

TITLE OF THE CASE STUDY:

COVID-19 and the demand for online grocery shopping.

Name of the organisation:

E-BAG

Country and sector of the organisation:

BULGARIA, online supermarket and grocery shop

Type of organisation:

- Private organization

Size of the organisation:

- large

Brief description of the organisation:

E-bag is the biggest online supermarket in Bulgaria established in 2005. The company holds the largest share of the electronic food market in Bulgaria. "According to our calculations, we hold over 70%" says Ivan Alexandrov, owner of E-bag which offers over 12,000 fast-moving consumer goods, pharmaceutical products and others. The company works with over 150 suppliers. Before the coronavirus, the e-supermarket fulfilled about 300 orders a day on average.

Short description of the case study (500 characters)

Because of COVID-19 pandemic thousands of consumers were forced by government restrictions to buy their fruits, vegetables and other consumer goods online, and not from physical shops. This development can have a long-lasting effect on the supermarket industry by changing it forever. Locked up at home because of the virus, more and more people decided to shop online and to order food via their smartphone.

Key words:

Online, shop, consumer goods, e-commerce, supermarket, dynamic, Internet, shopping, food, delivery, application, pandemic, lockdown, home, adaptation, teamwork

BEST PRACTICE PROFILE

DETAILED DESCRIPTION

The CEO of the company, Mr. Ivan Alexandrov, decided to implement new strategy of work. He saw that consumers habits have changed as orders were way bigger than before the pandemic and people are mostly buying packed food like flour, pasta, sugar, crackers and cans as they wanted to restock and have a lot of quantities at home because they were afraid of new lockdowns. The management team of E-bag realized that they should implement a stepwise receiving orders method, in order to be sure that there won't be a heavy load on the site/application and no one will order something that has already been ordered by someone else. This facilitates all the staff, as the orders post COVID-19 are much bigger than those before.

Another measure that E-bag has implemented due to COVID-19 restrictions was the contactless delivery : consumers who have paid online receive their goods delivered in front of their house/door without interacting with no one. This measure was reassuring for the delivering staff, as they were afraid that a lot of the deliveries have been made by people in quarantine and probably infected with COVID-19. Of course, all the staff wears face masks and gloves and before and after each delivery, E-bag staff should disinfect hands and also change clothes at least twice per day.

A schedule for remote working was done at the beginning of the pandemic and everyone who can works from home. If there are any urgencies the office of E-bag is ready to welcome employees, but they should not be more than 3 people in the same room, wearing masks and disinfecting their workplace regularly.

RATIONALE

E-bag was strongly impacted by the coronavirus crisis. Fortunately, its management has been very accurate and they hired more than 150 people in 2 months. This success is due to a lot of work and an adequate strategy for surviving the pandemic. Mr. Ivan Alexandrov, CEO of E-bag has always been very close to his employees. By implementing the above mentioned measures, he managed to not only maintain his team, but to grow in a spectacular way! The new vision in the organisation is already present and it seems to work very well. His main motives were to keep perfect hygiene measures and to give his employees autonomy as they are working remotely. The company is leader in Bulgaria and has a lot of projects in the future.

GOALS

- Rapidity

Everyone has the right to access a fresh and clean food - this is the philosophy of the company whose innovative service helps to promote the local production. The business model is more specific than other e-shops, as is the behaviour of consumers of fast-moving goods. More and more Bulgarians are searching for quality products and are ready to pay even more for an organic production or a local one.

- Expansion/development

They work with the best of Bulgarian farms and producers. In order to become a supplier at E-bag, farmers should prove they follow high standards in technologies for growing fruits, vegetables or for meat and dairy production. Farmers from all over the country contact them and need a reliable supplier to organize their products quickly so that they can be transported to the end customers.

- Teamwork

E-bag works in the same team, aiming same objectives with the producers, farmers, small family shops, bio and organic shops.

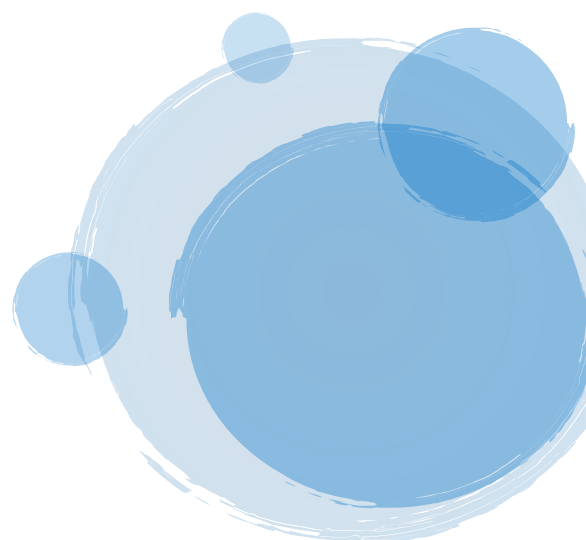
IMPACT

The negative impact of the COVID-19 pandemic was the fact that the company did not manage to improve the quality of its service due to the rapid growth of orders. "At the moment, our service is at a much lower level than usual. In normal situation we deliver up to 3 hours. At the moment there are no free slots for all clients. We will need time to restore our familiar level of service," says Ivan Alexandrov. Because of the increasing volume of orders, E-bag delivers up to 2 days now.

The positive impact is that they hired 50 new people in 2 weeks and the company is still growing. E-bag has helped a lot of local producers to expand their market and a lot of farmers with no digital and marketing skills to survive the crisis.

LESSONS LEARNED

Employees and leaders have improved their digital skills. They have learnt to listen even more consumers' needs and they are more and more motivated to answer to them. Leaders improved their negotiation skills as they had to develop their suppliers chain and providers. Employees became more responsible and put all their efforts into the same goal : to grow the business.



MATERIAL



The owner of E-bag, Mr. Ivan Alexandrov

REFERENCES

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