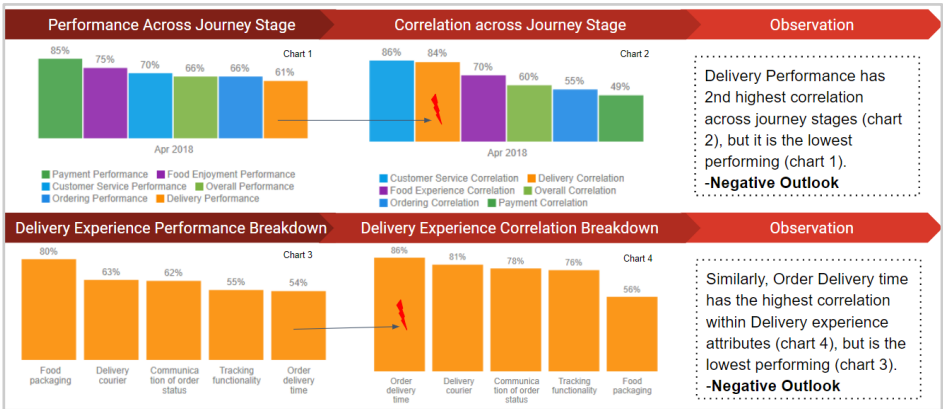


Long term investment pays off



Customer Experience Team

Monthly Knowledge Call, October 2017



\*Proof-of-Concept



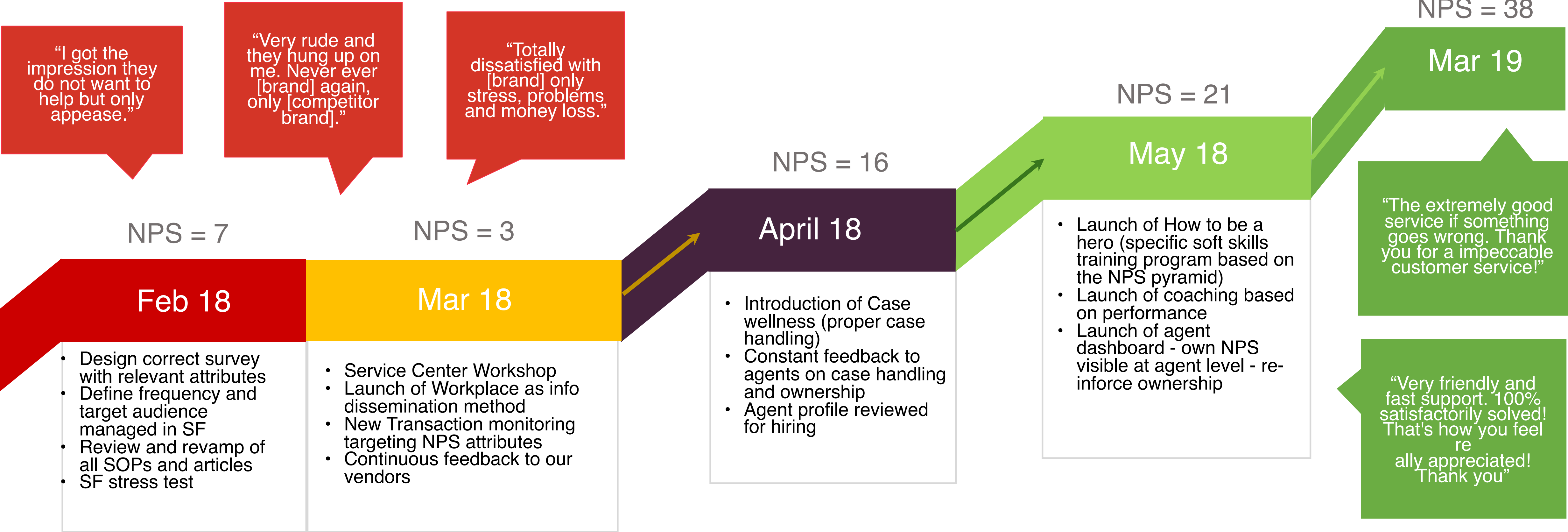
# Success Story



# Contact Center: From Zero to Hero



**+31** points increase in After Contact NPS



# Significant improvement of After Order NPS over the past 2 years

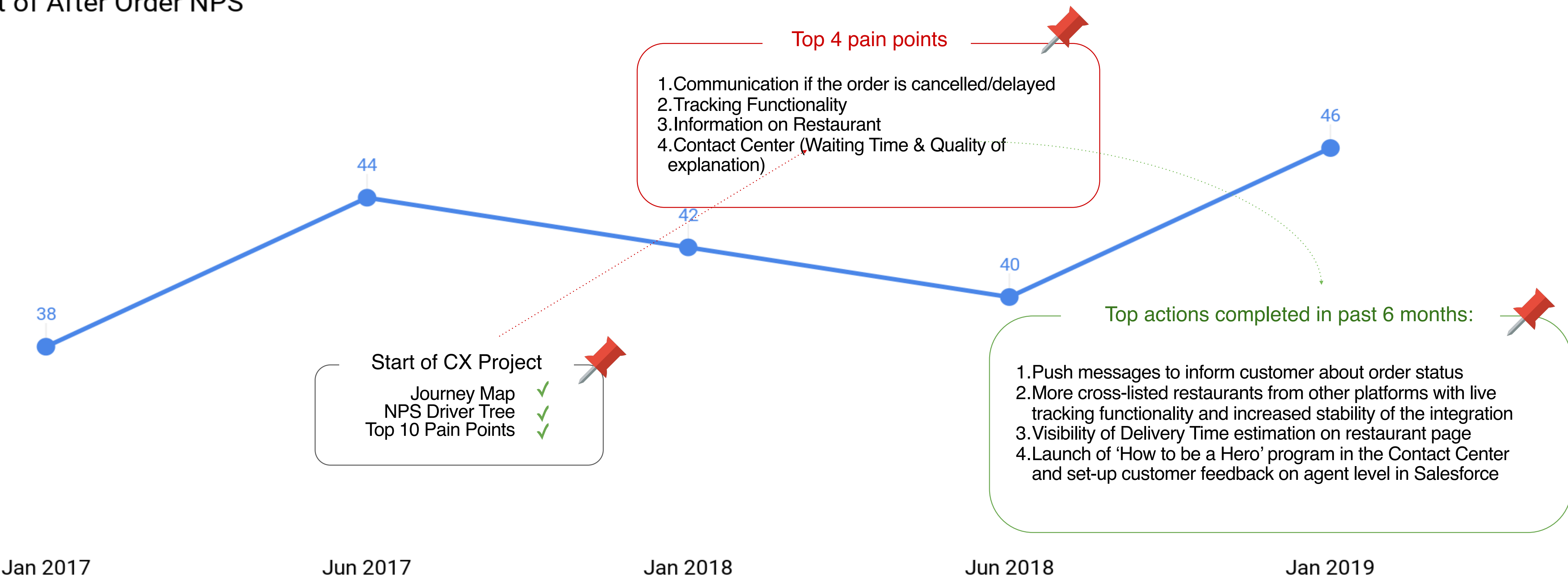


1.5 years of data monitoring, feedback collection in ‘high customer expectation’ and competitive environment with changes of customer behaviour and expectations over time.

Understanding high customer expectations, acting on them and deliver **+8 in AO NPS** over the past 2 years.



## Development of After Order NPS





***DeliveryHero***  
Product

# Happy Customer, Happy Company

sebastian.mcclintock@deliveryhero.com



***Delivery Hero***



# SEE YOU AT MAINSTAGE

PETER LOVATT

BRUCE TEMKIN

UNILEVER

SIR RANULPH FIENNES

THE SHOWSTOPPERS

We'll be back on the main stage at **3:30PM**  
In the meantime, head to the XM Lounge  
for food, drink, and a chance to demo new  
tech in the Test Drive area.