

REPORT TEAM

#50

Troitsky
Most

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Executive Summary

In this report, Team 50 provides strong recommendations and findings in order to provide Troitsky Most with a path to future success in the COVID-19 era.

- Troitsky Most is a local restaurant in St. Petersburg, Russia, and therefore, should continue to focus on a **vertical segmentation strategy** that includes vegetarians and raw-food or plant-based consumers. Remaining focused on expanding **within St. Petersburg** is key for Troitsky Most. Targeting **18-30 year olds** requires Troitsky Most to have a **stronger media presence**.
- Troitsky Most faces intense competition, but the café stands out thanks to its main strengths that are the **affordability** and **product diversity**. The main competitive disadvantage of Troitsky Most is the **weak online and social presence**, as well as the lack of delivery or curbside pick-up. The **creation of a mobile app** will allow for customer convenience, and in turn, customer loyalty.
- Currently, the main threat is the COVID-19 pandemic. Troitsky Most can combat this by implementing delivery, **curbside, and meal-kit options**. Since the company is selling a food service, **direct sales** through the company's **website, mobile app**, or in-person are the preferred entry mode. As already discovered by Troitsky Most, partnering with a food delivery service is not viable as they take 35% of the revenue from the order, so having its **own delivery system** is crucial.
- The promotion channels Troitsky Most should use to reach the above-mentioned consumers are Google, **email marketing, and social media platforms**, including Facebook and Instagram.
- The implementation of the above described strategy requires consistent financial resources. Troitsky Most may find an **angel investor** and require government funds, such as COVID-19 restaurant grants. **Loss leader pricing** is also a great way to develop customer loyalty. Bundling-rewards and a point system may be key to increasing revenues.

Section 1: Market and Industry

- ™ Troitsky Most faces intense competition
- ™ Main strengths of the company include the affordability and product diversity
- ™ Suggested a stronger online presence, as well as delivery and curbside pickup, meal kits, and free samples

1. Restaurants in the COVID-19 Era

COVID-19 has affected all countries in different ways, not only in aspects of health, but also their economy. The first precautionary measure that most governments took was social distancing and lockdowns in which people remained in their homes for several months. Quarantine and lockdown coerced many people to cook from home, as they had no other option. Many restaurants were forced to shut down completely, while others decided to attempt contactless delivery services in order to generate some income. Unfortunately, many restaurants went bankrupt, which caused the unemployment rate to increase, and many people were affected. The year-over-year decrease of seated diners in restaurants worldwide was an astonishing 50.85% as of January 16, 2021 (Lock, 2021).

United States

Taking a closer look at specific countries, the United States was one with a significant toll taken on the industry. Nearly 17% of US restaurants have either closed permanently or long-term amid the COVID-19 pandemic, which amounts to over 110,000 service-industry businesses across the nation. Only 48% of owners believe business will return within the months or years ahead (Tillman, 2020).

Canada

Moving on to Canada, nearly half of restaurants are expecting to close permanently if conditions do not improve; however, a television ad-campaign was quickly launched, featuring the happy memories attached to restaurants as well as the possible fate of them if customers do not continue to show their support. Entitled “Picture life without restaurants,” this ad urges people to support local eateries, whether that be through take-out, delivery orders, gift cards, or in-person dining (Doering, 2020).

Ecuador

Lastly, Ecuador’s price of domestic foods has increased drastically due to a shortage of goods being produced; therefore, access to an adequate food supply has decreased. Many Ecuadorians continue to work despite the risk of contracting the coronavirus because it is their only source of income. People who are unable to work risk starvation (Reyes, 2020).

Clearly the severity of impact varies by country, but ultimately, the restaurant industry worldwide has been affected in some way. Profitability took a huge cut causing most restaurants to go out of business, at least temporarily. As a result, millions of people across the globe were left unemployed. The main influence of severity was how each government handled the pandemic. Countries with complete shutdowns suffered considerably more than others, such as

the United States, who only “highly recommended” staying at home. Another major factor that determined whether or not a restaurant would continue to thrive was its business model. Restaurants that offer delivery services, take-out options, and meal kits remained relatively unscathed.

An Interview with a Midwest American Restaurant

A small local restaurant in Missouri, A&G, followed CDC guidelines by closing half their tables, requiring customers to wear masks upon entry, and workers wearing masks and gloves. A&G did not fire any of their staff members, but instead cut their weekly hours. A curbside pickup option was added for customers, which really boomed business during the pandemic. Although business seemed to cut nearly in half, strong promotions on social media and throughout the small town of Maryville helped prevent A&G from having to close. An additional phone line was also added, which was extremely important as more people were calling to place orders to-go.

How a Restaurant in Gambia Thrived

Tejo, a restaurant owner in Gambia said many of his workers, though deemed essential, chose to stay home because of the virus, causing him to be severely understaffed. Restaurant capacity was cut in half due to social distancing rules, and tourism, a huge source of income for this restaurant, came to a screeching halt due to travel restrictions. Despite these challenges, Tejo remained positive. Customers were asked to wear a mask, wash their hands, and bring negative COVID-19 test results before being allowed to enter the restaurant. Employees were encouraged to take the virus seriously and use precautions to protect themselves and their customers. Masks and gloves were to be worn while on duty which many customers appreciated. The initiatives this restaurant took allowed for good word-of-mouth to spread by its customers, which in turn brought in more guests. Profitability increased by 35% year-on-year.

2. Industry and Competition Analysis

According to the St. Petersburg Essential Guide, finding a vegetarian option in St. Petersburg a decade ago would have been a real challenge due to the lack of fresh agricultural products, the hard weather, and the old Russian culture. Today, while the idea that a meal is incomplete without meat remains widespread, the vegetarian scene has increased dramatically (“Enjoy vegetarian,” n.d.).

Competition

One of the biggest competitors for Troitsky Most includes **Rada & K**, one of the most loved vegetarian restaurants in the city among locals, especially students. The cheap prices, large portions, friendly atmosphere, and unusual vegan dishes from Eastern Europe and India satisfies the wants and needs of a variety of customers, ranging from office workers to young, “hip” people. Another major competitor for Troitsky Most is **Café Ukrop**, which is split into two floors, the first being a cafeteria with vegan foods for a quick lunch. The second floor is a small but charming sit-down restaurant where customers can enjoy a large variety of vegan and raw food options. Many other vegetarian sit-down restaurants exist in Saint Petersburg that serve as competition as well (“Enjoy vegetarian,” n.d.).

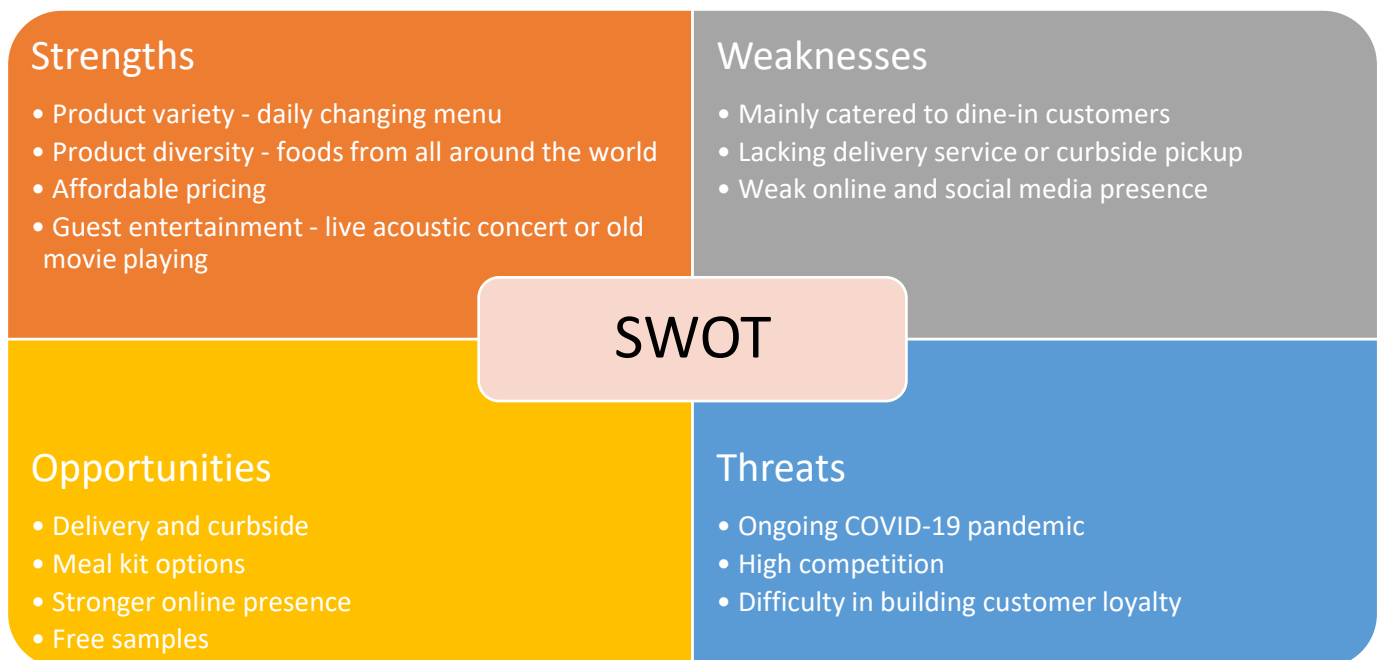
Another major competitor to Troitsky Most is **Healthy Conscience**, created for people who value natural, healthy food. Healthy Conscience offers contactless delivery, raw food, vegan options, and is suited for allergy sufferers. A strong online presence, including several media platforms and a blog to learn more about healthy living, is an important factor for this business. Healthy Conscience allows payment online using a bank card or cash upon receipt (Healthy Conscience, n.d.).

Botanika, the oldest vegetarian restaurant in St. Petersburg, includes dishes according to the principles of Ayurveda, the science of health of the body and mind. A breakfast menu is offered in the mornings, and a main menu is served throughout the day. Botanika offers delivery services all over the city and has a very modern website, which attracts the younger generation (Botanika, n.d.).

	Troitsky Most	Rada & K	Café Ukrop	Healthy Conscience	Botanika
Prices	\$\$	\$\$	\$\$	\$\$	\$\$
Takeout	Yes	Yes	Yes	No	Yes
Delivery	No	No	Yes	Yes	Yes
Curbside pickup	No	No	No	Yes	No
Online presence	Average	Average	Weak	Strong	Strong

SWOT Analysis

The SWOT Analysis is a tool that helps identify Troitsky Mosts' strengths and weaknesses compared to competitors, as well as the opportunities and threats the industry offers. It will comprise the foundation of this report. In particular, Team 50 will indicate how to capitalize on strengths and improve upon weaknesses. Moreover, the marketing strategy will aim towards taking advantage of the industry's opportunities and how to obviate threats.



Section 2: Product and Offering

- ™ Implement free samples to attract customers who may be skeptical
- ™ A mobile app is crucial to reach the target audience of 18-30 year olds
- ™ Meal kits, delivery, and curbside pickup are dire during the COVID era

3. New Products and Services

As the SWOT analysis indicates, the main competitive disadvantage of Troitsky Most is the lack of delivery, curbside pickup, meal kits, and free samples. In order to be more competitive, the company should develop a fast delivery system and a curbside pickup option. Curbside pickup is not only useful during the pandemic, but all the time, as the world continues to become more fast-paced and tech-savvy. Lisa van Kesteren, CEO of market research company SeeLevel HX, stated that “curbside is an additional channel to accommodate more traffic, which brands need, and some people prefer it. The benefit of curbside is primarily the ability to order ahead, which should translate to no waiting,” (Kelso, 2020). **A full 50% of consumers are using curbside more often than they were prior to the outbreak.** On the other hand, food deliveries had grown by 23% over a four-year period before the pandemic, but as people have been isolated to their homes, delivery services have skyrocketed even more. For example, Uber Eats saw a whopping 152% growth in food delivery in New York in June of 2020 (Moeser, 2020). In order to remain profitable in such dire times, it is suggested that Troitsky Most creates a mobile app, as well as offer free samples, implement meal kits, and perfect a delivery and curbside pickup option.

Free Samples

For customers who are skeptical of vegetarian, plant-based, or raw foods, free samples should be offered. Free samples would allow more people to try the food and most likely bring in new customers, which could expand the target market. Free samples should be advertised in order to bring in more customers.

Mobile App

With the world constantly becoming more technological, having a mobile app is crucial in the food service industry. A mobile app would allow customers to create a personal account, keeping track of points, discounts, and rewards earned. Customers would be able to browse the menu, order, and pay with a card through the app. Special app-only offers could be available as well to encourage customers to use it. Mobile ordering of meal kits, delivery, and curbside should all be included within the app.

Meal Kits

A meal kit is a package that contains pre-portioned, ready-to-prepare meals with accompanying recipes. Meal kits would allow customers to prepare and enjoy tasty Troitsky Most recipes from the comfort of their home, which is crucial during such trying times, as many people are uncomfortable with going to public restaurants during the pandemic.

Troitsky Most meal kits would include a week’s supply of packaged meals. A “Meal Kit” tab on the Troitsky Most website and mobile app would allow customers to view what is to be included in the meal kit that week. Customers would then be able to order a week’s supply meal kit, delivered to their home on a specific day each week. For example, all meal kits would be delivered on Sunday of each week, regardless of what day the order was placed. A delivery schedule like such means meal kits ordered on Sunday would not be delivered until the following week. Customers could also customize the number of people the meal kit is intended to serve, this way they are not getting too much or too little food.

In order to add value for customers, it is important that the branding and packaging of the meal kits are a cut above the rest. By doing this, the Troitsky Most meal kit will not just be a box with food items but a holistic experience where customers will be able to get a piece of the café from their homes. Branding the meal kit would help boost brand loyalty. Writing a personalized note on each box thanking customers for their support will allow consumers to experience the warmth that would be felt if they were actually inside the café.

Delivery

A sustainable delivery system is very important especially during the current pandemic where individuals are trying to minimize possible exposure to the virus. Troitsky Most’s products are already low-priced so that the food is affordable to consumers, so for a delivery system to be feasible, delivery would have to be offered at an additional cost. Cost of delivery would be dependent on the distance of the delivery. The farther the delivery is, the more expensive it would be for the customer. Maximum distances could be set in place, as well as zones of delivery. For example, competitor Healthy Conscience offers four delivery zones shown below.



Image from (Healthy Conscience, n.d.)

If every-day delivery proved to be too expensive for the company, designated delivery days could be implemented, meaning delivery would only be offered on the days that it was common to receive the most delivery orders. Another way to help reduce costs would be setting a time orders must be received by. Customers would have to order before that certain time in order to get delivery, and all orders would be dispatched at the same time to try to reduce costs.

Curbside Pickup

Most of Troitsky Most’s main competitors do not currently have a curbside option, so this would add a major competitive advantage, especially during the COVID era.

Customers could either use the mobile app or call the café to place a curbside order. A curbside order would be just like a regular order, except an employee would bring the food out to the customer’s car upon arrival. In order to make this as fast and organized as possible, the employee taking the order would inform the customer how long until their order will be ready, as well as ask the color and make of the vehicle they will be picking it up in. Doing so will help avoid any mix-ups or long waiting times.

4. Pricing

The pricing for the current products and services that Troitsky Most offers is in line with competition, meaning prices can remain the same for the current product offering. When thinking about pricing strategies for the new services suggested, Team 50 believes it would be best to implement loss leader pricing. Loss leader pricing can be in the form of bundling discounts or point systems, which encourage customer loyalty.

Free Samples

Samples would be no cost to the customers, as this is a way for them to try the food, and hopefully encourage them to become loyal consumers of Troitsky Most.

Meal Kits

Since Troitsky Most’s main competitors do not offer meal kits, prices can be set higher for this service as it is more unique in value. Keeping in mind that customers would be able to select the amount of people needed to be served for each meal, it would be strategic to make the larger meal kits less expensive. For example, a week’s meal kit intended for one person may be set at \$70, while a week’s meal kit intended for a family of four may only cost \$140. Although the larger meal kit looks more expensive, it is actually less expensive per person, as shown below.

Week’s Meal Kit for 1 (3 meals per day)	\$10 per day, per person	\$10 x 1 person x 7 days	\$70	5185.19 Russian Rubles
Week’s Meal Kit for 4 (3 meals per day)	\$5 per day, per person	\$5 x 4 people x 7 days	\$140	10,370.37 Russian Rubles

Delivery

Many of Troitsky Most's main competitors also offer delivery, so prices should be similar, if not lower, than the competition. Price of delivery would be dependent on distance, so setting delivery zones, as mentioned before, would be key. If zone one is closest in distance, it would be the least expensive and vice-versa. For instance, if zone one is anywhere within a ten-mile radius, it could be a flat delivery fee of \$4, or 296.30 Russian Rubles. Meanwhile, if zone two is between ten and twenty miles, it may cost \$6, or 444.44 Russian Rubles, for delivery. Additionally, having a point-system for this would encourage customers to continue using the delivery option. For instance, for every ten delivery orders a customer makes, the eleventh could be half-off. In order to keep track of this, a mobile app for ordering is crucial. The mobile app could keep track of points, rewards, and special offers.

Curbside Pickup

Curbside pickup should not have any additional fee on the customers, as they are picking up their order themselves; however, one way to encourage customers to use the curbside option is to implement a rewards system for this as well. For instance, for every ten curbside orders, the eleventh would be free. Again, a mobile app to keep track of this is extremely important.

The introduction of all the above-mentioned services will allow Troitsky Most to create customer loyalty. Developing a mobile app is the first crucial step, especially when targeting the younger audience. The app will bring about loyalty through the points-reward system. Though the implementation of a delivery system and meal-kit option may incur more costs up-front, the use of angel investors in St. Petersburg could help exponentially. Government funding such as small business grants is another way to reduce costs for the company, which will help keep prices low, ultimately keeping customers attracted.

Section 3: Marketing

- ™ Social media and email marketing are inexpensive and effective
- ™ Messages need to communicate affordability, diversity, and convenience
- ™ Brochures, punch cards, discount coupons, and social media posts must be dispersed in order to encourage brand loyalty

5. Promotion Channels

The most effective and inexpensive way to market and promote Troitsky Most is through online advertisement, specifically through the use of social media channels and email marketing. Marketing through social media platforms will allow Troitsky Most to connect with their audience to further build the brand, increase sales, and drive website traffic. This involves posting exceptional content on platforms including Facebook, Instagram, and Twitter. These networking sites are frequently used by the younger generations today, as the goal is to connect, attract, and appeal to them to increase business of the restaurant. **The steps included are:**

1. Create a Facebook, Instagram, and Twitter account for Troitsky Most. Although the restaurant already has an Instagram, it is not used to its fullest extent; the last post was made on October 30, 2020, which was over four months ago.
2. Learn as much as possible about the audience and gather data. Factors include:
 - a. Age: 18-30
 - b. Location: Russia
 - c. Income: 65,286 rubles, or \$860, per month (“Cost of living,” 2021).
 - d. Interests: vegan food, vegetarian food, environmental interests, aesthetics, religion, and more
3. Complete a social media audit to determine what’s working and what’s not working for the organization, if the audience is engaging, and how Troitsky Most’s social media presence is compared to the competitors
4. Post great and appealing content of the variety of dishes and the restaurant itself
5. Have a social media content calendar in place to allow for time to engage with the audience, as well as have a schedule for posting in place. Post content biweekly and engage with the audience at least twice a week.
6. Figure out the right content mix: 80% for entertaining, education, and informing, 20% for explicitly promoting the brand
7. Evaluate the strategy and make necessary adjustments

Social media marketing is extremely inexpensive. The main costs associated with this form of marketing are workers’ wages. **Hiring a talented social media chairperson is very important in the success of many businesses today. Most social media managers expect \$50,000, or 3,717,570.00 rubles, a year.** Though this may seem like a hefty amount, it is nearly the only cost associated with social media marketing unless using targeted advertisements, which

are not necessary with the use of a good social media manager. Paying more up-front for a talented social chair will actually reduce costs in the long run (Vince, 2020).

The use of email marketing will also assist in promoting Troitsky Most's business and its products and services. This form of marketing is inexpensive and effective, as it makes customers aware of new products, discounts offered, and other services that would be provided. In addition, it's a great way to share the values of the organization and keep the customers engaged and informed. **The steps include:**

1. Encourage customers to receive emails when they come into the restaurant while purchasing.
2. Offer discounts and opportunities to win free meals if they sign up for the email list.
3. Provide surveys in the email to receive meaningful and valuable feedback, as well as provide the customers an opportunity to gain insights of the business.
4. Have informative content in the email regarding new dishes, changes to be made, and anything else that is relevant and engaging.
5. Additionally, send appreciation emails to the customers thanking them for their loyalty.
6. Have a set emailing schedule in place; for instance, once every Sunday- only once a week to prevent flooding customers' emails and ensure they stay engaged.

Email marketing is also inexpensive, as it usually costs anywhere from \$9-\$1,000, or 670.10-74,455.50 rubles, per month if self-managing campaigns. **It is recommended that 16% of a company's total marketing budget be allocated for email marketing** because the Return on Investment is incredibly high- \$44 for every \$1 spent, or 3,276.04 rubles for every 74.46 rubles spent (WebFX, 2021).

6. Message

Meal Kits

In order to attract customers for the proposed meal kit, the main message of the marketing campaign should not only emphasize the convenience, but also the fact that consumers will still get a warm experience through the personalized notes that come with the meal kits. The saying, ***"Same tasty vegetarian experience at home,"*** will reiterate that the in-cafe experience will still be felt from the comfort of their homes. In order to fully market this idea to customers, however, consumers would have to see pictures of the meal kit and the tasty treats inside. To fully get individuals integrated with the idea, pictures and videos could also be placed on the social media pages showing the features of the meal kit or even a demonstration of how persons could prepare the dishes in their meal kit.

Delivery

One of the main issues faced by Troitsky Most is a decline in the amount of walk-in customers to the cafe, as there has been a significant decline in tourists and an increase in the amount of persons working from home. As such, it is important for Troitsky Most to go to these customers since they are unable to come to the cafe. In order to do this, it would be important to emphasize the main advantage of convenience with the message, ***"Stuck inside? Can't come to us? We'll come to you!"*** This could be followed by pictures of the various product offerings available for delivery to entice potential customers to make a purchase. Furthermore, for any

delivery system to be successful, delivery time needs to be quick. One great example of a marketing message that emphasizes this is Jimmy John's, "Freaky fast, freaky fresh!" The message should highlight how speedy delivery at Troitsky Most will be, as well as the great quality of the food.

Free Samples

The message of the free samples should be aimed towards those who are considering the vegetarian lifestyle but may be hesitant due to the misconception that vegetarianism limits the diversity and deliciousness of meals. Making it known that free samples are available is crucial to gaining that new market. Messages should convey this option and how it is available at no additional cost to any customers that come into the cafe. Free samples available only in-restaurant will help keep traffic coming into the cafe despite other limitations.

7. Promotional Materials

Team 50 created the brochure shown below for Troitsky Most, which emphasizes the new services offered. A pdf of the brochure can be accessed by clicking this link: [Troitsky Most Brochure.pdf](#). Brochures should be handed out all around the city in order to attract as many customers as possible. Handing these out to people as they walk and tour the city would be a great way to make the experience more friendly and personal. Dispersing them through bulletin boards and other companies is also a good way to get them more widely spread.



Dine in and enjoy a live acoustic concert or movie from old times. Want to learn more? Visit our website at t-most.ru and follow our social media!

 @troitskymost
 @troitskymost
 Troitsky Most

Access our mobile app for deals, coupons, and more!



MEAL KITS

- Pre-order only
- Pickup and delivery available
- Personalized notes

With our daily-changing menu, there will always be something new to enjoy from places around the world. Not only is the food tasty, but it's extremely affordable!

DELIVERY OFFERED

at additional cost
 Can't drive to get food? Try our delivery system where we bring the food to you!

FREE SAMPLES!

New to vegetarian dishes? No worries! Try our samples to give you a taste of our delicious foods!



Troitsky Most

Galernaya Street 19
 St. Petersburg, RU
 (+7) 812/964-89-67

Open 8AM-9PM daily

Vegetarian Café



Team 50 has also mentioned the use of bundling discounts and special offers, and how these promotions inspire brand loyalty. Some examples of special offers and coupons are shown below.



Team 50 also created two mock social media posts to show how to properly manage an online presence. One of the mock social media posts is on Facebook, and the other is on Instagram. These are the main two social media sites that Team 50 suggests using in order to attract the target market of 18-30 year olds.

Facebook Post

Instagram Post



Troitsky_Most is with Cafe_Lover29 at Troitsky Most Cafe

Yesterday at 3:45pm · 🌐

🍽️ Enjoy the same tasty vegetarian experience at home with our new meal kits! Available for pre-order only. Delivery and Pickup!

#Vegetarian #MealKits #LifeStyle



👍❤️😂 76.5k 87,359 Comments 54,921 Shares

Love Comment Share

View more 67,845 Comments

Write a comment...



TroitskyMost · Petersburg, RU · Follow



❤️💬📍

Liked by Veggie_Cafe and 58,193 others

TroitskyMost 🍽️ Come in and have a taste of our free samples or order from home and have it delivered to you! With our mobile app, access our menu, information, discounts, and much more.

#Vegetarian #Cafe #Delivery 🌿 ... more

View all 45,672 comments

JailynVera_01 This looks so tasty! Thank you for offering delivery now. The new app makes everything so much easier to manage and order :)

👤 Add a comment...

27 February 2021

A pdf of all of the social media posts and coupons can be found using this link: [Posts and Coupons.pdf](#).

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