

THE IMPACT OF MARKET-SPECIFIC FACTORS ON USER ACQUISITION IN CROSS-MARKETS DIGITAL APP EXPANSION



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Executive Summary

This thesis explores the impact of market-specific factors on the user acquisition of digital apps in various international markets, focusing primarily on the HomeID app developed by Versuni (formerly Philips Domestic Appliances). The research aims to identify how these factors influence user preferences and behaviours, the challenges in user acquisition, and effective strategies in different international markets. The main research question is: **“How do market-specific factors impact user acquisition of digital apps across different international markets?”**

The study employs a qualitative approach, using semi-structured interviews with stakeholders from various geographic markets, supported by internal company documents. Through thematic analysis, the research identified key insights into the factors affecting app adoption.

Key findings reveal several market-specific factors that significantly impact user acquisition. Cultural relevance is crucial, as users prefer localised content and community engagement features, such as local recipes and holiday-specific promotions. Technological readiness also plays a vital role, with higher technological adoption leading to better app engagement. Economic conditions, including disposable income and economic stability, influence app adoption, necessitating tailored pricing and promotional strategies. Administrative regulations, such as compliance with local dietary restrictions and nutritional information requirements, are critical for successful market penetration. Geographic factors, including urban-rural divides and regional preferences, affect app visibility and user engagement.

The study identifies several challenges in user acquisition. Understanding user needs across diverse cultural, economic, and technological landscapes requires tailored approaches. High competition in certain markets necessitates unique value propositions and strategic marketing efforts. Technical barriers, such as translation quality and app functionality across different regions, require continuous improvement. Content localisation to match local tastes and preferences is a significant challenge but essential for user retention and satisfaction.

To address these challenges, the research proposes several strategies for effective user acquisition. Comprehensive market research is essential for gathering insights from local and global sources to inform adaptive strategies. Implementing multi-channel marketing efforts, including brand and communication strategies, targeted promotional campaigns, and partnerships, can enhance visibility and engagement. Developing localised content and seasonal promotions will improve relevance and user satisfaction. Collaboration between global and local teams ensures effective strategy implementation and continuous feedback integration.

The findings underscore the importance of a flexible and responsive approach to user acquisition, integrating local market insights with global strategies. Companies can enhance

user acquisition and achieve sustained growth by aligning their strategies with market-specific factors and continuously adapting to user feedback.

In conclusion, this research provides a detailed framework for understanding how market-specific factors influence app user acquisition in different international contexts. By addressing the identified challenges and implementing the proposed strategies, companies can optimise their efforts to attract and retain users globally. The findings contribute valuable insights to both the theoretical understanding of digital marketing and the practical application of international business strategies in app expansion.

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1. Introduction

1.1. Background

Digital transformation shifts how businesses operate and create value, reshaping the broader socio-economic landscape across various industries (Bresciani et al., 2021). Digital transformation is characterised by the use of new digital technologies to transform the firm's business models, collaborative approach, and culture to drive efficiency and innovation (Warner & Wäger, 2019). The evolution of digital mobile applications (apps) within the marketing context marks a significant phase in the broader trajectory of digital information. Apps can be categorised into different types, including games, e-commerce, social, and companion apps (Dowell et al., 2015; Zhao & Balagué, 2015).

During the early stages of the Internet in the late 1990s and early 2000s, apps were niche supplementary tools used by a limited number of tech-savvy businesses and consumers (Chaffey & Ellis-Chadwick, 2019). However, the landscape began to shift dramatically in the mid-2000s. The widespread mobile internet access, amplified by the rise of smartphones, significantly marked a new era of digital marketing where digital platforms, like social media and mobile apps, play a central role (Dsouza & Panakaje, 2023; Kim et al., 2013). In addition, the development of advanced mobile operating systems and app stores allowed apps to be increasingly functional and usable (Kim et al., 2013). These advancements catalysed the massive shift from traditional to digital marketing, with apps as mainstream marketing platforms. (Kim et al., 2013)

The shift towards apps has altered consumer behaviour and reshaped business models and marketing strategies (Reddy & Reinartz, 2017). Consumer behaviour shifted dramatically from passive reception of marketing messages to active engagement and experience with digital content. This shift has been characterised by increased demand for personalised experiences (Warner & Wäger, 2019; Zaki, 2019) and real-time interactions for which apps are uniquely suitable (Chaffey & Ellis-Chadwick, 2019; Moctezuma, 2017). Concurrently, businesses began to leverage the huge potential of engaging with consumers directly through apps and, accordingly, transformed user expectations and engagement patterns (Krishen et al., 2021).

This transformation becomes more evident in the current trends toward data-driven approaches where businesses tailor user experience and marketing strategies based on customer insights (Hew et al., 2015; Warner & Wäger, 2019). The influence of digital transformation on marketing is also reflected in the increasing reliance on digital platforms for almost all consumer-facing businesses, which is powerful enough to drive sales and enhance customer loyalty (Chaffey & Ellis-Chadwick, 2019; Moctezuma, 2017).

1.2. Problem Statement

In digital globalisation, digital platforms are critical for facilitating international business expansion (Reuver et al., 2018). Digital strategies enable companies to enhance customer value and sustain engagement across international markets (Kumar & Reinartz, 2016). Despite the borderless nature of digital technology, however, companies face complex challenges in app expansion, particularly in tailoring their apps and strategies to satisfy diverse user preferences across countries (Lim et al., 2015; Shaheer, 2020). For instance, in China, Airbnb's expansion had to face significant challenges due to inadequate localisation. The company struggled to adapt its branding and marketing, as well as platform features, to Chinese consumer preferences, leading to a disengagement with the local market (Li, 2017).

Studies by Ghose & Han (2014) and Lim et al. (2015) highlight substantial variations in app user behaviour and adoption, driven by diverse cultural preferences and economic conditions. Moreover, as suggested by Chen et al. (2009), the adoption and diffusion of innovative digital solutions, like smart apps, depend heavily on how well these technologies align with conditions in different markets.

Varying local conditions and user behaviour towards apps shaped by market-specific factors impact app visibility, user engagement, and loyalty (Hsiao et al., 2016; Lee & Raghu, 2014). Market-specific factors refer to the unique characteristics and conditions of a specific market that can influence the performance of apps and the strategies' effectiveness. On the other hand, misalignment between app functionalities and local market expectations can result in poor user acquisition and retention, diminished brand equity, and, ultimately, suboptimal market penetration. As Kostin (2018) also noted, adapting to long-term trends and specific market preferences is essential for the successful international expansion of these digital technologies.

Based on the above elaboration, the successful deployment of apps globally involves addressing several multifaceted issues. Therefore, it is necessary to explore how businesses can adapt strategies effectively, addressing the unique demands of different markets. This research intends to delve into market-specific factors that affect user acquisition apps across different international markets. This will be done by identifying those factors and integrating them with user behaviour in app adoption and the respective challenges and strategies. This approach is expected to provide actionable insights for enhancing user acquisition of global apps.

1.3. Research Objective

This research aims to address the challenges of gaining new app users across international markets by deeply analysing the impact of market-specific factors on app adoption. The study develops a strategic framework for market penetration, focusing on navigating market complexities and tailoring effective user acquisition strategies. By integrating empirical data from multiple regions, this research provides a comprehensive analysis of these factors. It addresses both demand-side and supply-side challenges, offering a holistic guide for navigating

complexities in global app expansion. This approach advances both theoretical and practical understanding of international digital strategies.

The findings have the potential to contribute significantly to the theory surrounding digital marketing and technology adoption, offering comprehensive insights into the dynamics in different international contexts. Practically, this study provides actionable guidelines for businesses, aiming to optimise the rollout of apps and marketing strategies aligned with diverse consumer expectations and market conditions.

To address these objectives, the main research question is formulated as follows:

“How do market-specific factors impact user acquisition of digital apps across different international markets?”

To sufficiently formulate the answer to the main research question, several sub-research questions are defined below:

- 1) What market-specific factors influence user preferences and behaviours towards digital apps in different international markets?
- 2) What challenges arise in user acquisition due to market-specific factors in cross-market expansion?
- 3) How can user acquisition strategies be aligned with market-specific factors to attract digital app users effectively across different international markets?

1.4. Relevance to Management of Technology

This research aligns with the objectives of the Master Management of Technology (MOT) programme by integrating technology, innovation, and business management. This study focuses on investigating market-specific factors impacting user acquisition of apps, and it applies key MOT principles in navigating real-world technological (particularly digital) challenges within a global context.

Firstly, this study leverages core MOT concepts, such as market dynamics and technological advancements, to inform business strategies in technological deployment. This directly correlates with the MOT curriculum’s emphasis on data-driven decision-making in managing technology and innovation. It develops strategic frameworks that integrate technology and business management to address market needs, reflecting the MOT focus.

In addition, the application of digital marketing, international business strategies, and user behaviour theories in this research demonstrates an interdisciplinary approach to developing comprehensive solutions, which is a core aspect of the MOT programme. By examining app adaptation from the perspective of the technology itself and user preferences, the study aligns technological capabilities with user needs to enhance user acquisition. Lastly, by emphasising collaboration and stakeholder engagement (e.g., between various teams within the organisation and end-users), the study reflects the MOT program’s focus on cross-functional competence.

1.5. Thesis Structure

This thesis systematically explores the impact of market-specific factors on user acquisition of digital apps across international markets. Chapter 1 introduces the research background, problem statement, research objectives and significance, and research questions. Then, the theoretical background in Chapter 2 reviews relevant literature, focusing on the CAGE barriers and user behavioural frameworks. Chapter 3 details the qualitative research methodology, including research design, research context, data collection, and data analysis, addressing validity and reliability. In Chapter 4, the findings on how market-specific factors influence user acquisition are presented and categorised into several themes. The discussions in Chapter 5 analyse the findings, integrate them with previous studies and the theoretical models, and offer practical implications for stakeholders. Lastly, Chapter 6 concludes the thesis by summarising key findings, addressing research questions, and highlighting the contributions of the research.

2. Theoretical Background

2.1. The Rise of Digital Apps Expansion

2.1.1. Digital Apps Transformation

Digital mobile apps have become vital in modern marketing, starting in the late 1990s when the first mobile apps emerged (Weng, 2023). Digital mobile apps (apps) are software programs developed for mobile devices that adapt to user needs, serve various functions across industries, and enhance user experience through personalised features (Huang et al., 2019; Lim et al., 2015; Minelli & Lanza, 2013). The introduction of Apple's App Store in 2008, followed by Google's Play Store, as platforms that allow apps to be distributed globally, marked a pivotal moment in the digital app landscape (Cusumano, 2010). The evolution from basic utilities like calculators to advanced business, health, social networking, and smart-home apps reflects the interplay between technological advancements and shifts in consumer expectations and, as a response, how businesses connect with consumers (Kim et al., 2013).

Apps have become crucial tools for businesses to engage with their customers. They offer personalised experiences, real-time interactions, and consumer insights, making them engaging platforms (Krishen et al., 2021). This phenomenon is shown by the rapid increase in global digital apps over time (Figure 1). Data from Statista (2024) shows continuous growth in the app markets, with global app downloads in 2023 reaching over 257 billion, nearly doubling the number in 2016 (141 billion). This growth trend proves the deep integration of apps into everyday life in these modern days.

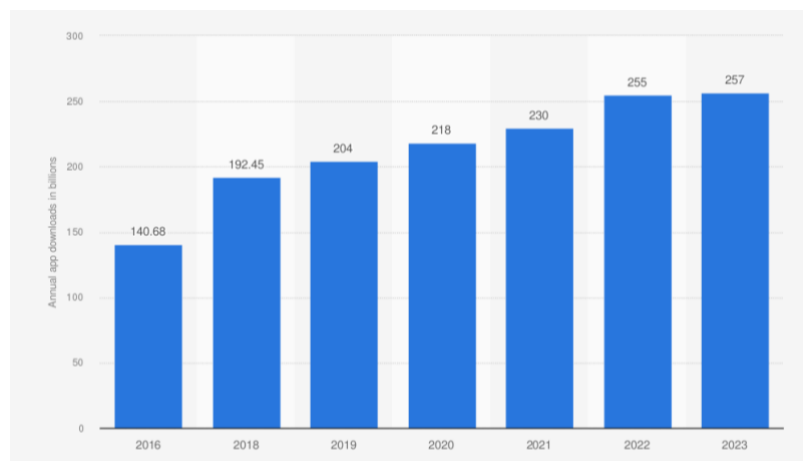


Figure 1 Number of mobile app downloads worldwide from 2016 to 2023 (Statista, 2024)

Furthermore, the range of mobile apps has broadened significantly across various sectors, such as healthcare, education, and entertainment. For example, health apps like the popular MyFitnessPal can provide personalised health monitoring and fitness tracking through features like a calorie counter and exercise log, significantly simplifying the way users can manage their

health and wellness (Bol et al., 2018). In addition, educational apps, like Duolingo, have made learning language more accessible and engaging for many user groups through interactive and gamification (Loewen et al., 2020). In the entertainment industry, streaming apps like Netflix provide extensive choices of movies and TV shows that can be tailored to individual preferences or profiles (Tryon, 2015). These examples highlight how diverse app functionalities cater to specific user needs and enhance overall user experience.

2.1.2. Integration of Apps into the Global Market

As apps have become more advanced, they have opened new opportunities in international business by overcoming geographical and time boundaries (Mainela et al., 2015). This is reflected by the trend of digital app expansion, which refers to introducing and deploying apps across various international markets. It allows businesses to engage with consumers worldwide, supported by accessibility, customisation, and operational efficiency essential for international market penetration (Kim et al., 2013; Kostin, 2018).

Integrating apps into the global marketplace is particularly significant in revolutionising business models and the way businesses engage with customers in sectors like e-commerce, entertainment, and finance (Lowry et al., 2001). For instance, e-commerce leaders like Amazon have leveraged mobile apps to offer seamless shopping experiences globally, while streaming providers like Netflix use apps to provide personalised content to users worldwide (Tryon, 2015).

Moreover, the capability to customise for different markets is a significant advantage of apps as touchpoints. Apps can be localised to meet the specific needs and preferences of users in different regions, such as through translation and providing locally relevant content. This helps businesses to enter new markets more effectively while building an extensive customer base (Liu & Forsythe, 2011).

2.1.3. Challenges in Global App Expansion

The expansion of digital apps into international markets has not been without challenges. In addition to technological dissemination, it involves diverse user behaviours and market-specific dynamics, which result in complexities (Shaheer & Li, 2020). Aligning the app and marketing strategies with these market-specific factors is crucial for successful international expansions and sustained growth.

The varying challenges among markets originate from diverse economic, cultural, technological, and regulatory landscapes, which act as app adoption barriers and can hinder app internationalisation (Shaheer & Li, 2020). The CAGE (Cultural, Administrative, Geographic, and Economic) framework provides a systematic approach to assessing the challenges faced in international app expansion (Shaheer & Li, 2020).

1) Cultural Factors

Different languages, social norms, values, and consumer behaviour significantly affect how apps are perceived and adopted. An app that succeeds in one culture may not be well suited to different cultural contexts due to misalignment with local preferences or communication approaches (Shaheer & Li, 2020). Therefore, apps' cultural compatibility is crucial for their success in the international market. For example, successful gaming apps in East Asia, such as those developed by Tencent, often incorporate local folklore and characters to enhance relatability and engagement (Coe & Yang, 2022).

2) Administrative Factors

Legal and regulatory issues, including data protection and privacy, copyright, censorship, tax, and local business operations, vary by country and impact app deployment and marketing (Shaheer & Li, 2020). For example, Uber faced significant regulatory hurdles when expanding into markets like India, where they had to navigate complete local transportation laws and regulations, which are mainly designed for traditional taxi services, despite seeing itself as a tech company (Goitom, 2016).

In addition, the increasingly strict guidelines, such as the General Data Protection Regulation (GDPR) in the European Union and the California Consumer Privacy Act (CCPA), force apps to ensure data privacy and security (Downes, 2018). This significantly influences how apps can engage with users and manage their data properly, which is related to the entry strategies and operational models. Strict regulations often impact user trust and shift the trends towards privacy-focused user acquisition strategies (Downes, 2018). Expanding to multiple countries means complying with varying regulatory environments, requiring intensive resources.

3) Geographic Factors

Despite the nature of digital innovation lacking physical constraints, geographic barriers can still play a role (Shaheer & Li, 2020). For example, time zone differences can affect customer service and content publishing. An app that provides live customer support, real-time event updates or content publishing has to manage these services across various time zones to support access to all users in different geographical locations (Yu et al., 2016). For apps like Netflix, managing content distribution across different time zones is crucial to ensure timely releases and maintain user engagement (Lotz, 2021).

4) Economic Factors

Economic gaps, including varied income levels, consumer purchasing power, market size, and economic stability, affect the apps' strategies, especially monetisation and marketing. Apps may need to adapt their features, pricing, and business models to meet the economic conditions in each market (United Nations, 2015). This is supported by the study by Ghose & Han (2014) that found the need for differentiated pricing strategies (in-app purchase options vs. in-app advertisements) based on economic conditions. A real example can be seen in Candy Crush Saga, which offers the game for free with in-app purchases for extra lives, boosters, and levels. Its freemium model capitalises on a small percentage of paying players

to generate enough revenue while still attracting a large non-paying user base. It is particularly effective in markets where disposable income for entertainment varies widely (Seufert, 2014).

Besides the CAGE barriers, another factor that may impede app adoption is technological readiness (Jarrar et al., 2020). The disparities in technological infrastructure, such as internet accessibility, smartphone penetration, and digital literacy across regions developed vs under-developed ones, affect variations in app adoption rates (Kratzke & Cox, 2012; Vimalkumar et al., 2021). For instance, e-commerce apps that succeed in markets with advanced digital payment infrastructure may struggle in markets dominated by cash transactions. Another example is regions with high-speed internet and widespread smartphones, such as South Korea and Sweden, which observe faster digital service adoption than regions with less developed digital ecosystems (Kongaut & Bohlin, 2016).

2.2. User Behaviour in Technology Adoption

2.2.1. Emerging Trends in Digital App Adoption Related to User Behaviour

Digital app adoption by users has presented significant changes driven by evolving user behaviour patterns and technological advancements. Users now expect highly personalised experiences from their digital apps. Apps that tailor content, recommendations, and services to individual preferences obtain higher engagement and retention rates (Kang & Namkung, 2019). This trend is partly driven by the advancements in technology, including artificial intelligence, machine learning, and augmented reality, which enable apps to analyse user data and predict user needs more accurately (Smink et al., 2020).

Enhancing user experience (UX) by focusing on intuitive design and seamless interaction has become a critical factor in app adoption. Users prefer apps that are easy to navigate, visually appealing, and responsive. This has led to the application of user-centric design and vast usability testing in app development (Hassenzahl & Tractinsky, 2006). Still related to UX, with the widespread mobile device usage, apps are being developed more with a mobile-first approach. This means the apps have to be optimised for mobile performance by providing users with fast and seamless experiences on their smartphones and tablets (Ghose & Han, 2014).

Another finding by Lin & Lu (2011) shows that apps that incorporate social features, such as sharing, messaging, and community engagement, tend to have higher user engagement. These features leverage users' social networks to create a sense of community and encourage frequent use. Furthermore, with growing concerns over data privacy and security, users have become more cautious about the apps they use. Apps that showcase their robust data protection and are transparent about their privacy policies are more likely to gain user trust and adoption (Beldad et al., 2010).

2.2.2. Theoretical Frameworks of User Behaviour in Technology Adoption

To gain a comprehensive understanding of how apps are adopted in international markets, this section will explore a few key inter-related theoretical frameworks for analysing and predicting user behaviour in technology adoption by users: the Technology Adaption Model (TAM), the Unified Theory of Acceptance and Use of Technology (UTAUT2), and Diffusion of Innovation Theory (DOI).

Several previous studies have used the theories TAM, UTAUT2, and DOI to predict technology adoption behaviours (Dhiman et al., 2019; Yawised et al., 2022; Zhu et al., 2006) and have confirmed the relevance of these theories in explaining digital app adoption. Therefore, applying these models helps to identify the drivers and barriers of app adoption and how they vary across diverse market contexts. Then, by considering those factors, tailored strategies as the ultimate goal can be developed to enhance user acquisition.

The **Technology Acceptance Model (TAM)**, developed by Davis (1989), identifies the primary determinants of technology adoption: **perceived usefulness** and **perceived ease of use**. This implies that if users perceive a technology to be useful in enhancing their performance/work and easy to use with low effort, they are more likely to adopt it. This implication is highly relevant to the context of app adoption.

Further expanding on TAM, the **Unified Theory of Acceptance and Use of Technology (UTAUT)** and its extension **UTAUT2** incorporate five additional factors (Venkatesh et al., 2012), resulting in a list of factors:

- **Performance Expectancy:** The degree to which using a technology will benefit the consumer in fulfilling certain tasks.
- **Effort Expectancy:** The degree of ease associated with consumers' ease of technology.
- **Social Influence:** The extent to which consumers perceive that their important relatives believe they should use a particular technology.
- **Facilitating Conditions:** Consumers' perceptions of the resources and support available to perform a behaviour.
- **Hedonic Motivation:** The satisfaction or pleasure derived from using the technology.
- **Price Value:** Consumers' cognitive tradeoff between the perceived benefits of the technology and the monetary cost of using it.
- **Habit:** The extent to which people tend to behave automatically because of learning.

By accounting for a broader range of determinants, the above theoretical frameworks can help understand the psychological perspective of individual users (i.e., user perception and external factors) affecting technology adoption decisions, applicable to analyse different market settings. For instance, an app designed for professional use might emphasise performance expectancy and facilitating conditions, while a gaming app might focus on hedonic motivation and social influence. These understandings underscore the need for tailored functionalities, user experience and interfaces, and strategies that align with the expectations and conditions of each targeted market (Venkatesh et al., 2012).

To understand technology adoption further, Everett Rogers' **Diffusion of Innovations Theory (DOI)** explains how, why, and at what rate new technologies spread through society. Rogers (2003) identified five categories of innovation adopters and the diffusion process across them within a social system over time, as detailed in Figure 2 and Table 1.

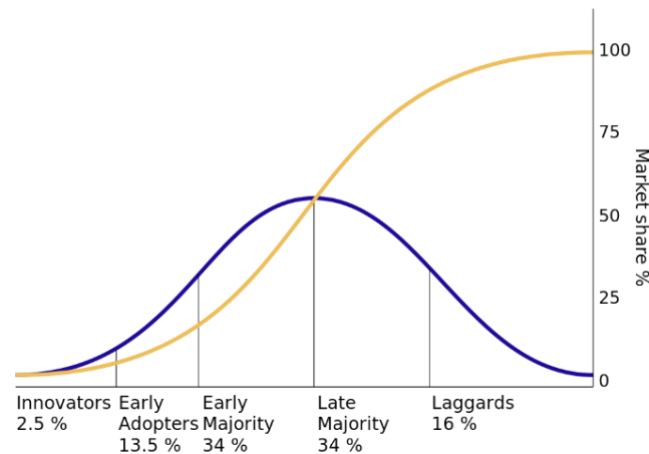


Figure 2 Different groups of ideas adopters (Rogers, 2003)

Table 1 Five categories of adopters (Rogers, 2003).

Category	Description	Characteristics
Innovators	First individuals to adopt an innovation	<ul style="list-style-type: none"> Adventurous, risk-takers, high level of financial liquidity Well-educated, can understand complex technical knowledge
Early Adopters	Early and careful adopters of ideas	<ul style="list-style-type: none"> Opinion leaders in communities Making informed decisions to reduce the risk of failure
Early Majority	Adopting new ideas just before the average person	<ul style="list-style-type: none"> Deliberate and thoughtful Relying on the feedback and experiences of early adopters
Late Majority	Adopting innovation only after it has been tried and tested thoroughly	<ul style="list-style-type: none"> Skeptical and cautions about innovations Adopting because of economic necessity or social pressure
Laggards	Last group to adopt an innovation	<ul style="list-style-type: none"> Reluctant to change, prefer traditional methods Often isolated from social networks Rely on experience rather than new information

In the context of apps, this theory helps understand the broad adoption patterns and how different market segments adopt new apps. For example, in markets with high technological readiness, early adopters might quickly use innovations, while in less technologically developed regions, adoption might happen more slowly. Another example is to apply this theory to develop market-entry strategies and leverage relevant communication channels based on the targeted app user categories.

2.3. User Acquisition and Strategies

2.3.1. User Acquisition

User acquisition is a crucial success indicator for app success, particularly in international markets. It attracts new users and correlates directly with other indicators, like app downloads, user engagement, and overall market share (Uma, 2019). This means acquiring users is not only about expanding the user base but also about enhancing brand visibility and market presence (Uma, 2019). Ultimately, gaining new users is essential to drive revenue in several ways, including direct purchases, advertising, and partnerships (Appel et al., 2020). The significance of user acquisition is underscored by its direct impact on boosting the company's long-term profitability and stability, especially in global markets (Arnold et al., 2011).

Given the significant roles of user acquisition in-app expansion, firms looking to expand their apps' global reach must possess effective user acquisition strategies aligned with local market dynamics. App marketing efforts must be directed to attract and retain a diverse user base. Through effective user acquisition strategies, businesses can significantly enhance market penetration, increase the app's visibility, expand the user base, and drive customer loyalty (Khoa & Huynh, 2023).

2.3.2. User Acquisition Strategies

User acquisition strategies are critical for the success of apps, especially in a highly competitive and diverse global market. The theoretical models discussed in the previous sections provide valuable insights into the factors influencing user behaviour and technology acceptance, which are crucial for designing effective user acquisition strategies. Effective user acquisition strategies ensure growth in the user base, which is essential for market penetration and long-term sustainability. These strategies not only attract users but also engage and retain them, converting them into loyal customers.

From the developers' perspective, several strategies can enhance user acquisition. Gamification integrates game-like elements to increase user engagement and motivation. For example, fitness apps like Strava use leaderboards and achievement badges to keep users motivated (Hamari et al., 2014). Push notifications, which send timely and relevant messages, help keep users engaged and informed about updates or special offers (Sahami Shirazi et al., 2014). Personalised content tailors the app experience to individual user preferences and behaviours (Sawant & Salunke, 2022). Additionally, the freemium model, which offers a basic version for free while charging for premium features, has been successfully implemented by apps like Spotify and LinkedIn to attract a wide user base and convert some into paying customers (Kumar, 2014).

From the marketers' perspective, digital marketing strategies are essential for reaching potential users and convincing them to try the app. SEO (Search Engine Optimisation) enhances the app's visibility on search engines to attract organic traffic (Jusuf, 2023), while SEM (Search Engine Marketing) uses paid advertising to increase app visibility and attract users (Moura & Casais,

2020). Social media marketing leverages platforms like Facebook, Twitter, and Instagram to reach and engage a broader audience (Sharma & Kumar, 2018), which is related to content marketing that involves creating relevant content to attract and engage potential users (Pulizzi, 2012). In addition, strategies like targeted ads leverage user data and behaviour to deliver personalised advertisements (Lambrecht & Tucker, 2013).

Integrating theoretical insights with practical user acquisition strategies is useful for designing strategies that are not only effective but also adapted to various conditions and user segments in specific markets, enhancing the overall success of apps in global markets.

2.4. Market-Specific Factors in App's User Acquisition in International Markets

To effectively acquire users in various international markets, it is essential to understand the market-specific factors that influence user behaviour and adoption. These factors include local consumer behaviour, competitive landscape, and technological readiness, each playing a crucial role in shaping how users perceive and interact (user behaviour) with new technologies, which in turn affects the adoption and acquisition of apps.

Local consumer behaviour varies significantly across different regions due to cultural, social, and economic factors and determines the preferences and expectations of users in specific markets. Understanding these behavioural nuances is crucial for developing apps that resonate with local users, thereby enhancing user acquisition. Another key factor influencing user acquisition is the market's technological readiness. Technological infrastructure, including internet accessibility, smartphone penetration, and digital literacy, varies widely across regions and impacts how users adopt new technologies. Addressing any technological disparities is essential for gaining a broad user base in diverse markets.

Drawing on the comprehensive exploration of the literature on digital app expansion, user behaviour in technology adoption, and app user acquisition, we see a nuanced landscape where market-specific factors play a pivotal role. Market-specific factors influence user behaviour in technology adoption and user acquisition, accordingly. By understanding this interplay, businesses can identify diverse user needs and preferences in various markets. As a result, companies can tailor the apps and user acquisition strategies to be globally comprehensive and locally relevant.

Despite the extensive research on the role of digital apps in global markets and app adoption, several gaps remain in the literature (Lee & Raghu, 2014; Tao & Edmunds, 2018). While numerous studies have explored the impact of individual market-specific factors on app adoption (Lim et al., 2015), there is limited research on how these factors collectively influence user behaviour and the implication on user acquisition and related strategies (Shaheer & Li, 2020). Additionally, the existing literature is scarce regarding the systematic integration among market-specific factors, challenges in user acquisition, and user acquisition efforts that adopt insights on

market-specific factors to address those challenges. New research is needed to cover the unexplored integration between market-specific factors, user behaviour in app adoption, and app user acquisition.

To address the literature gap explained above, this research aims to underscore the interaction between market-specific factors, user behaviour in technology adoption, and how they shape the user acquisition for apps across different international markets. Beyond that, this research also integrates those interactions into effective user acquisition strategies for app expansion across the international market. This research is mainly built based on the theoretical lens of the established theory of CAGE Barriers in App Internationalisation with additional support from UTAUT2. The CAGE framework helps identify and address barriers to app internationalisation, while UTAUT2 more specifically provides insights into user behaviour in technology adoption and the factors impacting it. Understanding these factors allows developers to tailor apps and marketers to formulate strategies that fit into the context of each market. The conceptual model of the research is visualised in Figure 3.

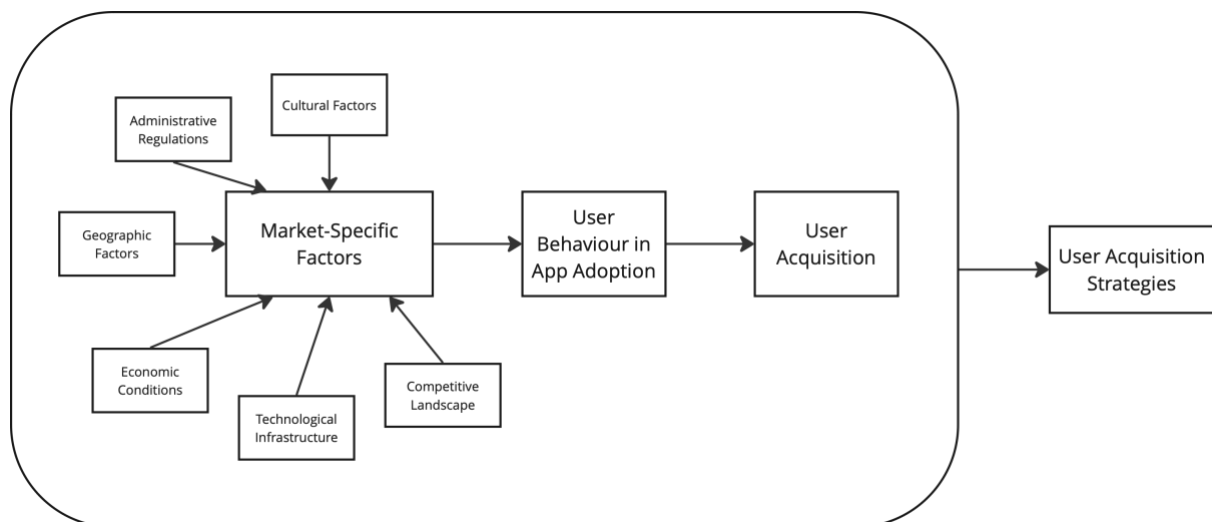


Figure 3 Visualisation of the research conceptual model.

Ultimately, this research aims to provide a theoretical framework for understanding the impact of market-specific factors on user acquisition, thus contributing to digital marketing and international business fields. Practically, it offers actionable guidance for marketers to enhance market entry and user acquisition strategies for apps across markets with diverse conditions and consumer preferences.

3. Methodology

3.1. Research Design

This research adopts a qualitative case study approach to deeply explore market-specific factors affecting user acquisition in the global expansion of companion apps within the home appliance sector. This approach is chosen due to its strength in exploring complex phenomena within real contexts and providing deep and rich insights that quantitative research may not capture (Baxter & Jack, 2008; Sekaran & Bougie, 2016; Yin, 2018). This approach is pivotal to effectively address the outlined research objective, which is to investigate the interplay between market-specific factors and user acquisition and how they can be translated into strategies. The flexibility in adapting to evolving findings is also another rationale for choosing this research design.

3.2. Research Context

The research focuses on the international expansion of companion apps in the home appliances industry. Companion apps are mobile apps that enhance the utility of physical devices by providing synchronised, interactive functionalities such as product-related content, user support, remote control assistance, appliance monitoring, and predictive maintenance through connectivity to the primary products (Alaa et al., 2017; Dowell et al., 2015; Dowell & Anstead, 2017; Kritzler et al., 2019). Through these apps, companies leverage their digital capabilities to improve user experience and satisfaction, gather data, and refine their offerings through direct user engagement (Lemon & Verhoef, 2016; Porter & Heppelmann, 2014; Wulfert, 2019).

Based on its definition and functions, user interaction is one of the main parts of companion apps. User interaction is mainly driven by user behaviour, shaped by market-specific factors that vary across markets. Therefore, understanding the market-specific factors becomes critical for this type of app. Moreover, the home appliance industry is undergoing rapid transformation due to technological advancements and changing consumer expectations (Aheleroff et al., 2020; Venkatesh, 2008). The necessity of this study then also lies in its focus on understanding how such digital transformations can be effectively managed across diverse international markets, which is crucial for companies operating globally in this industry. This exploration becomes even more relevant given the increasing consumer expectations for integrated digital solutions in home appliances, which has become a competitive advantage in this industry (Berawi et al., 2020; Porter & Heppelmann, 2014).

This research explores the case of the “HomeID” app owned and developed by Versuni (formerly known as Philips Domestic Appliances), a private global company headquartered in the Netherlands with around 6,400 total employees in many countries. The HomeID app itself, previously called NutriU (for kitchen appliances) before it was merged with another app named Coffee+ (for coffee machines), is a digital app launched in over 70 countries. HomeID connects to various Philips kitchen appliances and coffee machines and provides users with features like

food and coffee recipes, user manuals and support, tips and tricks, and remote appliance access, resulting in enhanced user engagement. The global reach of HomeID across different market contexts makes it a compelling platform to explore strategic adaptation challenges and opportunities for deploying global apps in a single-case research design. By examining the HomeID app, this research aims to explore the strategic efforts of Versuni to penetrate and cater to different market needs that help to identify best practices for deploying global apps, particularly companion apps, and offer insights that could guide firms in navigating the complexities in acquiring users during international market expansion with apps.

3.3. Data Collection

This study employs a multi-source data collection approach, leveraging both primary and secondary data sources, to facilitate an in-depth understanding of how market-specific factors affect user acquisition of the HomeID app in different international markets.

3.3.1. Data Collection Methods

The initial data collection phase systematically reviews secondary data sources, including academic literature, industry reports, and market analyses. A thorough literature review is conducted to establish the study's theoretical foundation. This review provides a foundation of knowledge regarding market-specific factors, user acquisition, and app international expansion covered in journal articles, books, and industry reports. The findings from this data provide context and help identify established theories, which structure the development of interview guides and the analysis framework.

Semi-structured interviews, pivotal in collecting rich and descriptive data (Baxter & Jack, 2008), are conducted for this research to acquire primary data. The interviews are designed to capture a broad and relevant cross-section of perspectives regarding the international expansion of the HomeID app for this exploratory research. These data collection methods are suitable for this study as they allow the researcher to collect qualitative based on the research objective and explore the subject by asking for further explanations on any interesting and relevant information provided by the interviewees.

Interviews are conducted with stakeholders in different geographical markets who are directly involved in the HomeID app, which can provide rich information and solid examples of the research phenomenon. This strategy also ensures that the interviews can cover various perspectives that influence and are influenced by the app's rollout strategies.

While the primary focus of this research is on collecting qualitative data through semi-structured interviews, internal company documents from Versuni are also reviewed to supplement and support the primary data. These documents are not the central data source but play a crucial role in enhancing the reliability and depth of the research findings. The internal documents reviewed include:

- **App Performance Dashboard:** This document contains comprehensive metrics of app downloads, user acquisition achievements compared to the target, and user acquisition performance of each market relative to other markets globally. It provides quantitative data on how well the HomeID app was performing in different regions, which is essential for identifying high-performing and low-performing markets.
- **Internal Reports:** These internal updates provide detailed insights into the app's performance globally and across different markets. They include the HomeID app's overall global strategy, global marketing plan, marketing strategies implemented in different markets and the outcomes, monthly performance overview, and user feedback collected from app stores. These reports help to evaluate and gain insights from approaches that were successful and those that were not.

These internal documents are primarily used to confirm and validate the insights gained from the interviews. For instance, when interviewees mention specific challenges or successes in particular markets, internal documents are consulted to verify these claims and provide additional context. In cases where interview data is ambiguous or incomplete, the internal documents serve as a valuable resource for clarification. For example, if an interviewee refers to a marketing strategy but does not provide detailed information, internal reports are used to fill in the gaps, offering a more comprehensive understanding of the strategy's implementation and effectiveness. Furthermore, the internal documents play a crucial role in the triangulation process, where multiple data sources are used to cross-verify the findings. By integrating data from these documents with the interview results, the research is able to develop a more nuanced and reliable analysis.

3.3.2. Market Selection

The selection of markets for this study is crucial to ensure the findings are relevant and representative. The study aims to explore the dynamics of user acquisition for the HomeID app cross-market expansion, focusing on **four distinct markets**: Turkey, France, Vietnam, and Chile. These countries are selected for their performance variance, geographical diversity, representativeness of other markets, strategic importance, and stages of digital adoption and app usage.

Firstly, the market selection considers **performance variance** by including markets where they performed well and faced challenges in the HomeID app's user acquisition. It considers the number of downloaders in each market and the achievement of downloads compared to the target determined, as shown in Table 2. Turkey and France represent high-performing markets with significant download numbers, demonstrating successful user acquisition strategies. In contrast, Vietnam and Chile are low-performing markets, providing insights into the challenges in user acquisition. The contrast between high-performing and low-performing markets allows for a balanced analysis to understand the success factors and difficulties in different contexts (Creswell, 2014).

Table 2 Selection of markets.

Category	Country	#Downloaders (2023)	Real Downloaders vs Target (2023)
High-Performing	Turkey	1,348,586	128%
High-Performing	France	452,001	216%
Low-Performing	Vietnam	31,800	19%
Low-Performing	Chile	2,845	29%

Furthermore, these markets offer **geographical diversity**, covering different regions: Western Europe (France), Eastern Europe/Western Asia (Turkey), Southeast Asia (Vietnam), and South America (Chile). This diversity captures a range of user behaviours and market dynamics, making the findings applicable to other similar markets.

These markets also **represent** a broad spectrum of economic and cultural contexts, allowing for an analysis of how market-specific factors influence user acquisition across different socio-economic landscapes. For instance, Turkey and France, as top-performing markets, provide insights into the drivers in more economically stable and culturally diverse environments. Conversely, Vietnam and Chile offer perspectives on the barriers faced in less mature markets with different economic challenges (Nguyen, 2023).

In addition, this market selection is justified by their **strategic influences** on a global scale. France's leading economy influences neighbouring countries (OECD, 2024). Turkey, positioned between Europe and Asia, is crucial for testing cross-regional strategies (Yapp & Dewdney, 2024). Vietnam's dynamic population represents Southeast Asia's evolving digital landscape, and Chile's growing economy makes it an important market in South America.

Another reason for choosing these four markets is their different **stages of digital adaptation and app usage maturity**. This helps create a comprehensive understanding of the app's performance in diverse settings. France, a mature market with high smartphone penetration and advanced digital infrastructure, offers lessons on scaling and optimising app usage (Kemp, 2023). Turkey, a rapidly developing market with growing digital engagement that straddles Europe and Asia, provides a bridge between mature and emerging market behaviour (Yapp & Dewdney, 2024). Vietnam, with its fast-growing economy and increasing smartphone adoption, faces unique challenges in digital literacy and infrastructure (Hoang, 2023). Chile, with moderate digital penetration, has significant growth potential.

The heterogeneous selection of these four markets provides a rich and comprehensive picture of varied influences on user acquisition across different markets. Studying markets with diverse economic, cultural, and technological landscapes helps to identify universal principles and unique strategies adaptable to other international markets, facilitating broader relevance and applicability of findings.

3.3.3. Interview Participant Selection

The interviews target key stakeholders involved in the HomeID app's user acquisition process, including Versuni's professionals with direct experience in the HomeID app's expansion strategy and deployment, to provide comprehensive perspectives relevant to the research topic. In addition to the interviews with company employees (internal), interviews with **app end-users** as stakeholders from outside the firm are included to capture market dynamics and user experience influencing user acquisition. The selection of the interview participants is based on two considerations: **diversity in perspective** and **roles and responsibilities**.

The stakeholder map shown below provides an overview of the relationships and power dynamics among key stakeholders, including the interview respondents that underpin their roles and interactions within the HomeID app's user acquisition process.

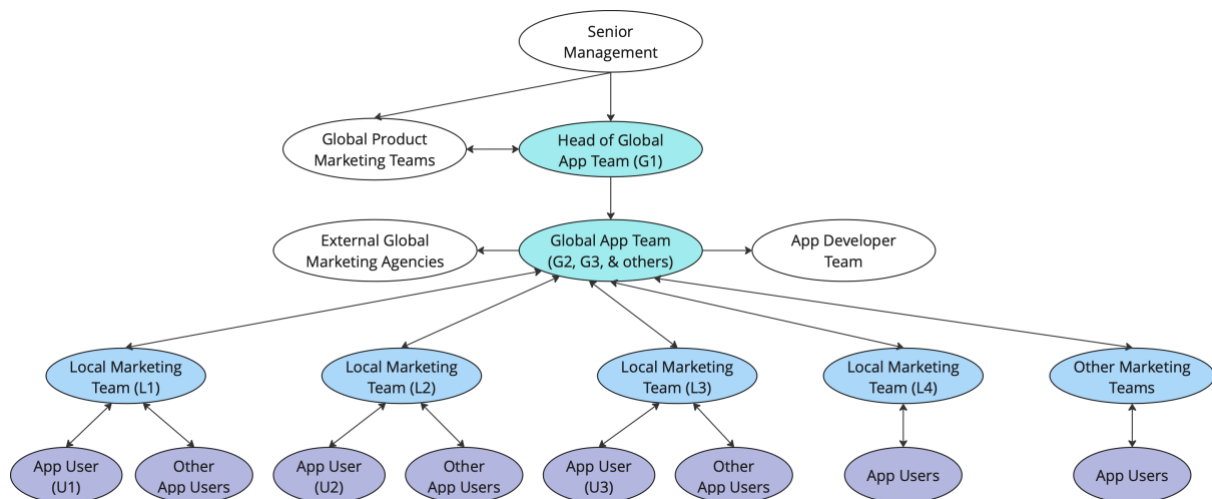


Figure 4 Stakeholder map.

The interviewees from the **Global App Team**, located in the headquarters in the Netherlands, comprise **three** personnel: the Head of App (G1), the App Acquisition Lead (G2), and the Digital Program Manager (G3). With their centralised perspective, this team holds high strategic power. They are responsible for making overarching decisions (of goals and strategies) and guiding the overall direction of the app's deployment and user acquisition efforts across different markets.

Their influence directly impacts the operational activities of the **Local Marketing Team** in this study, represented by Marketing Managers/Digital Specialists in **four** countries (i.e., Turkey (L1), France (L2), Vietnam (L3) and Chile (L4)). With their understanding of the respective markets and their localised perspective, they have operational power. They are responsible for executing user acquisition activities, including implementing localised marketing campaigns and feedback collection (medium power). Their local insights and performance are critical for informing and refining the strategic planning developed by the Global App team. In this study, their insights are pivotal for understanding the adaptation of global strategies in app deployment and marketing, as well as market-specific challenges in different countries and their impact on user acquisition efforts.

Additionally, interviews with **three app users**, each from Turkey (U1), France (U2), and Vietnam (U3), are conducted to provide end-users perspectives on how the app is perceived in different markets and identify influencing factors. While they hold low power, as they have less formal power, their feedback and usage patterns can have substantial influence. Their behaviours, preferences, and experiences provide essential data that shape global strategic and local adaptation decisions in app development and marketing and, more importantly, determine the app's success.

The map also includes other relevant stakeholders who, though not directly interviewed, play crucial supporting roles and are considered in the broader analysis. Senior Management offers strategic direction and resources to the Global App Team, while the Global Product Marketing Team work closely with the Global App Team to integrate the app's promotion within their product marketing campaigns. The App Developer Team ensure the app meets user needs, and External Global Marketing Agencies assist with the marketing needs of the Global App Team.

The power dynamics among respondents are characterised by a top-down influence from the Global App Team to the Local Marketing Teams, with strategic decisions guiding local implementations. Conversely, there is a bottom-up flow of information where insights and feedback from App Users and Local Marketing Teams inform and refine global strategies. The bidirectional relationship maintains strategic coherence while addressing local nuances.

The selected respondents are pivotal to this study because they provide a multi-faceted view of the user acquisition process. The combination of strategic insights from the Global App Team, operational perspectives from the Local Marketing Team, and end-user feedback from App Users creates a comprehensive understanding of how market-specific factors impact user acquisition. This holistic approach aims to generate findings that can provide actionable recommendations for enhancing the app's user acquisition performance across markets in general.

Below is the list of interview respondents of this study, along with the codes that are used to identify them in the following chapters.

Table 3 Table of interviewees

Interviewee Code	Region	Role
G1	Global	Head of App
G2	Global	App Acquisition Lead
G3	Global	Digital Programme Manager
L1	Turkey	Marketing Manager/Digital Specialist
L2	France	Marketing Manager/Digital Specialist
L3	Vietnam	Marketing Manager/Digital Specialist
L4	Chile	Marketing Manager/Digital Specialist
U1	Turkey	App User
U2	France	App User
U3	Vietnam	App User

3.3.4. Interview Participant Recruitment

The recruitment process for interview participants is designed to capture a diverse range of perspectives relevant to the HomeID app's user acquisition. The criteria for selecting participants differ based on the groups the participants belong to. Participants from the global app team and local marketing teams are chosen based on their direct involvement with the HomeID app's strategy, deployment, and management. To reach out to individuals within the organisation, formal invitations are sent from the work email (during the internship in the company) to the candidates' work emails. Reaching the right person often requires multiple referrals, as initial contacts are sometimes not the correct ones.

Additionally, the availability of participants is crucial, as some are very busy and can not allocate sufficient time within the interview timeline. With more than 20 individuals contacted, around 12 candidates agreed to have interviews. Finally, interviews with seven internal respondents that fit the criteria of involvement and market suitability were used for this study.

For app users, the selection of participants is primarily based on convenience sampling due to the availability and willingness of individuals to participate. This method allows the selection of participants who are available and can provide immediate insights into the research topic. The selection criteria aimed to include users that actively use the app, fit the demographic that represents the app's user base in each selected market (young professionals aged 25-40, single or with a small family), not being affiliated with the HomeID app's marketing activities, and being able to converse in English. However, apart from the availability and willingness to participate, language issues sometimes limit candidate options as some potential participants cannot comfortably have conversational interviews in English.

The recruitment of participants from end users is done by asking local marketing team members to help find and connect with representative users. Once the local team members get the confirmation of the participant's willingness to participate, they provide the participants' contact details. These candidates are then contacted for the study introduction and online interview arrangements. The execution of this plan faced some challenges. It is not always the case that the local marketing teams can refer some suitable candidates. For example, when connecting with users from Turkey, a professional network is used to access app users in that country by asking a Turkish colleague if she knows anyone actively using the app. In addition, interviews with users from Vietnam can be done after several attempts to find the right candidate who fits the criteria and is able to converse in English.

Overall, the recruitment process ensures a balanced representation of global team members, local marketing teams, and app users from various geographical markets. However, the selection of participants using a convenience sampling approach, particularly for the app users, may impact the generalisability of the findings. With one user representing the whole user base in each market, there is a potential bias, as their experiences and perspectives may not fully capture the broader population. Similarly, the convenience sampling of organisational participants might introduce bias, limiting the broader applicability of the findings.

Reflecting on the execution compared to the initial design, the recruitment process largely followed the planned approach. The initial intention is to achieve a diverse and representative sample, which is accomplished through iterative adjustments during the study. Despite potential biases, the method provided valuable insights aligned with the research objectives.

3.3.5. Interview Process

Overall, this research involves ten participants, which is considered sufficient for several reasons. Firstly, qualitative research, particularly in-depth case studies, often requires a smaller sample size to allow for detailed exploration and deep understanding of the phenomena (Creswell, 2014). In addition, the sample size is sufficient to achieve data saturation, where additional interviews are unlikely to yield new insights (Guest et al., 2006). Furthermore, the selected sample includes a diverse range of perspectives and roles, ensuring the representativeness of the data collected.

During the interview process, data saturation was achieved after approximately eight interviews, which were mostly with Versuni team members. At this point, responses begin to repeat, and no new significant information or themes emerge. The final two interviews (with end-users) confirm these patterns, indicating that the core themes have been thoroughly explored and supporting the validity of the findings. Participants across interviews consistently address similar issues, particularly regarding technological advancements, cultural influences, and user acquisition strategies according to user behaviours. The recurring themes and aligned responses suggest that the insights are representative of broader trends and common experiences in the field, signalling that the sample size was sufficient to capture diverse perspectives within the scope.

An interview guide including open-ended questions for each respondent group is designed to cover all relevant areas, ensure consistency across interviews, and stimulate detailed responses while allowing the flexibility to explore emergent themes. This approach is effective in exploratory research, providing depth and context to the data collected, including experiences, challenges, and strategies in user acquisition. The guidelines of exploratory interviews are followed when designing the interviews to prevent bias in the interview questions and to ensure that all important points are covered.

In detail, the procedure of the interviews can be explained as follows:

1) Gathering Required Information and Preparing Interview Protocols:

The necessary information related to the research questions is collected by constructing the theoretical background and the company's internal document analysis. This information is then used to create the interview protocol, formulate the interview questions, and decide which countries to study potentially.

2) Preparation of Research Ethics Application and Interview Materials:

As a mandatory part of this research, a Human Research Ethics Committee (HREC) form, an informed consent document (see Appendix B), and a Data Management Plan (DMP) are

prepared, consulted, and submitted for research ethics applications. Those research ethics documents have to be created to ensure secure data confidentiality, storage, and processing, as well as to inform participants about the study, adhering to the ethical guidelines set forth by TU Delft. In parallel, the list of interviewee candidates and interview questions based on the targeted groups are prepared.

3) Sending Invitations and Finalising Interview Respondents:

After the ethics forms are approved, the interviews can be conducted. Prior to the interviews, formal interview invitations are sent to all participant candidates within Versuni through their work email addresses. After some exploration and consultations, the fixed ten interview respondents were then obtained.

4) Refining Interview Questions:

To ensure clarity, alignment, and comprehensiveness of the questions, the list of interview questions is pre-defined and later iteratively improved through two initial interviews until the questions are clearly formulated.

5) Pre-Interview Consent:

Before each interview, participants are asked to complete the informed consent form. They are also informed about the research purpose, their rights as participants, including their ability to participate in the study at any point, and how the information will be used with confidentiality.

6) Conducting Interviews:

The Interviews are conducted in approximately 45 minutes (Versuni's employees) and 30 minutes (app users), conducted online via Microsoft Teams or face-to-face where possible. During the interviews, the prepared set of questions is used to gather the necessary information (See Appendix A). Follow-up and stimulating questions are used to clarify answers and explore interesting themes that arose to explore the participant's perspective more deeply. With the participant's consent, all the interview sessions are recorded and transcribed using Microsoft Teams to produce written insights that could be analysed later.

7) Asking for Respondent References:

A snowballing sampling technique is utilised to expand the reach and depth of the sample. Respondents from the local teams are asked to refer potential participants from the app users group who can provide rich information.

3.4. Validity and Reliability

This section will explain the validity and reliability of this qualitative research to maintain the consistency and accuracy of the findings. Validity is discussed in terms of how accurately data is collected (internal validity) and how well the findings can be generalised to other contexts and settings (external validity) (Sekaran & Bougie, 2016). Meanwhile, reliability refers to how

effectively a researcher formulates categories and data consistency when measured by other coders (Sekaran & Bougie, 2016).

This study implements several strategies to ensure the validity and reliability of the research findings. First, **triangulation** is implemented to enhance the **validity** of the research. Data collected from multiple sources (interviews, internal documents, and literature) are integrated, compared, and cross-checked to identify the convergence across different perspectives and strengthen the credibility of the findings (Baxter & Jack, 2008). In addition, interviews are conducted not only with stakeholders within Versuni but also with those who are outside the organisation. This way of gaining different data sources aims to capture a complete picture from different perspectives, reduce bias, and generate a generalisable inductive study.

Iterative questioning is applied by refining and adjusting interview questions based on insights from ongoing data analysis. This adaptive approach allows for exploring emerging themes and ensures that the data collection process remains aligned with the evolving research focus. This process enhances the **reliability** of data collection by ensuring that the questions remain relevant and comprehensive, covering all aspects of the research topic as understanding deepens throughout the study.

In addition, regular **peer debriefing** sessions are held with supervisors, during which the research process, findings, and interpretations can be discussed and critiqued. This collaborative review process promotes **reliability** by providing an external check on the research process. These sessions can help identify potential biases and errors and ensure the research meets the required academic standard.

Lastly, an **audit trail** of all research decisions and activities throughout the study is maintained. This documentation includes detailed records of data collection methods, transcription processes, coding and analysis decisions, and changes in the study design. This process enhances transparency and allows the research process to be verified, increasing the research **reliability** (Carcary, 2020).

3.5. Data Analysis

The data collected from all sources are processed with a comprehensive thematic content analysis to uncover deep insights into market-specific factors affecting user acquisition for Versuni's HomeID app. This technique aligns with the research objective as it enables the comprehensive interpretation of various aspects with room for flexibility to adapt the analysis as new insights emerge from the data (Sekaran & Bougie, 2016). The analysis is conducted in several interconnected stages to obtain a comprehensive and nuanced understanding of the research subject, as detailed below.

3.5.1. Data Preparation

All data related to interviews, i.e., recordings, transcripts, and summaries, as well as internal documents and observational notes, are digitised, organised, and stored securely, according to the data protection regulation. The interview transcripts are matched with the corresponding recordings and adjusted accordingly to ensure that all conversational texts are accurately represented with no missing information. In addition, the transcribed data are also thoroughly read multiple times. Any irrelevant texts, such as filling words, redundant information, and conversations outside the context of the interview purpose, are removed. All those processes are done to generate concise and complete data that are ready for the analysis process. Next, the transcribed data are thoroughly read multiple times to familiarise with the data, understand the content comprehensively, and discover ideas for potential codes and patterns.

3.5.2. Coding

Preceding the analysis process, the large text bodies from ten transcripts of 30-45-minute interviews are reduced through coding. Coding establishes a chain of evidence from data to findings, discussions, and conclusions (MacQueen et al., 2018). In this qualitative data analysis, coding helps streamline the analysis process, uncover patterns and relationships, and prepare data to answer the research questions in the subsequent analysis process.

The coding process began with identifying recurring initial key concepts within the data by generating initial codes (i.e., short labels/keywords of description) or first-order concepts. This is done using ATLAS.ti, a qualitative data analysis software, to ensure the rigorous interpretation of the data. This process includes breaking down the data into meaningful statement segments (i.e., phrases, sentences, or paragraphs) by giving annotations and assigning codes to those highlighted segments.

Once all the initial codes are generated, they are reviewed, consolidated, and reorganised. Overlapping and redundant codes are merged. The codes are then refined, and similar ones are grouped into broader categories called themes (second-order concepts). The categories are then grouped in a few aggregate dimensions in overarching themes that represent major patterns across the data set in relation to the research questions, which will be critically analysed in the next step (Sekaran & Bougie, 2016). The patterns identified include commonalities, differences, and connections between codes. This categorisation process creates a clear and concise set of codes that accurately represent all significant topics in the data obtained.

As the sole coder responsible for analysing the interview data, consistency is strived to be maintained by applying predefined criteria and definitions. However, this might introduce potential limitations regarding the validity and reliability of the findings. Without formal reliability checks, the codes and themes are based solely on my interpretation, which could pose subjective bias. Different coders might have identified alternative themes in the data. To mitigate this, regular self-reflection and critical analysis have been done to align the interpretations with the research objectives. However, the lack of inter-coder reliability checks remains an inevitable

limitation, creating room for improvement in minimising bias and ensuring a more robust analysis by employing multiple coders to cross-verify codes and themes.

Based on the coding process, a codebook (coding scheme) is created. A codebook is a systematic and organised set of codes applied to qualitative data to categorise and classify them based on their content. It includes all codes along with their definitions and examples of statements from the data. It is used to guide the process of coding the qualitative data in a consistent and structured manner (MacQueen et al., 1998). Following the steps explained previously, the coding scheme in Appendix C shows how the coding process is performed. The codebook shows that there are around 90 codes assigned to the data, divided into four aggregate dimensions: challenges, market-specific factors, strategies, and user behaviour.

The next step is identifying and analysing themes. Themes are developed by examining how the themes (i.e., the broader categories) relate to each other and aligning them with the research questions and theoretical constructions established in previous chapters. Patterns, relationships, and insights within and across themes that emerged from the coding process are identified. This stage involves an iterative process of comparing, contrasting, and refining themes to ensure they accurately reflect the data. The themes are reviewed by fitting each theme with individual data segments and examining the entire data to identify patterns based on the connection between the themes. This step is essential for understanding the meanings and implications of the data.

3.5.3. Data Integration and Analysis

Data from different sources are integrated to construct a comprehensive picture of the market-specific factors affecting the adoption of the HomeID app. This synthesis involves cross-validation by comparing data from various sources to confirm findings or identify discrepancies. Alignment of empirical findings with theoretical frameworks is also included to propose recommendations for practical strategies. All the synthesised data will be used to draw comprehensive conclusions that address the research questions.

3.5.4. Reporting and Visualisation

Key findings are reported in a narrative format, supported by visual aids, which illustrate relationships and trends identified in the analysis. This step helps to communicate the complex data more clearly and make the implications of the findings more understandable.

4. Findings

This chapter presents the findings analysed from the interviews conducted for this study with various stakeholders, including the global app team, local marketing teams, and app end-users. The focus is on understanding how market-specific factors impact user acquisition of digital apps across different international markets. The findings are organised according to the key themes and patterns identified during data analysis.

To begin, it is important to consider the contributions from all participant groups and the relevance of diverse perspectives in the findings. Table 4 summarises the quantified distribution of insights across different participant locations. Table 4 shows that Turkey (L1, U1) and France (L2, U2), as high-downloader markets, provided substantial insights, particularly in market-specific factors and strategies. Vietnam (L3, U3) and Chile (L4) also contributed valuable perspectives, especially in user behaviour. The Global Team (G1, G2, G3) offered a comprehensive view across all themes, ensuring a balanced perspective in the overall analysis.

Table 4 Summary of topics distribution by participant location.

Aggregate Dimension	Theme	Occurrence of Themes				
		Global (G1, G2, G3)	Turkey (L1, U1)	France (L2, U2)	Vietnam (L3, U3)	Chile (L4)
Market-Specific Factors	Administrat. regulations	2				
	Cultural relevance		2	3	4	2
	Economic conditions		1	2		2
	Geographic relavence				1	
	Technological readiness	2	2	1	3	1
User Behaviour	Cooking habits	1		3		1
	Liked & missing features		4	5	5	1
	Platform preference	3	2		3	
	User acquisition & engagement	6	1	2	4	3
Challenges	Competitive landscape		1	1		2
	Localisation challenges	1	1	2	1	
	Market challenges					2
	Knowledge requirement	2				
	Technical issues	1	4	2	3	
Strategies	Collaboration strategies	3	1	1		1
	Localisation efforts	6	3	5		1
	Market research	2			1	
	Brand & comm strategies	6	2	3	1	3
	Partnership	3	2	4		1
	Promotional campaigns	4	2	4	1	2
Total		42	28	38	27	22

As presented in the table above, based on the transcripts, the identified themes were further clustered into some key aggregate dimensions. Those dimensions include (1) market-specific factors influencing user preferences and behaviours, (2) challenges in user acquisition, and (3) effective user acquisition strategies. Following this summary, the detailed findings for each dimension and the embodied themes are explored in detail below, providing an in-depth analysis of the data collected from the interviews. Some supporting direct quotes from the interviewees are also provided to illustrate the points made.

4.1. Market-Specific Factors

In this research, market-specific factors refer to the unique elements and conditions within a particular market that influence user preferences, behaviours, and the overall success of the apps. As these factors can have positive impacts (i.e., opportunities) and negative impacts (i.e., threats or challenges), depending on the context, they shape how users interact with and perceive the app, ultimately affecting its adoption and usage. Accordingly, market-specific factors may trigger or prevent some challenges from emerging (this will be explained in detail later). This makes market-specific factors influential to the overall strategy for user acquisition (including app deployment and marketing). Therefore, understanding these factors is crucial for formulating app strategies to meet the needs of users in different international markets.

Based on the data coding and analysis, the key market-specific factors can be broadly categorised into **cultural relevance**, **technological readiness**, **economic conditions**, **administrative regulations**, and **geographic distributions**. The following sections elaborate on the findings of those factors, providing insights into their impact on how they influence user preferences and behaviour in app adoption.

4.1.1. Cultural Relevance

Cultural relevance is crucial in the adoption and usage of digital apps across different markets. They affect how users interact with and perceive the app. This section explores how cultural factors affect user preferences and behaviours. Findings from various markets consistently highlighted the importance of cultural norms that significantly influence user engagement and satisfaction. As a result, apps must be relevant to the user's local culture. Based on the coding technique, the cultural relevance is identified through factors such as the **need for localised content**, the importance of **community engagement**, and the overall **cultural relevance** of the app's offerings, which are common themes across markets. In the case of the HomeID app, content is mostly related to recipes as its main unique selling proposition.

Localised content is crucial for attracting users across different markets to the app and keeping them engaged, as users tend to seek content that resonates with their cultural context. This need is evident in multiple markets, as reflected in the coding list, with codes like "localised content", "cultural relevance", and "traditional cuisine" frequently mentioned. For instance, U3 emphasised the importance of traditional local dish recipes, directly impacting her likelihood of

downloading and frequently using the app. The app's current offerings, mainly featuring European recipes, are not fully meeting the needs of users in Vietnam.

"The dishes in the app are not suitable for the elderly and rural areas because the ingredients are hard to find, and the dish names are mixed in English" – U3.

This indicates that for the app to be widely adopted in Vietnam, it needs to include more culturally relevant content (i.e., local cuisine recipes) and use the local language to cater to a broader audience. Similarly, U1 expressed a desire for content that includes more Turkish recipes.

"As Turkish, we really like our cuisine. Turkish people will definitely want to see Turkish recipes in the app". – U1.

Simultaneously, L1 also highlighted that content tailored to Turkish cuisine would significantly enhance the app's appeal to users. Additionally, L4 emphasised that users in Chile have their food preferences, and they will appreciate content and features that reflect their local cuisine and cultural practices. In addition, U2 emphasised that food is one major part of French culture, which is also supported by the L2.

"French people are very fond of food. They talk about food all the time." – L2.

Like users in other markets, U2 strongly prefers familiar and culturally relevant content. That is why the development of recipes in collaboration with well-known local chefs to align with local tastes and traditions in the country is responded to positively by users and contributes to the success of the HomeID app's user acquisition in France.

Community engagement is another critical aspect influenced by cultural preferences. Users across different markets exhibit preferences for community-driven content and how they engage with community features within the app. These findings are supported by a coding list, where "community interaction", "user engagement", and "social features" are recurring themes, indicating the universal importance of community engagement across different markets.

As big markets (in terms of app users), Turkey and France have enabled the community feature. They are one of the biggest community bases among all markets. Users in those countries highly value this collaborative feature, which allows them to interact with other users, share recipes, and seek cooking advice. They enjoy contributing to and benefiting from community-driven platforms.

"I like that not only Philips can post recipes but also people like us who make their own recipes at home. So they can share their advice, and we can ask questions. So, it's very collaborative, and I like that". – U2

This highlights the cultural inclination towards community engagement and sharing experiences, suggesting that the enabled features of user-generated content and interaction successfully enhance app adoption in France. In contrast, in Vietnam, there is a strong preference for platforms like Facebook and TikTok over the HomeID app, which offer robust community features supporting content sharing and user interactions.

“Users prefer localised content and community interactions available on platforms like Facebook and TikTok.” – L3.

This statement stems from the fact that the community feature in the app for Vietnam is disabled due to cost-efficiency reasons, as the number of users in that country is relatively low. However, having this in-app feature absent in Vietnam leads to lower user satisfaction and engagement with the app. Integrating community features within the app could boost the app’s appeal in the Vietnamese markets.

Cultural relevance extends beyond content to include the usability and practical aspects of the app. Users in different markets have specific preferences regarding how they use the app, influenced by their cultural habits and daily routines, particularly cooking, which is the main activity related to the app. The findings of practical usability importance in relation to cultural relevance are reflected in the codes, such as “user experience” and “cultural cooking habits”.

In Vietnam, the cultural practice of cooking with traditional methods makes the app’s modern features less appealing.

“When cooking at home, it's quite messy, and many things to do, and your hands get wet, making it inconvenient to use a phone while cooking.” – L3.

This cultural cooking habit poses a barrier to the adoption of an app providing cooking instructions and recipes, like HomeID. This suggests that the app needs to offer more convenient and practical solutions that fit the local practical realities of different markets. Conversely, the app's practical benefits are highly valued in France, where users appreciate the app’s functionality and user-friendly interface. French users are motivated by the app’s ability to provide useful information for cooking and appliance use, emphasising the importance of functional benefits.

“I need to know how to cook lunch or dinner. If the app weren’t user-friendly and easy to use, I wouldn’t use it.” – U2.

This emphasis on practical usability underscores the need for an intuitive design that aligns with users’ daily routines and enhances their overall experience.

Referring back to the nature of market-specific factors (i.e., they can have positive and negative impacts according to the contexts), cultural relevance can enhance user engagement by making the app feel familiar and tailored to local traditions and habits. Conversely, a lack of cultural adaptation can lead to user resistance and lowered app adoption.

4.1.2. Economic Conditions

Economic conditions are critical in influencing user preferences and behaviours during app adoption. Based on the coding technique, it is known that these conditions encompass the overall **economic stability** and **affordability** of connected devices that the app complements. Codes like “affordability”, “value proposition”, and “economic stability” accurately capture

these findings. The findings from various markets and the global side reveal how economic factors impact the adoption and usage of the app in different markets. Economic conditions significantly impact the ability of users to afford connected devices, which directly influences the likelihood of app adoption.

“(The impacting factor is) the development of the country itself, besides the disposable income, like connected products and apps are not for everyone. They're not affordable.” – G2.

Economic stability is an important factor influencing the adoption and usage of connected appliances and, accordingly, user willingness to download and use the app. In Turkey, economic instability poses significant challenges. L1 noted that economic instability has made it difficult for users to justify the expense of premium devices (i.e., Philips kitchen appliances), even if the app itself does not have a direct cost (free). In other words, economic challenges result in a notable decline in the sales of these devices. This decline directly impacts the HomeID app's user acquisition, as the app is primarily downloaded by users who purchase these connected devices. The fewer devices are sold, the smaller pool of potential app users, thus hindering the overall adoption rate of the app. This phenomenon underscores the importance of considering the broader economic context when developing user acquisition strategies, particularly for companion app that support devices that may require significant budget investment.

From a global perspective, the app acquisition team, represented by G2, emphasises the importance of considering the economic climate, noting that it has not been very stable in some regions. This calls for flexible strategies that can be better aligned with the needs and capabilities of users in different markets, ensuring the app remains appealing and accessible to users regardless of their economic situation.

Economic conditions also influence users' ability to afford connected devices (**affordability**), as 6 out of 10 subjects mentioned economic conditions influencing users' ability to afford connected devices and, consequently, the app itself. Users are more likely to adopt apps that offer clear and tangible benefits. In Chile, the economic factor is significant, particularly for premium products like Philips appliances, which are relatively expensive compared to other brands. L4 noted that only middle-class young professionals in Chile have the purchasing power to afford these premium devices. Their purchasing power directly influences the demand for Philips appliances. This device acquisition has a positive impact on the HomeID app's user acquisition, as appliances users have the likelihood to download and use the app to support the connected devices they have purchased.

Based on the elaboration above, it can be inferred that favourable economic conditions, such as high disposable income, can increase app adoption. In contrast, economic instability can negatively impact users' ability to afford and use the app.

4.1.3. Technological Readiness

Technological readiness varies, significantly influencing user convenience and how they adopt and engage with the app in different markets. 7 out of 10 subjects pointed out technological readiness as a critical factor affecting app adoption. The coding technique reveals that these factors encompass the **level of technological development** and **users' familiarity with technology**. Codes like “technological advancements” and “familiarity with technology” are appropriate here. Insights from various markets reveal how technological readiness impacts app adoption, the overall user experience, and user engagement.

The **level of technological development** determines the availability of technological infrastructures and the accessibility of connected devices for users. In Chile, technological readiness is relatively high. L4 noted that consumers are generally familiar with connected devices and are willing to invest in premium products that offer advanced technological features. This high level of technological readiness facilitates the adoption of the app.

User familiarity with technology is another crucial aspect of technological readiness. It determines users' ability to integrate technology seamlessly into their daily routines. In regions where users are more accustomed to using digital tools, app adoption and engagement are significantly higher. This is evident in France, where users are generally tech-savvy and appreciate the app's user-friendly design, features, and usability.

"It's a very fluid experience. I mean, I don't have any bugs. Everything is just smooth. I'd say it's a great experience because of the interface" – U2.

This familiarity in technologically advanced markets enhances the overall user experience and encourages regular use of the app. In Turkey, user familiarity with technology varies, with younger generations being more adept at using digital tools than older generations. Older generations are less likely to adopt the app due to their limited familiarity with modern technology.

"Older people will always use their minds to cook because they already know the recipes...younger generation will definitely check from their phone or computer." – U1.

This highlights a generational divide in familiarity with technology, with younger users more inclined to use digital solutions. This suggests that targeted strategies are needed to cater to different age groups. In Vietnam, technological readiness is varied, with urban users showing a higher inclination toward adopting new technologies. On the other hand, in regions with lower internet penetration and smartphone usage, users face challenges in accessing and effectively using the app, as mentioned by U3. This highlights the importance of targeting urban markets where technological infrastructure supports the use of advanced digital tools and the optimisation of the app for enhanced accessibility in rural areas.

In conclusion, high technological readiness can lead to better app engagement and user experience. Conversely, low technological readiness can create **technical barriers** to app usage and limit the user base. Technical barriers are one of the identified challenges that will be explained further in section 4.2. User Acquisition Challenges.

4.1.4. Administrative Regulations

Administrative regulations play a pivotal role in determining app deployment, the availability of content and features, and the app's functionality in certain countries. These regulations influence the app's ability to provide relevant and compliant content and features, hence influencing adoption and satisfaction with the app.

“Certain regulatory restrictions in specific markets impact how we can promote and deploy app features.” – G3.

As G3 mentioned above, it is essential to ensure that content and features are relevant and compliant with local regulations. The insights from various markets reveal that these factors include dietary restrictions and nutritional information requirements for the HomeID app case.

Different countries have specific **dietary restrictions** that the app must adhere to. For instance, as highlighted by G3, certain countries restrict the consumption of beef or pork. This necessitates customising content to align with local dietary laws. As another team member noted, avoiding forbidden ingredients in specific regions is important to prevent user dissatisfaction and potential legal issues.

The app must also cater to various **nutritional information requirements** across regions. The app necessitates the integration of diverse nutritional databases to ensure the accuracy and relevance of the information provided to users. This aspect is crucial for users who rely on the app's dietary and health-related information, and it will likely impact their trust and engagement with the app.

In the context of the HomeID app, administrative regulations can affect user behaviour, although not always directly. These regulations influence various aspects of the app, such as content relevance, compliance, and customisation. In addition, by adhering to local regulations, the HomeID app can showcase its credibility and personalisation. These factors collectively positively influence user adoption and overall satisfaction with the app. On the other hand, non-compliance can result in legal challenges and market entry barriers. Thus, we can say that although the impacts of administrative regulations may not always be direct, their impacts can be significant.

4.1.5. Geographic Distribution

Geographic factors, such as **urban-rural divides** and **regional suitability**, are identified to significantly influence market penetration. These factors can determine the app's accessibility and relevance to users in different areas. Examples of code representing these findings include “urban concentration” and “rural accessibility.”

In Vietnam, geographic factors play a significant role in app adoption. The app is more suitable for users in urban areas like Ho Chi Minh City and Hanoi, where people have a more modern lifestyle and a higher demand for app usage, as U3 stated. This shows that geographic

concentration impacts the overall adoption and usage patterns of the app. This statement is also related to the varied technological readiness in different areas, as pointed out in section 4.1.3. Conversely, rural users face challenges such as difficulty in finding ingredients, making the app less suitable for them.

“The dishes in the app are not suitable for elderly and rural areas because the ingredients are hard to find, and the dish names are mixed in English.” – U3.

The above explanation means that consumers' varied locations (e.g., urban or local areas) are characterised by different lifestyles and technological readiness, which can significantly determine the likelihood of them downloading and using the app. Urban areas with high connectivity and digital adoption can positively boost app usage, while rural areas with limited access can present **technical barriers** to market penetration.

4.1.6. Conclusion

In summary, the findings from the interviews highlight the critical impact of market-specific factors on user preferences and behaviours in adopting the HomeID app. Notably, despite some universal themes among respondents, there are differences in the focus of perspectives among Versuni's global app team, Versuni's local marketing team, and users. Versuni's global app team takes a strategic and compliance-focused approach by stressing the importance of adapting the app to varying economic conditions and ensuring regulatory compliance (i.e., local dietary restrictions and nutritional information requirements). Versuni's local team provides contextual insights into specific market preferences. They highlight the need to tailor content and features to resonate with local users and address unique market factors, such as economic instability and varying levels of technological readiness. On the other hand, end users focus on practical usability and personal relevance, emphasising the need for localised content by highlighting issues with translation quality and the importance of culturally relevant content.

It is evident that these market-specific factors also pose significant challenges in user acquisition. The varying **cultural relevance**, **economic conditions**, **technological readiness**, **administrative regulations**, and **geographic distribution** across different markets create unique obstacles. The subsequent section will explore these user acquisition challenges in detail, examining how market-specific factors create barriers to user growth.

4.2. User-Acquisition Challenges

Successfully acquiring users in the international expansion of digital apps requires a nuanced understanding of the unique challenges presented by different regions. Challenges are the specific barriers or obstacles that hinder user acquisition and app adoption processes. They inherently bring negative impacts on app deployment and user acquisition, thus requiring strategies to overcome them. Although not all, some challenges may stem from a variety of market-specific factors that influence user behaviour and preferences toward digital apps.

Through detailed findings from the interview transcripts, this subchapter comprehensively delves into key challenges identified in the user acquisition process. These challenges are organised into four main themes: **understanding user needs and motivation**, **market competition**, **technical barriers**, and **localisation challenges**. This subchapter provides a comparison of user acquisition challenges across different markets by identifying common themes and unique challenges.

4.2.1. Understanding User Needs and Motivation

Understanding user needs and motivations is a fundamental aspect of effective user acquisition, yet it poses significant challenges due to diverse cultural, economic, and technological landscapes across different regions. The challenge lies in accurately identifying and addressing users' unique preferences and requirements, which requires extensive **market research** and adaptation strategies (which will be explained in Subchapter 4.3. User Acquisition Strategies).

The codes “consumer insights” and “user expectations” highlight the importance of identifying and addressing these needs. Eight out of ten subjects emphasised the importance of understanding local user needs and motivations as a critical factor for effective user acquisition. This section explores the complexities of **understanding consumer insights** and **providing motivations** for them **to download** the app, drawing on detailed findings coded from the interview transcripts.

One critical challenge in user acquisition is gaining a deep understanding of the unique needs and preferences of users across different markets. This challenge is rooted in the diverse cultural, economic, and technological landscapes that influence user behaviour and preferences differently. Market research is essential for identifying these preferences, but it is often hampered by regional differences that require a tailored approach.

In Turkey, familiarity with local technology use is observed as a significant factor shaping user needs.

“Turkish users are very familiar with the technology. In downloading and using the app, we see significant reports about that.” – L1.

In addition to the insights of the local marketing teams, the global team's perspective also underscores the importance of understanding market dynamics and consumer preferences for localisation.

“Turkey is very good at knowing their consumer and when to use what channel.” – G2.

On the other hand, Vietnam presents a different set of challenges related to local needs.

“The content is not very relevant to the Vietnamese market.” – L3.

The feedback about this difficulty reflects the broader challenge of understanding and meeting user needs in culturally diverse markets.

Motivating users to download and engage with the app is another significant challenge influenced by market-specific factors. The effectiveness of incentive communication of app values and motivational strategies can vary widely between regions, requiring a nuanced understanding of what drives user behaviour. The perspectives from different stakeholders reveal various facets of this challenge, highlighting the need for clear and compelling reasons for users to download the app.

From the local team's perspective, clearly communicating the app's benefits beyond basic functionalities to potential users is crucial. For instance, L2 mentioned that one of the biggest challenges is offering the app's benefits beyond basic cooking control, such as cleaning instructions, warranty registration, additional product-related information, and other benefits. This indicates that the app needs to convey its comprehensive value proposition more effectively to attract users.

The global team also echoed this sentiment, emphasising the need to articulate clear reasons for downloading the app. G1 pointed out that it is challenging to explain to users without connected devices why they should download the app. This highlights a gap in communicating the app's utility to a broader audience, not just those with connected appliances.

Users provided various reasons for downloading the app, often influenced by their initial experiences and expectations. However, users also expressed the need for a positive initial experience with the app.

"With so many apps available when downloading any app, I expect a good experience such as fast operation and easy dish search." – U3.

This underscores the importance of a seamless and intuitive user experience to retain new users. The challenge is further compounded by users' unclear understanding of the app's full range of features. G2 highlighted that users often do not see the app itself as a value because they focus on the post-purchase benefits of the product. This indicates that the app's standalone value proposition needs to be stronger.

"The mindset that it's really stuck to a post-purchase thing. People think of it as, oh, they bought a product, so they need to download the app. They don't see the app itself as a value because it already offers consumer care, it will offer shop, it already has recipes, it has a ton of articles." – G2.

4.2.2. Market Competition

Market competition is a critical component of user acquisition challenges, significantly influenced by market-specific factors. Although it can be considered a market-specific factor itself, market competition brings direct and significant challenges to the ability of the app to attract and retain users, thus necessitating strategies to address it. Market competition refers to the presence of alternative apps and services that compete for the same functionality and/or user base. High competition can significantly hinder user acquisition efforts, making it essential

to build strong brand recognition and differentiate from established competitors in the competitive landscape. This requires innovative **marketing** strategies and unique value proposition **communications** (will be explained further in Subchapter 4.3. User Acquisition Strategies).

The codes “brand position” and “competitive landscape” are defined to highlight these challenges. Seven out of ten subjects emphasised the importance of establishing a strong brand position and differentiating from established competitors. This section explores how these challenges, broken down into **brand position** and **market penetration**, impact user acquisition across different markets, drawing on detailed findings coded from the interview transcripts.

One of the central challenges in market competition is establishing a strong **brand position**. In markets with established competitors, gaining recognition and trust can be particularly difficult. In Chile, for instance, L4 emphasised the need for closer engagement with consumers to build brand recognition amidst a variety of competing products when the issue related to the low user acquisition performance in Chile was discussed. She highlighted the importance of building a strong, relatable brand presence in the competitive landscape, where many brands are trying to grab consumer attention.

“We need to grow as a brand, be closer to the consumers.” – L4.

The brand’s weight in the Chilean market is not strong enough, which significantly impacts user acquisition. This underscores the necessity of robust brand-building efforts to penetrate the market effectively and compete with well-established brands.

“Chile doesn’t hold a strong position when it comes to brand preference, and this has a huge impact. If we compare it with the rest of Latin America, the market in Chile is still growing; it’s a matter of our performance as a brand in the market.” – L4.

Similarly, in Turkey, brand differentiation is crucial. The country's competitive landscape is dense, with numerous brands offering similar products and services. Therefore, a unique selling proposition that sets the brand apart from others in the market is needed.

Market penetration poses its own set of challenges, particularly in regions with a high number of established competitors. In Chile, the variety of products, including different brands and portfolios, makes it challenging for new entrants to gain a strong position. This creates a highly competitive environment where new brands must work harder to stand out and attract users.

“The variety of products in Chile, including different brands and portfolios, is higher. In Chile, without these restrictions, it’s easier to bring lots of products, mainly from China, with advanced technology and lower prices.” – L4.

The competitive landscape in France presents similar challenges. Although the brand has advanced accessories and technology, the local team recognised that the competitors also have those. This indicates that even with technological advancements, the brand must continue to

innovate and find new ways to appeal to consumers. The French market's high standards and preference for advanced technology necessitate continuous improvement and differentiation to maintain a competitive edge.

4.2.3. Technical Barriers

Technical barriers represent a significant challenge in user acquisition for digital apps, driven by varying levels of technological readiness and user habits. Based on the coding technique, the identified challenges include **connectivity**, **infrastructure**, **usability**, **performance**, and **features-related technical issues**, which impact the effectiveness of app features and overall user satisfaction. Several of these challenges are highly related to the technological readiness factor, including familiarity with technology and the level of digital penetration. This section delves into the various technical barriers encountered across different markets, drawing from detailed findings in the interview transcripts.

Connectivity issues and the quality of **technological infrastructure** are common challenges that affect user acquisition. In markets with lower internet connectivity and inadequate technological infrastructure, users face significant hurdles in accessing and using digital apps effectively. In Turkey, connectivity issues are a prevalent challenge. L1 highlighted that the ratio of connected devices usage is low. This indicates that users often face difficulties with wireless connectivity and integrating the app with their devices. This is comprised of issues like "connectivity feature issues". These connectivity problems can frustrate users and discourage them from using the app, thereby hindering user acquisition.

Vietnam also experiences similar challenges with connectivity. The local team noted that connectivity is not the key feature they want to highlight, suggesting that the existing infrastructure does not support seamless app usage.

"Connected appliances are not very common in Vietnam." – L3.

This issue further complicates the adoption of apps that rely on such devices. These issues highlight the importance of improving connectivity and infrastructure to enhance user acquisition in these markets.

Usability and **performance** issues are critical factors that impact user acquisition and satisfaction. Problems related to app speed, responsiveness, and overall usability can significantly halt users from engaging with the app.

"The app looks good but is a bit slow with a variety of menus. The app loads too slowly and needs speed improvement" – U3.

This user's report indicates that performance issues can undermine the app's appeal, and there is definitely a need for better performance optimisation. These usability issues can lead to frustration and reduced user retention, thereby affecting overall user acquisition.

France faces similar challenges with usability. U2 emphasised the importance of speed and ease of use of the app. The search functionality also posed problems, as another user noted that the search tool was not very effective with search terms. These issues point to the necessity of enhancing the app's usability features to ensure a smooth and satisfying user experience, which is crucial for attracting and retaining users.

Technical issues related to specific app features can also pose significant barriers to user acquisition. Problems with push notifications, search tool effectiveness, and adaptation to time zones are among the common issues identified. In Turkey, frequent push notifications were identified as a problem. This indicates a need for better user control over notifications to improve user satisfaction.

“Frequent push notifications can irritate many users. This is the feedback we mostly get, and they want it to be personalised.” – L1.

Additionally, the effectiveness of the search tool is a recurring issue. Users in Turkey and Vietnam reported difficulties with the search functionality, noting “search tool effectiveness issues”. These issues can degrade the user experience, making it harder for users to find the content they need, which can negatively affect user acquisition.

The global team also noted the challenge of adapting push notifications to different time zones. G3 mentioned “push notifications adaptation”, highlighting the complexity of managing global user bases with diverse time zone requirements. Ensuring that notifications are timely and relevant for users across different regions is essential for maintaining engagement and satisfaction.

4.2.4. Localisation Challenges

Adapting content to match local tastes and preferences is critical in the context of user acquisition, especially when considering market-specific factors. However, it is also challenging. It requires **resources**, in-depth local **knowledge**, and collaboration between teams (this will be explained further in Subchapter 4.3. User Acquisition Strategies).

Based on the coding technique, **translation quality** and **content adaptation** are categorised as themes that challenge localisation. These challenges significantly impact user engagement and satisfaction across different regions, necessitating a tailored approach for each market. This section explores the various localisation challenges faced across different regions based on detailed findings from the interview transcripts.

Translation quality issues are primary localisation challenges that hinder user acquisition. Accurate and culturally appropriate translations are essential for making the app accessible and engaging for users in different regions. In Turkey, translation quality was a significant concern. As the global team manages community engagement in regard to responding to users' comments, L1 expressed dissatisfaction with the app's translation, stating that she was not happy with the

answer quality with respect to the local way of speaking. This suggests that translations must not only be accurate but also resonate with local dialects and expressions to feel natural to users. Similarly, in France, U2 pointed out the importance of high-quality, localised translations.

"Sometimes the translations are not quite correct and don't feel natural." – U2.

Vietnam faced additional challenges related to translation and language. As L3 noted, some notifications were still in English, which detracted from the user experience. This indicates that incomplete localisation was an issue that could lead to user frustration and disengagement. Moreover, some content was not translated at all, making it inaccessible to Vietnamese users. Meanwhile, comprehensive translation is needed to ensure all users can fully engage with the app.

"Some content is not even translated into Vietnamese." ^

The global team also recognised translation issues as a widespread challenge.

"Translations sometimes do not look as good as the English version." – G3.

This suggests that the quality of translations can impact user perception and satisfaction. Feedback from different countries on app strings and content further underscores the importance of ongoing localisation efforts. The mechanism of countries providing feedback on app strings and content highlights the continuous need to refine translations based on user feedback.

Another significant challenge in localisation is the **lack of content adaptation** to meet the specific needs and preferences of users in different regions. Content that is not culturally relevant or appropriately tailored can fail to engage users effectively. In Vietnam, content adaptation is crucial for user engagement.

"Events like Ramadan are advertised (by the global content team) in Vietnam, so it's not very relevant." – L3.

This illustrates the mismatch between the app's content and local cultural practices, highlighting the need for content that reflects local traditions and holidays to resonate with users. Additionally, most recipes in the app created by the global team were European or Western, which did not cater to Vietnamese culinary preferences. This emphasised the necessity for localised culinary content.

"Most recipes are for European or Western cooking styles, and for Asia, it focuses more on Indonesia and China. It's not very specific to Vietnam." – L3.

In France, the adaptation of content to local preferences was also a concern. U2 pointed out that it (the content) is not entirely adapted to French users, indicating that content needs to be more relevant and tailored to meet local tastes and preferences. The local team echoed this

sentiment, emphasising the need for specific categories for French specialities to ensure the app's content aligns with local culinary traditions.

4.2.5. Conclusion

In summary, the user acquisition challenges identified across different markets highlight the complexity of expanding digital apps globally. Key challenges in acquiring users in diverse international markets include understanding **user needs and motivations**, navigating **market competition**, overcoming **technical barriers**, and addressing **localisation issues**. Each of these challenges is influenced by diverse cultural, economic, and technological landscapes, requiring tailored strategies for effective user acquisition.

Differences in perspectives among global teams, local teams, and users highlight the multifaceted nature of user acquisition challenges. The global team focused on broad market dynamics and effective localisation, the local team emphasised region-specific challenges and the importance of conveying the app's value proposition, and users stressed the need for positive initial experiences and clear reasons for downloading the app.

The challenges identified in user acquisition underscore the need for a tailored approach to overcome these obstacles. The next section will explore effective user acquisition strategies that can be employed to overcome the identified challenges, drawing on insights from the interviews and best practices in global app expansion. By understanding and addressing these user acquisition challenges, we can develop targeted strategies that can drive app adoption and enhance user engagement across diverse international markets.

4.3. Strategies for User Acquisition

This section outlines the user acquisition strategies, focusing on how they can effectively address the challenges discussed previously. In the context of this thesis, user acquisition strategies are the specific actions or approaches used to attract and retain users for the app. Through detailed analysis of the interview data, several key strategies have been identified. These strategies encompass **market research**, targeted **marketing efforts**, **localisation**, **app feature enhancements**, and **team collaboration**. Detailed insights into these strategies are provided below.

4.3.1. Market Research

Market research is a fundamental strategy for user acquisition, crucial for addressing the **challenge of understanding the diverse and nuanced users' needs** across different markets. Effective market research enables companies to tailor their strategies to meet local demands, thus enhancing user acquisition. This section synthesises the findings related to market research and its alignment with market-specific factors to provide actionable insights for improving user acquisition strategies. Based on the coding technique, codes like "**gathering insights**",

“**consumer research**”, “**adaptive strategies**”, and “market research” are identified to support this theme (i.e., market research) directly.

One of the critical aspects of market research is **gathering insights** from various sources to understand user behaviour and preferences. As noted by L3, the use of digital tools to study user behaviour is instrumental. She emphasised the importance of collecting data not only from local sources but also from global and regional aspects to get a comprehensive view of user preferences.

"We also gather insights from the web, not only from Vietnam but also from global and regional aspects." – L3.

This practice ensures that the insights are well-rounded and consider different perspectives, making the app more adaptable to local nuances.

Additionally, the global app acquisition team highlights the importance of **consumer research** in understanding market needs. G2 pointed out that market research helps in adjusting strategies based on specific market needs, which is essential for effectively engaging users.

"And what a lot of markets do run individually is consumer research." – G2.

This highlights the role of continuous consumer research in refining user acquisition strategies to align with evolving market dynamics.

As identified through the interviews, **adaptive strategies** guided by consumer research insights play a crucial role in responding to market-specific factors. For instance, the global team mentioned using adaptive strategies to cater to smaller, niche markets. This approach allows for greater flexibility and the ability to target specific segments more effectively. Such adaptive strategies are particularly effective in markets with unique user behaviours and preferences, ensuring that the app remains relevant and appealing to its target audience.

"These markets are a little bit smaller and more niche, using affiliates and third parties that can give them access to a bigger percentage of the population." – G2.

In Vietnam, the local team leverages market research to design effective social campaigns. By understanding local consumer behaviour, they can create campaigns that resonate with the local audience, thereby enhancing user acquisition. This approach underscores the importance of aligning content and marketing strategies with local tastes and preferences, a theme that is consistent across various markets.

"I use the app to study recipes that fit Vietnam and global recipes to attract consumers and run effective social campaigns." – L3.

Moreover, gathering insights into user behaviour through app data analysis is a common practice. In Vietnam, insights from user interactions with the app at different times of the day provide valuable information for tailoring marketing efforts. Such data-driven insights enable

more precise targeting and personalised marketing efforts, which are crucial for effective user acquisition.

"Asian users comment on using the app at different times of the day, which helps us understand consumer behaviour through app data analysis." – L3.

The emphasis on adaptive strategies and consumer research highlights a broader theme: the necessity of a flexible and responsive approach to market research. This strategy allows companies to stay ahead of market trends and respond quickly to changing user needs. For example, G2 from the global team stressed the importance of adjusting strategies based on market needs. This flexibility is essential for maintaining the app's relevance and appeal in dynamic market environments.

4.3.2. Marketing Strategies

Marketing strategies are crucial for effective user acquisition. They encompass a variety of approaches to positioning the brand, communicating with users, promoting the app, and leveraging partnerships. One objective of these strategies is to distinguish the app in the tight competitive landscape (as it is one of the challenges identified in Subchapter 4.2. User Acquisition Challenges).

Based on the findings from the interview transcripts and the coding analysis, the big theme of marketing strategies encompasses four main areas: **brand and communication strategies**, **promotional campaigns**, and **partnerships**. Each of these categories plays a significant role in enhancing user acquisition efforts and can be aligned with market-specific factors to optimise effectiveness.

Brand and Communication Strategies

Effective user acquisition strategies require a comprehensive approach to brand positioning, communication, and media strategies. These strategies collectively aim to build brand awareness, effectively communicate the app's value proposition, and engage potential users through diverse media channels. Insights from the interviews highlight the significance of these efforts across different markets, emphasising the need for tailored approaches that align with market-specific factors.

Brand positioning and awareness are foundational to attracting and retaining users. In Chile, L4 stressed the need to grow as a brand and make strategic media investments to enhance the app's visibility and better position itself in the competitive market.

"We need to change the strategy and make more investment in media plans." – L4.

This involves focusing on the brand before making significant investments and ensuring that the brand is prominently featured on platforms like Google Play and Apple Store. By strategically placing advertisements and promotions across different media, the app can reach a wider audience, thus enhancing brand awareness and user acquisition. Such efforts are crucial for

establishing a strong brand presence that resonates with local users. Aligned with this, G1 stressed the importance of maintaining a consistent and recognisable brand presence across all platforms. By consistently promoting the brand and its values, the app can build a strong identity that resonates with users, encouraging them to download and use the app.

"We need to have the name of the app at the top of people's minds, so they search for it on Google or in the App Store or the Android Store directly." – G1.

Effective **communication strategies** play a pivotal role in conveying the app's value proposition and attracting users. According to G1, clear and compelling reasons that highlight the app's benefits and encourage users to download the app must be articulated to drive awareness and ensure immediate app downloads. Several respondents echoed this sentiment. For instance, L3 emphasised the importance of encouraging consumers to join the app by highlighting its benefits and functionalities. This highlights the necessity of conveying the app's comprehensive value to potential users to differentiate it from competitors so users understand the app's value and are more likely to download it. Especially in technologically advanced markets like France, emphasising the app's innovative features and seamless integration with other digital tools can attract tech-savvy users. This approach aligns with market-specific factors, as tailored messaging can address local preferences and behaviours, making the app more appealing to diverse user bases.

Optimising the app's presence through **Search Engine Optimisation (SEO)** is another critical aspect of brand positioning. L2 noted efforts to improve the app's visibility through SEO strategies, such as bringing keywords like "Cyril Lignac" and "recipe" forward in search results. As demonstrated by the example, this strategy can be tailored to specific market needs. These strategies ensure that the app appears prominently in search results, making it more accessible to potential users.

Multi-channel strategies are crucial in boosting brand visibility and enhancing the reach and impact of marketing efforts. Utilising various media channels such as TV, online platforms, social media, earned media, and paid campaigns ensures that the app's message is effectively disseminated widely across different platforms. For instance, G1 highlighted the importance of leveraging owned channels, including websites, Instagram pages, and TikTok, to drive downloads. This strategy is supported by the interviewees' emphasis on utilising a combination of paid and organic media to attract users. Additionally, **media investments** are another critical component, with strategies including download campaigns on Google or web-to-app campaigns, paid social campaigns, affiliate campaigns, and paid search campaigns to help reach a broader audience and drive traffic and downloads. These investments ensure that the app reaches a broader audience, aligning with market-specific factors by targeting users through their preferred media channels.

By addressing market-specific factors such as media consumption habits, cultural relevance, and local behaviours, these strategies can effectively enhance user acquisition. The interview

findings underscore the need for tailored messaging, diverse media channels, and strategic investments to create a strong and engaging brand presence across different markets.

Promotional Campaigns

Promotional campaigns are a vital component of effective user acquisition strategies. These strategies aim to attract and engage users through targeted activities that highlight the app's value and encourage downloads. These campaigns are particularly effective when tailored to market-specific factors, ensuring that the promotional activities resonate with local users' preferences and behaviours.

Seasonal and localised campaigns are crucial for aligning promotional activities with cultural events and local interests. For instance, in Chile, the local team created always-on campaigns exclusively for air fryer products to drive downloads, adjusting the campaigns to be more relevant to local holidays and seasons. This strategy ensures that the promotional activities are timely and resonate with the local audience, enhancing user engagement and acquisition.

"We currently have an always-on campaign exclusively for the air fryer and HomeID with the objective of getting downloads." – L4.

In-store promotions are another effective strategy highlighted by the interviews. In Turkey, the local team utilised in-store promotions by placing HomeID and QR codes in physical stores and informing promoters about the app, ensuring the salespersons communicate its benefits to visitors. This direct engagement with potential users at the point of sale helps bridge the gap between offline and online acquisition efforts. This strategy is particularly effective in Turkey as brick-and-mortar store is still their main point of sales.

"We put HomeID and a QR code there and informed promoters about the app so they can communicate it with our visitors in the store." – L1.

Social media promotions further build a positive brand image and foster user trust. In France, L2 noted the success of social media promotions in engaging users. By publishing content on platforms like YouTube and Instagram, they can reach broader users on platforms they frequently use, which drives traffic to the app. This strategy involves creating engaging and informative content that showcases the app's benefits, aligning with the preferences of tech-savvy users in advanced markets.

"We publish this on our social media accounts like YouTube and Instagram, which drives traffic." – L2.

Social media promotions allow for targeted and interactive engagement with users, fostering a community around the app and increasing its visibility. Targeted campaigns on local social media platforms also effectively promote the app, demonstrating the importance of aligning marketing efforts with local media preferences.

Commercial incentives are also powerful tools for encouraging users to download the app. The global team emphasised the effectiveness of offering additional benefits, such as extra vouchers or exclusive content, to incentivise downloads. This strategy leverages the app's value proposition by providing tangible rewards that enhance user motivation.

"You download the app, and you can get extra vouchers and so on to buy more." – G1.

Integrated marketing strategies ensure that all promotional activities are cohesive and reinforce each other. These strategies involve coordinating various promotional efforts to create a unified brand message. For example, in-pack communication and cross-promotion with products (i.e., campaigns that mention the app alongside product promotions) create a unified and compelling message that has been effective in various markets. The global team emphasised the importance of integrated campaigns that ensure all marketing activities support the app's growth. This approach creates a strong and engaging brand presence that resonates with local users.

"Any marketing campaigns that go live that are not directly related to the growth of the app also mention the app." – G2.

These strategies are designed to align with market-specific factors, addressing local preferences and behaviours to enhance user acquisition effectively. By leveraging seasonal campaigns, in-store promotions, social media promotions, commercial incentives, and integrated marketing campaigns, the app can build a strong and engaging presence in diverse markets. The interview findings underscore the need for tailored promotional activities that resonate with local users, ensuring a successful user acquisition strategy across different regions.

Partnerships

Partnerships have emerged as a crucial strategy in enhancing user acquisition for digital apps, as evidenced by the interview transcripts. By leveraging relationships with strategic partners, such as other brands, influencers, or chefs, companies can effectively reach and engage target audiences in various markets. This section explores how partnerships, tailored to market-specific factors, contribute to effective user acquisition strategies.

Strategic partnerships with other brands or companies also play a vital role in user acquisition, making the app more attractive. The global team (G3) stated the potential effectiveness of such partnerships in expanding reach and offering added value to users. Collaborations, for instance, with grocery stores or delivery services, provide users with integrated services, making the app more convenient and valuable.

Influencer marketing has emerged as a powerful partnership strategy for user acquisition, particularly in markets where social media presence and celebrity endorsements play a significant role. Eight out of ten interviewees highlighted the importance of influencer marketing in their user acquisition efforts. In regions with strong social media influence, influencer

marketing is particularly effective. Local teams in Chile and France, for example, emphasised their success in collaborating with well-known influencers to promote the app.

In Chile, the local team created a big branding campaign with influencers, resulting in increased user engagement and feedback. This approach not only boosts visibility but also builds trust among potential users through authentic endorsements.

"We created a big branding campaign with influencers. We also interact with influencers, who share their experiences and consumer feedback with us." – L4.

Leveraging influencers to encourage users to create and share content also increases user acquisition and fosters community engagement. Strategies that involve leveraging community-driven content and UGC campaigns have shown positive results.

"If you have Facebook initiatives and whatever, and when you build a strong community, which means you talk to influencers that also have recipes in the app, you build a strong user base." - G3.

Chef partnerships, a subset of influencer marketing, particularly in markets where culinary expertise is valued, have proven effective. In France, the partnership with a local chef (Cyril Lignac) to create relevant content has had a significant impact on enhancing the app's appeal. That collaboration has included content that resonates with French users, such as recipes and step-by-step video guides, and hosting cooking classes, which have been well-received by French users and the public in general. This collaboration not only leverages the chef's popularity to attract users but also enhances the app's cultural relevance.

"Partnerships with well-known and respected public figures sure help because there are a lot of public posts, publications, partnerships with Cyril Lignac, videos that have been shot on recipes." – U2.

In Turkey, the local team also highlighted the importance of collaborating with local chefs to create new recipes based on user needs. This local content creation ensures that the app remains relevant to Turkish users and aligns with their culinary preferences.

4.3.3. Localisation Strategies

Localisation strategies are pivotal for user acquisition, as they ensure that content and features resonate with the cultural, linguistic, and practical needs of users in different markets. The effectiveness of these strategies lies in their ability to adapt global content to local preferences as well as develop local content, thereby enhancing user engagement and satisfaction. This section delves into the findings related to localisation strategies, drawing on detailed interview transcripts and supported by relevant codes to provide a comprehensive understanding of their impact on user acquisition. The codes "**local content creation**", "**seasonal content**", "**local**

content by local teams", and "global **content localisation**" reflect the practices of this strategy across various markets.

One of the primary localisation strategies involves creating culturally relevant content that is specifically tailored to the local market. **Local content creation** is essential for attracting and retaining users, as it ensures that the app remains relevant to their cultural and culinary preferences. In Chile, the local team emphasised the need to develop recipes that cater to the local palate. L4 highlighted the investment in creating localised recipes to serve the Chilean market better. This approach ensures that the content is not only relevant but also appealing to the local users, thus enhancing user acquisition.

"We needed to invest in developing some recipes for our market." – L4.

In Turkey, the local team also focuses on creating and localising content to cater to local tastes. L1 mentioned their efforts to prepare specific dishes for events like Ramadan, highlighting the significance of seasonal content in driving user engagement. This indicates that localising content for specific cultural and religious events can significantly enhance user engagement and acquisition.

In markets like India, there is a strong need for content that reflects local culinary traditions. G1 highlighted the need for "India-for-India" recipes, underscoring the importance of culturally relevant content to ensure that users feel the app is tailored to their specific cultural context.

"There's a strong need in India to have India-for-India recipes." – G1.

From a global perspective, G1 emphasised the importance of enabling **local teams** to **contribute** their own content. G1 pointed out that having countries develop their localised content ensures that the app meets the specific tastes and preferences of users in different regions. This strategy is crucial for maintaining the app's relevance and appeal across diverse markets.

Content adaptation is another critical aspect of localisation strategies. The global team recognised the importance of creating base content that can be adapted for various markets. This approach ensures consistency while allowing for localisation to meet specific market needs. G2 mentioned the strategy of developing content that works across multiple countries, which individual markets can then localise. This dual approach of creating global content with local adaptability is essential for maintaining a cohesive brand while ensuring local relevance.

"Global content team focuses on base content that works for most countries." – G2.

Accurate translation of content is vital for engaging users in different markets in content adaptation. Ensuring high-quality localisation can significantly enhance user satisfaction and engagement.

4.3.4. App Features Enhancement

Enhancing the app's functionality, user interface, and other features is necessary to overcome technical barriers (as identified in Subchapter 4.2. User Acquisition Challenges). Implementing this strategy will enhance user experience and improve user acquisition, ensuring that the app meets the diverse needs and preferences of users across various markets. Based on the coding technique, this strategy encompasses improvements in **search tool functionality**, **push notifications personalisation**, and **user experience and interface**. The following sections present detailed findings on how these enhancements can effectively align with market-specific factors to boost user acquisition.

One of the critical app features that require enhancement is the **search functionality**. For instance, L1 identified a significant challenge with the current search tool, noting that it was not effective in helping users find the right recipes. This finding is echoed by U2, who mentioned the importance of a robust search function that allows them to find recipes based on available ingredients. These improvements are essential to meet user expectations and provide a seamless experience. By ensuring that the search functionality is intuitive and efficient, the app can cater to the specific needs of users in different regions, thereby enhancing user satisfaction and retention.

Personalisation of push notifications is another significant aspect of app feature enhancement. In Turkey, users have reported frustration with frequent and impersonal push notifications. They expressed a desire for more tailored notifications that align with their preferences and time zones. By implementing personalised push notifications, the app can provide users with relevant and timely updates, improving engagement and reducing user churn.

Improving a user-friendly interface and positive **user experience** is crucial for retaining and acquiring users. U2 emphasised the importance of having an intuitive and fast-operating app. She noted that a smooth user experience, characterised by quick load times and easy navigation, significantly influences their decision to continue using the app. Similarly, U3 highlighted the need for a good initial experience, expecting the app to operate efficiently with easy dish search functionality. These insights underscore the importance of continuous improvements in user interface design and performance optimisation, including making the app easy to navigate and ensuring quick load times to meet the high standards of users in various markets.

4.3.5. Collaboration Strategies

Collaboration between global and local teams is essential for crafting effective user acquisition strategies, especially in diverse international markets. This section examines how collaboration strategies are developed and implemented, aligning them with market-specific factors to enhance user acquisition. Insights from the interview transcripts reveal that collaboration strategies are fundamental to understanding local market needs, customising content, and ensuring seamless execution of app-related activities.

One of the primary strategies identified is the close **collaboration between global and local teams**. This collaboration ensures that the app content and campaigns are relevant and appealing to local users. For instance, aligning the global calendar to local needs helps understand and meet user expectations effectively, as highlighted by L4 from Chile.

"Align the global calendar to ours to understand the local needs and what the consumers were expecting from the app." – L4.

Similarly, the need for regular interactions and continuous learning between local and global teams was emphasised by various respondents.

"We are learning every day and trying with the global team to understand how it works." – L2.

Regular interaction helps in understanding local nuances and sharing best practices across different markets. Monthly meetings and continuous communication ensure that both teams are aligned with the overall vision and objectives. This alignment allows the app to be tailored to meet the specific demands of different markets, enhancing its appeal and driving user acquisition.

Furthermore, the global team provides essential resources and enablers to local teams, ensuring they have the necessary tools and access to execute strategies effectively.

"What we really can do from a global lens is provide enablers like setting up a branch to always have people looking as an option, making sure that they're able to go and execute and track and have access to toolkits and have access to products and have access to content." – G2.

This top-down support is crucial for local teams to implement strategies tailored to their specific market needs. For example, in Turkey, working closely with global teams to develop new recipes based on local preferences has been effective. This ensures that the app offers content that users find relevant and appealing, thereby increasing the likelihood of adoption.

In addition, the synergy between global and local teams is also implemented to ensure any partnership strategies. The global team provides resources, guidelines, and tools to support local efforts, aligning them with the overall brand strategy, as emphasised by G2.

Feedback collection is another critical component of collaboration strategies. It involves gathering insights from users and local teams to refine and improve the app continuously. This feedback loop ensures that the app remains relevant and user-friendly. L1 from Turkey mentioned the role of a dedicated customer team in tracking user comments in the app store and social media. Similarly, G3 from the global team emphasised the importance of structured feedback collection:

"Excel file shared with countries to collect feedback on app strings." – G3.

Collecting and analysing feedback helps in identifying areas of improvement and ensures that the app evolves in line with user expectations. This continuous feedback mechanism is vital for maintaining user satisfaction, ultimately contributing to better user acquisition. For example, in

France, having monthly meetings and continuous collaboration with the global team helps in refining the app's features and functionalities to suit the local market. This ongoing dialogue ensures that any issues or user feedback are promptly addressed, maintaining user satisfaction.

4.3.6. Conclusion

User acquisition strategies must be tailored to market-specific factors to attract and retain users across diverse markets effectively. The findings highlight several key strategies, including **market research**, **marketing strategies** (brand and communication strategies, promotional campaigns, and partnerships), **localisation strategies**, **app features enhancement** and **collaboration strategies**. The differences in perspectives between users, Versuni's global team, and local teams highlight the importance of a flexible and responsive approach. Users focus on practical app features and local relevance, while global teams emphasise strategic alignment and resource provision. Local teams concentrate on adapting strategies to meet specific market conditions and user preferences. By integrating these perspectives and aligning strategies with market-specific factors, companies can effectively enhance user acquisition.

4.4. Summary of Findings

Based on the details above, the findings related to market-specific factors, user behaviour, user acquisition challenges, and strategies can be summarised as follows.

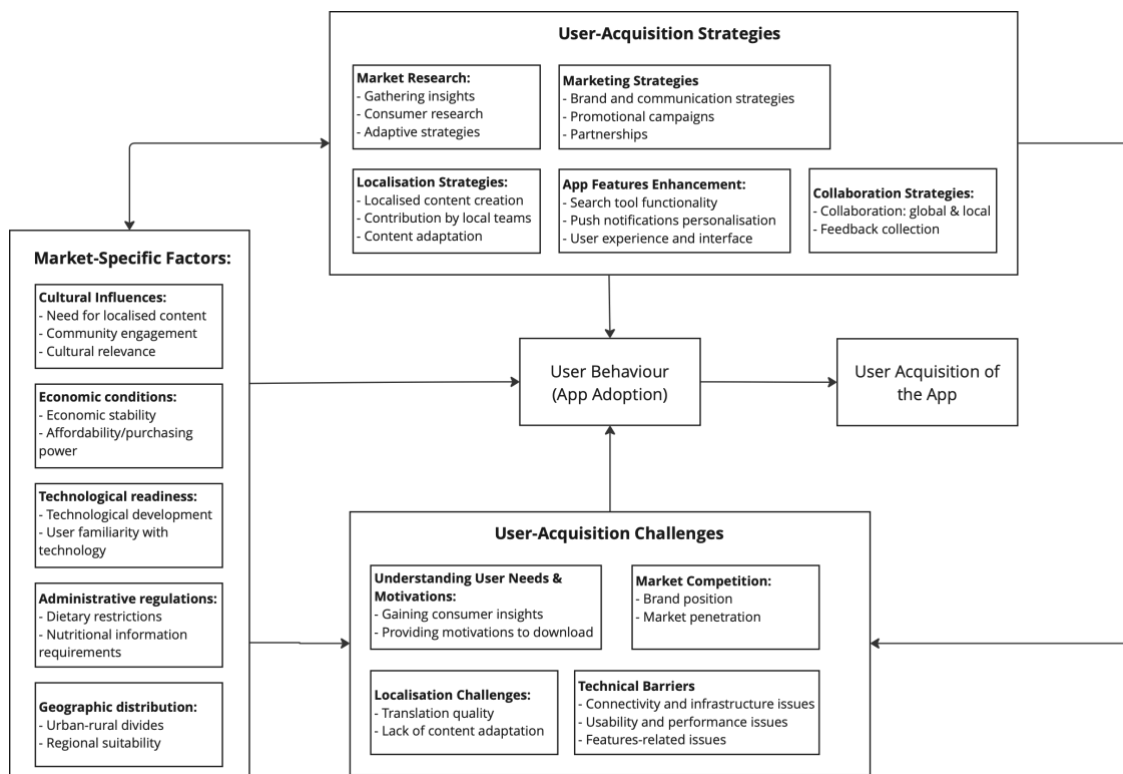


Figure 5 Summary of findings.

5. Discussion

5.1. Discussion of Findings

The chapter discusses the study's main findings, providing answers to the main research question guiding this thesis: **"How do market-specific factors impact user acquisition of digital apps across different international markets?"** Additionally, it explores the sub-research questions to investigate the research findings further.

The impact of market-specific factors on user acquisition of digital apps, particularly the HomeID app, is examined across various international markets through a detailed qualitative study. The key findings reveal that market-specific factors, including cultural, administrative, geographic, and economic dimensions, significantly shape user preferences, behaviours, and the app's overall success, particularly in user acquisition. Therefore, the key findings are organised into several overarching themes: **cultural relevance, technological readiness, economic conditions, administrative regulations, and geographic distribution**. The synthesis of the findings from the previous chapter provides a comprehensive answer to the main research question.

Cultural relevance plays a pivotal role in user adoption and engagement with digital apps. This research explores the impact of culturally relevant content on app adoption, finding that users place high importance on local cuisine and traditional dishes, which significantly influences their preferences and behaviours. These findings align with the literature that emphasises the necessity of cultural compatibility for digital product success (Lee & Raghu, 2014; Lim et al., 2015) and also the cultural dimension of the CAGE framework by Shaheer & Li (2020). By tailoring content to resonate with local cultural norms, apps can enhance user engagement and retention.

In high-performing markets like France and Turkey, the inclusion of culturally relevant content, such as local recipes and collaboration with local chefs, has significantly boosted user engagement and app adoption. These markets illustrate that aligning app content with local cultural preferences enhances user retention and satisfaction. In Chile, users value local cuisine. Integrating traditional Chilean recipes and engaging local influencers could boost engagement and improve market performance. Low performance in Chile suggests more localisation is needed to improve app performance in such markets.

This extends the existing theories by providing empirical evidence of how specific cultural preferences directly influence user behaviour in digital app adoption. As cultural sensitivity is crucial for the success of digital apps in diverse international markets, apps that fail to incorporate local cultural nuances are less likely to succeed. This emphasises the practical necessity for thorough market research and adapting digital products to align with local cultural norms and values.

Additionally, community engagement features such as user-generated content and social interactions are particularly valued in some countries, underscoring the role of cultural factors in digital engagement. This observation supports the CAGE framework's cultural dimension, which suggests that cultural differences influence user behaviour and preferences for community engagement in digital apps (Bresciani et al., 2021; Krishen et al., 2021; N. A. Shaheer & Li, 2020). The preference for community-driven content underscores the importance of fostering active user participation to enhance platform success.

The level of **technological advancements** and user familiarity with digital tools are critical factors for maintaining a competitive advantage and ensuring app adoption. Markets with advanced technological readiness facilitate easier app adoption, extending the CAGE framework's geographic dimension and technology adoption models. Usability and performance issues such as app speed are also critical in user satisfaction. Continuous improvements in technology to ensure seamless user experiences are essential for retaining users. This practical insight extends the theoretical frameworks by highlighting the ongoing need for technological innovation to direct user perception and behaviour toward adopting the app.

High-performing markets like France and Turkey benefit from advanced technological infrastructure and digital literacy, leading to smoother adoption and higher satisfaction. Users in these markets appreciate the app's user-friendly design and advanced features. In contrast, lower-performing markets like Vietnam face challenges due to lower technological penetration and digital literacy. Users in these regions report usability issues and unfamiliarity with digital tools, hindering engagement. Addressing these barriers through user education and simplified interfaces could enhance performance in these markets.

In addition, the adoption patterns related to varying technological readiness observed in different markets reflect Rogers' categories of adopters from Diffusion of Innovation Theory (DOI). Early adopters in technologically advanced markets quickly adopted the app, while the late majority and laggards in less developed regions showed slower adoption rates. This finding related to technological readiness, particularly the user's familiarity with technology, is also complimented by the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT2), which highlight performance expectancy (perceived usefulness) and effort expectancy (perceived ease of use) as critical factors for app adoption. These research findings support these models, showing that users' perceptions of the app's usefulness and ease of use directly influence their technology acceptance by users.

Economic conditions, including economic stability and affordability, are critical in affecting user perception and adoption rates of digital apps. Economic instability impacted users' willingness and ability to engage with and adopt new apps, while markets with higher economic stability and purchasing power show higher user acquisition rates. High-performing markets like France have economic stability and higher disposable incomes, leading to higher adoption rates as users invest in premium digital products.

These findings align with the economic dimension of the CAGE framework, which emphasises the influence of economic conditions and purchasing power on digital product adoption (Shaheer & Li, 2020). In addition, the findings also extend the TAM by highlighting how economic conditions can influence the perceived usefulness of an app and app acceptance accordingly. As a practical implication, in markets with economic volatility, adopting flexible pricing strategies and offering financial incentives can significantly boost app adoption. This practical approach aligns with common business practices in diverse economic environments and is supported by the findings.

Regulatory compliance is another crucial factor affecting app adoption. The need to adapt the app to comply with local regulations and ensure compliance is essential for maintaining user trust and legal compliance. This finding aligns with the CAGE framework's administrative dimension, highlighting the importance of navigating varying regulatory landscapes (Shaheer & Li, 2020). Ensuring continuous adaptation to local regulations is critical for building and sustaining user trust in different markets. This complements the literature by emphasising the practical challenges and necessities of regulatory compliance in global digital app deployment.

Geographic differences also significantly impact app adoption. The research shows that the urban-rural divide affects app accessibility and relevance. High-performing urban markets in France and Turkey benefit from better infrastructure and modern lifestyles, leading to higher adoption rates. Lower-performing rural markets, like those in Vietnam, face challenges related to digital literacy and infrastructure. Addressing these disparities through targeted strategies can enhance performance.

This finding aligns with the geographic dimension of the CAGE framework, illustrating how physical and infrastructural differences influence app usage patterns (Shaheer & Li, 2020). The urban-rural divide highlights the need for digital apps to address infrastructural disparities to enhance accessibility and relevance.

To synthesise these findings and provide a comprehensive understanding of the role of market-specific factors in user acquisition and how they relate to the respective challenges and strategies, a detailed conceptual framework has been developed. This framework illustrates the interplay between market-specific factors, user acquisition challenges, user acquisition strategies, and user behaviour. It highlights the mechanisms through which these elements influence each other and the overall process of app adoption in international markets. By addressing these interactions, companies can develop more effective user acquisition strategies, enhancing the overall success of app adoption by meeting diverse market needs.

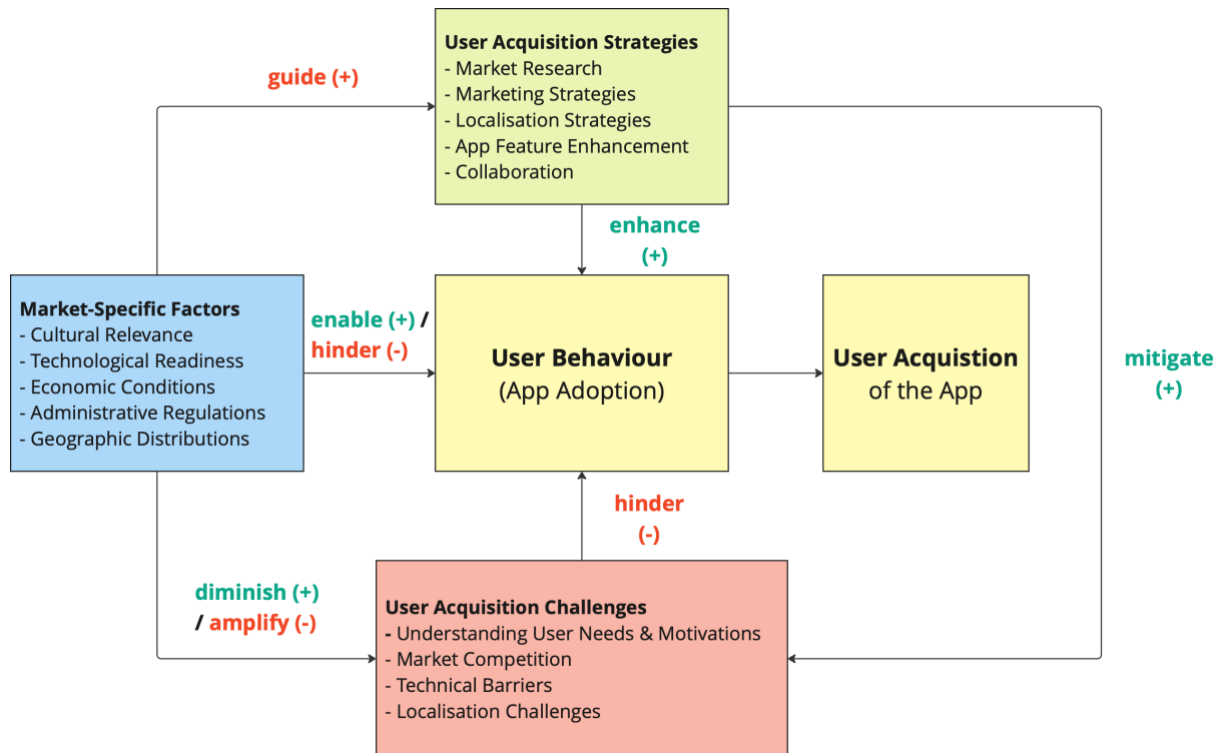


Figure 6 Framework for Cross-Market App's User Acquisition.

At the core of the framework are market-specific factors, which are foundational in influencing app adoption and align with the CAGE framework's dimensions, which have been used in international business studies (Shaheer & Li, 2020). This framework extends the CAGE model by providing empirical evidence on how these specific factors influence app adoption in digital markets and adding a new dimension (technological factor). Then, user-acquisition challenges, which can be influenced by market-specific factors, impact user behaviour. Those challenges can be mitigated to enhance user behaviour (app adoption) with strategies that are derived from market-specific insights. This reflects principles from TAM and UTAUT2 as the strategies facilitate the adoption process by addressing perceived usefulness and ease of use, core components of those two theories. Lastly, user behaviour is influenced by three other variables. Positive influences enhance user behaviour, while constraints hinder it. This framework extends TAM and UTAUT2 by incorporating market-specific conditions and their impact on user behaviour. This integration is something that has not been implemented in previous user behavioural theories in technology adoption.

In conclusion, this research comprehensively analyses how market-specific factors impact user acquisition of digital apps across different international markets. By integrating empirical findings with established theories and extending results, this research provides comprehensive insights for navigating the complexities of global app expansion. It also clearly demonstrates the need for nuanced user acquisition strategies tailored to each market's unique conditions by ensuring that apps are culturally relevant, economically viable, technologically advanced, geographically relevant, and regulatory compliant.

5.2. Theoretical Implications

The findings of this research contribute significantly to the theoretical understanding of digital marketing and technology adoption in international contexts. The research underscores the importance of the **CAGE framework** (Cultural, Administrative, Geographical, and Economic barriers) with the addition of the technological readiness factor in understanding the challenges and strategies in international digital app expansion by extending it through real-world examples from different markets. These case studies empirically validate the impact of those factors on app adoption, proving the framework's relevance in the digital age. Additionally, the research provides nuanced insights into the depth and complexity of cultural preferences, particularly related to the kitchen appliances industry. By aligning the findings with the CAGE framework, the study provides a structured approach to address market-specific challenges in user acquisition.

The study also contributes to technology adoption models discussed previously, which are the Technology Acceptance Model (**TAM**) and the Unified Theory of Acceptance and Use of Technology (**UTAUT2**), by incorporating factors like economic conditions and technological readiness. These factors have been shown to impact perceived ease of use and usefulness, aligning with findings from previous similar studies. For example, Ekşioğlu & Ural (2022) found that technological readiness significantly influences perceived ease of use and perceived usefulness in the context of mobile payment applications in Turkey. Similarly, (Nouraldeem, 2023) demonstrated that technology readiness and perceived usefulness positively affect the adoption of artificial intelligence among students. Additionally, this research shows how facilitating conditions, such as regulatory environments, vary across markets and can affect app usage. Although both TAM and UTAUT2 have demonstrated that perceived usefulness and ease of use influence user acceptance, this thesis is able to extend it by showing how market-specific conditions impact those two determinants. In addition, the inclusion of user acquisition strategies based on market-specific insights also extends the theories beyond answering “what factors impact technology adoption” but also “how these factors can be incorporated in the strategies to facilitate technology adoption”. These contributions broaden the applicability of TAM and UTAUT2 by integrating practical into consideration, offering a more comprehensive understanding of technology adoption in diverse international settings.

To sum up, this research advances existing theories on technology adoption and international digital marketing. It extends the CAGE framework by adding technological readiness as a new market-specific factor and applies it specifically in the kitchen appliances industry, providing empirical evidence of how market-specific factors impact app adoption. This study enhances TAM and UTAUT2 by demonstrating that market-specific factors, like technological readiness and economic conditions, influence perceived usefulness and ease of use, thus facilitating adoption. Additionally, it introduces user acquisition strategies as mediators between challenges and app adoption, showing how market-specific factors can inform practical strategies to address challenges and enhance app adoption. By uniquely integrating multiple factors beyond examining them in isolation, this research offers a novel, comprehensive framework. The relationships uncovered in this study enhance theoretical foundations and guide the development of user acquisition strategies in international contexts.

5.3. Practical Implications

The findings of this study offer several practical implications for stakeholders involved in developing and deploying digital apps across markets, particularly app developers and marketers. Practical implication refers to how the identified strategies can be applied to address market-specific factors and their potential impact in enhancing user acquisition.

App developers should prioritise creating culturally **localised content and features**. Users value content that is relevant to their traditions and cultural habits. Therefore, developers should integrate local languages, cultural references, and region-specific features to enhance user engagement and satisfaction. Additionally, incorporating community engagement features, such as user-generated content, social interactions, and forums, can be particularly effective for some cultures. Developers should prioritise these features to foster a sense of community and enhance user satisfaction.

Ensuring **regulatory compliance** is critical. Developers must stay updated with regulatory changes in their target markets and adapt apps accordingly. Providing accurate and transparent information that meets local standards is essential to build trust and enhance the app's credibility.

Performance optimisation is essential for user retention. Developers should ensure that apps perform well across different devices and network conditions, addressing app speed and functionality issues. Regular updates to address bugs and improve performance are necessary to keep users engaged. In addition, a user-centric design focusing on ease of use and intuitive navigation can significantly enhance user satisfaction. Developers should ensure the app is easy to use, with intuitive navigation and a user-friendly interface. Incorporating feedback from users can help continuously improve app usability.

Geographic considerations are also important. Developers should address the unique needs of rural users by optimising the app for lower bandwidth conditions and providing offline functionality. Ensuring that content and features are accessible to urban and rural users enhances the app's relevance and adoption rates.

Besides developers, **marketers** play a key role in user acquisition, one of which is through **targeted marketing campaigns** tailored to specific markets. Marketers should understand each market's cultural, economic, and geographic nuances to develop targeted campaigns that engage users more effectively. Utilising local influencers, social media platforms, and culturally relevant advertising can enhance the app's visibility and appeal.

Communicating the app's features and benefits is necessary to drive adoption. Providing tutorials, user guides, and customer support in local languages helps users understand and maximise the app's potential. Highlighting the app's relevance to local needs and preferences through educational content can enhance user engagement and satisfaction. This

communication should emphasise the app's practical benefits, address common user concerns, and showcase how the app meets specific local needs, potentially by making the app's value proposition clear and compelling.

In addition to targeted marketing campaigns, marketers should develop **localised promotion strategies** that resonate with each market's preferences and behaviours. These might include region-specific promotional events, collaborations with local celebrities or influencers, and participation in local festivals or cultural events. These strategies can strengthen the app's connection with the local audience, enhancing its appeal and adoption rates.

Marketers should establish a **feedback loop** to gather insights from users about their experience with the app. This feedback can help in **performance evaluation**, inform marketing strategies, and help make necessary adjustments to improve user satisfaction and retention. In addition, leveraging data analytics to understand user behaviour and preferences can help marketers make **informed decisions**, optimise marketing campaigns, and identify high-potential user segments.

In conclusion, the practical implications derived from this study highlight the importance of addressing market-specific factors to enhance user acquisition and retention of digital apps in international markets. By focusing on cultural adaptation, regulatory compliance, geographic considerations, economic strategies, and technological enhancements, stakeholders, including app developers and marketers, can create products that are appealing, accessible, and relevant to diverse user groups. These strategies ensure that digital apps meet users' unique needs across different international markets, leading to higher adoption rates and sustained user engagement as desired.

5.4. Limitations and Future Research

Several limitations of this study should be acknowledged. Recognising these limitations is crucial for contextualising the findings and identifying areas for future research.

5.4.1. Research Limitations

The study's **sample size** and the **diversity** of the participants were limited. While efforts were made to include participants from various markets, the data collection was limited to ten interviews, which, while providing valuable insights, may not fully capture the full spectrum of perspectives across different regions and user groups. In addition, interviews with only one app's users per market may not fully represent the broader population in each market. In addition, although Chile is studied in this research, there is no representative from the app users for that country due to the difficulty of accessing such respondents.

Secondly, the study focused on a limited **market representation**, specifically Vietnam, Turkey, France, and Chile. These markets were chosen based on their unique cultural, economic, and

regulatory characteristics. However, this selection may not capture the full range of factors affecting app adoption in other international markets.

The reliance on qualitative **data collection methods**, such as self-reported interview data, may introduce subjective biases. Participants' responses could be influenced by their personal experiences and perceptions, which might not be entirely objective as they might present socially desirable answers or have recall inaccuracies. In addition, the qualitative nature of the study also limits the ability to quantify, particularly the impact of specific market-specific factors on user behaviour in app adoption.

Lastly, while the study integrates insights from user behaviour models such as the Unified Theory of Acceptance and Use of Technology (UTAUT), these models have limitations. Cultural dimensions and technology acceptance factors can interact in complex ways that existing models do not fully capture.

5.4.2. Future Research

Future research should aim to address the limitations identified in this study and further explore the complex dynamics of app expansion in international markets. One potential improvement is to **expand** the geographic **scope** of the research to include additional markets with more **diversity**. This would comprehensively enhance the understanding of how different factors impact app deployment and user acquisition strategies regarding the specific needs and challenges of a wider range of markets. Similarly, future research should also aim to include a larger and more diverse sample to enhance the generalizability of the findings.

While qualitative methods provide deep insights, integrating quantitative data could offer a more balanced perspective that can validate and measure the significance of various market-specific factors. Future studies can consider using **mixed-method approaches**, such as by employing surveys or user analytics, to triangulate the findings and reduce potential biases. These additional study techniques could also provide insights into user behaviour patterns and preferences, potentially uncovering trends and correlations that cannot be captured through qualitative methods alone. Integrating a quantitative approach also allows for exploring the **effectiveness** of different **user acquisition strategies** in diverse markets. These experimental studies can test various marketing approaches, promotional tactics, and feature adaptations and help identify best practices for maximising user acquisition and engagement in international contexts.

Lastly, future research should consider developing or refining theoretical models to better account for the interplay of cultural, economic, and technological factors in user behaviour. Moreover, refining these models can incorporate more granular aspects of cultural dimensions, such as sub-cultural variations within a country, to help understand how micro-level cultural differences influence technology acceptance. Another alternative for refinement could be the inclusion of digital literacy levels and technology advancements in relation to different geographical distributions, which can impact the way users adopt apps.

By addressing these limitations, future studies can build on the insights provided here to develop a deeper understanding of app expansion in international markets and nuanced strategies for enhancing user acquisition. Continuous exploration and adaptation are necessary to keep pace with the evolving digital landscape and meet unique user needs across diverse global markets.

6. Conclusions

This thesis investigated the impact of market-specific factors on user acquisition of apps across international markets, focusing on the HomeID app by Versuni. This research is relevant to the Management of Technology programme due to its practical application of technology management principles (e.g., market analysis, technological integration, and strategic adaptation) to address real-world business challenges. This study integrates the CAGE barriers framework and user behaviour models (mainly UTAUT2) to provide a comprehensive understanding of their combined impact on user acquisition.

The findings reveal that market-specific factors significantly shape user acquisition strategies and outcomes. Key factors include cultural relevance, economic conditions, technological readiness, administrative regulations, and geographic distribution, each influencing user behaviour in app adoption differently.

Cultural relevance emerged as a critical factor, with users preferring localised content that aligns with their cultural preferences. Economic conditions influenced users' ability to invest in connected devices, affecting app adoption rates. Technological readiness varied across markets, facilitating or hindering app adoption. Administrative regulations and geographic factors also played crucial roles in app penetration and user engagement.

The study identified challenges in user acquisition due to these market-specific factors, such as diverse user needs, market competition, technical barriers, and localisation issues. Effective user acquisition strategies must address these challenges through tailored marketing strategies, localised content, enhanced app features, and team collaboration.

The novelty of this research lies in its integration of multiple theoretical frameworks, the introduction of technological readiness into the CAGE model, and the concept of user acquisition strategies informed by market-specific factors as mediators to address challenges. This comprehensive framework not only identifies influencing factors but also links them to practical strategies, guiding businesses in developing effective user acquisition strategies tailored to diverse international contexts.

This research provides actionable insights for businesses aiming to expand their digital apps globally. By addressing market-specific factors, companies can develop and deploy digital apps that are appealing and relevant to diverse user groups, with strategies tailored to international markets. This study contributes to the broader digital app development and marketing field, offering a foundation for future studies and practical applications that enhance user acquisition and retention.

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Appendix A. Interview Protocol

A.1. General Interview Protocol

Introduction:

- 1) Greeting and saying thank you for the participant's willingness and availability to participate in the research.
- 2) Explaining the research project, research objective, and how the interviews will contribute to the research.
- 3) Explaining the technical mechanism of the interview, including the structure and the approximate time duration.
- 4) Assuring data confidentiality (including participant's anonymity) and the data management plan (including how the data will be stored and deleted after a certain period).
- 5) Asking for confirmation regarding the clarity and the agreement to the participation informed consent.
- 6) Asking permission to record and automatically transcribe the interview.
- 7) Collecting informed consent form.
- 8) Asking if there are any questions before the interview starts.

Closing:

- 1) Saying thank you and appreciation for the time, participation, and insights contribute to the research.
- 2) Welcoming any (further) questions the interviewee may have and providing contact information.

A.2. Interview Protocol (Global App Team of Versuni)

Profile Questions:

- 1) Name :
- 2) Email address :
- 3) Job title :
- 4) Location (Country) :

Interview Questions:

- 1) Can you tell me about your role in the Global App Team and your experience in app acquisition marketing and strategy development?
- 2) What criteria do you use to identify, evaluate, and select the potential markets for app expansion?
- 3) Can you describe what market-specific factors have influenced app adoption in various international markets and how they vary from one market to another?
- 4) Can you describe the overarching global user acquisition strategy for the app?
- 5) How is the strategy adapted to fit international markets and their different needs?

- 6) What are the main challenges faced in user acquisition across different markets?
- 7) How have you addressed those challenges?
- 8) Could you share the insights (the conditions, strategies, and takeaways) of particular cases in Turkey and France, for example, where the app performed exceptionally well, and countries like Vietnam and Chile, where user acquisition performance is relatively lagged?
- 9) How do you collaborate with the local marketing teams to ensure the success of user acquisition efforts?
- 10) Looking forward, what are the key strategic priorities (the company is exploring) for enhancing user acquisition globally?

A.3. Interview Protocol (Local Marketing Team of Versuni)

Profile Questions:

- 1) Name :
- 2) Email address :
- 3) Job title :
- 4) Location (Country) :

Interview Questions:

- 1) Can you tell me about your role as a Local Marketing Manager and your experience related to the app in the local market?
- 2) How do you develop and tailor user acquisition strategies to align with market-specific factors in your region? Can you walk me through the process?
- 3) What are the unique characteristics of your market that significantly influence user preferences and behaviours toward digital apps?
- 4) What factors do you consider to play a role in shaping those characteristics? (C, A, G, E?)
- 5) What are the biggest challenges in acquiring new users in your market?
- 6) How do these challenges relate to local market conditions?
- 7) How is the competitive landscape in your country? How are Versuni's brands positioned compared with other players?
- 8) Can you share specific examples of successful and unsuccessful strategies in overcoming those challenges and the insights you gained from them (why they succeeded or failed)?
- 9) How do you collaborate with the global app team to integrate local market insights into the broader strategy?
- 10) How do you listen and incorporate users' feedback into your marketing strategy?

A.4. Interview Protocol (HomelD App User)

Profile Questions:

- 1) Name :
- 2) Gender :
- 3) Age Range :
- 4) Email address :
- 5) Occupation :

6) Location (Country) :

Interview Questions:

- 1) Can you share how you first came across the app and what motivated you to download it?
- 2) What were your first impressions of the app?
- 3) Can you describe your overall experience with the app?
- 4) What features/aspects/offerings do you find (the most) enjoyable?
- 5) What specific features/aspects/offerings do you believe need enhancement to meet your needs and preferences, and why?
- 6) How well has the app's overall quality influenced your decision to download and use the app?
- 7) Do you feel the app is well adapted to your local conditions (e.g., local cultures and behaviours, economic conditions, or technological infrastructure)?
- 8) How do you think your local market factors (e.g., geographical location and culture) affect your experience and expectations of the app?
- 9) What role did marketing and promotional activities play in your decision to download the app?

Appendix B. Informed Consent

Participant Information

You are being invited to participate in a research study titled “The Impact of Market-Specific Factors on User Acquisition in Cross-Market Digital App Expansion”. The purpose of this research study is to address the challenge in cross-market digital app expansion by analysing local factors that affect the app’s user acquisition, contributing to digital marketing and international business for developing tailored global app expansion and marketing strategies. This study is being done by Anggi Paramitha Siregar from the TU Delft in collaboration with Versuni, the internship provider. The participants are professionals in digital marketing and mobile app end-users.

This research study will take you approximately 45 minutes to complete. We will be asking you to share your insights and perspectives related to user acquisition of the global mobile app in regard to local market conditions. The data will be used for the master’s thesis of Anggi Paramitha Siregar.

As with any online activity, the risk of a breach is always possible. To the best of our ability, your answers in this study will remain confidential. We will minimise any risk by not collecting IP addresses, minimising the personal data collected, and securing all answers and personal information strictly confidential and safe. With your permission, the interview will be arranged, video-recorded, and transcribed as text using MS Teams. When necessary, the automatic transcription may be manually adjusted to match the original spoken text.

The interview results published in the thesis will be coded and completely anonymous. The original interview data, including personal information (e.g., names and contact information) and interview recordings and transcripts, will only be available to the corresponding researcher and responsible researcher, will not be published anywhere, and will be removed within two years after the completion of the study.

Your participation in this study is entirely voluntary and you can refuse to answer or withdraw at any time. You are free to omit any questions. You also have the right to request access to and rectify or erase personal data.

The contact details of the researchers:

Explicit Consent Points

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
A: GENERAL AGREEMENT – RESEARCH GOALS, PARTICIPANT TASKS AND VOLUNTARY PARTICIPATION		
1. I have read and understood the study information above, or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>
2. I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	<input type="checkbox"/>	<input type="checkbox"/>
3. I understand that taking part in the study involves: <ul style="list-style-type: none"> • Providing information through a semi-structured interview which will be arranged, video-recorded, and transcribed as text using Microsoft Teams. • When necessary, the automatic transcription will be manually adjusted to match the original spoken text. • The original data, including the personal data and interview recordings and transcripts will be destroyed within two years after the completion of the study. 	<input type="checkbox"/>	<input type="checkbox"/>
4. I understand that the study will end by August 2024.	<input type="checkbox"/>	<input type="checkbox"/>
B: POTENTIAL RISKS OF PARTICIPATING (INCLUDING DATA PROTECTION)		
5. I understand that taking part in the study involves the risks of unintentional breaches of confidential information, potentially affecting reputation. I understand that these will be mitigated through secure access controls to store, access, and process data to protect them from unauthorized access; no publication of original data (e.g., personal data, interview recordings and transcripts); publication of the interview results in the aggregated form (e.g., coded form). I also have the right to ask for the study (interview) to stop at any point.	<input type="checkbox"/>	<input type="checkbox"/>
6. I understand that taking part in the study also involves collecting specific personally identifiable information (PII) (name and email address) and associated personally identifiable research data (PIRD) (job position, geographical location, and videos) with the potential risk of my identity being revealed that can affect my public or professional reputation.	<input type="checkbox"/>	<input type="checkbox"/>
7. I understand that the following steps will be taken to minimise the threat of a data breach and protect my identity in the event of such a breach: data anonymisation and aggregation, secure data storage with limited access only to the researchers, and no publication of the original data (e.g., personal data, interview recordings and transcripts).	<input type="checkbox"/>	<input type="checkbox"/>
8. I understand that personal information collected about me that can identify me, such as my name and contact information, will not be shared beyond the study team.	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
9. I understand that the (identifiable) personal data I provide will be destroyed within two years after the completion of the study.	<input type="checkbox"/>	<input type="checkbox"/>
C: RESEARCH PUBLICATION, DISSEMINATION AND APPLICATION		
10. I understand that after the research study the de-identified and coded information I provide in the interview will be added in the appendices of the master's thesis and uploaded to the TU Delft Educational Repository.	<input type="checkbox"/>	<input type="checkbox"/>
13. I agree that my responses, views or other input can be quoted anonymously in research outputs	<input type="checkbox"/>	<input type="checkbox"/>
D: (LONGTERM) DATA STORAGE, ACCESS AND REUSE		
16. I give permission for the de-identified and coded interview results that I provide to be archived in TU Delft Repository so it can be used for future research and learning.	<input type="checkbox"/>	<input type="checkbox"/>
17. I understand that access to this repository is publicly open.	<input type="checkbox"/>	<input type="checkbox"/>

Signatures

Name of participant [printed]
Signature
Date

I, as researcher, have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Researcher name [printed]
Signature
Date

Study contact details for further information:

Anggi Paramitha Siregar / +31613852734 / AnggiParamithaSiregar@student.tudelft.nl

Appendix C. Interview Summaries

C.1. Interview Summary of Participant G1

Roles and Experience:

- Head of the app team, leading acquisition, engagement, conversion, and content.
- Experience in driving app acquisition for Philips and previously for Adidas.

Acquisition Strategy:

- Focus on driving downloads through awareness and promotion across earned, owned, and paid channels.
- Importance of cost per install and targeting relevant users.

Strategy Development:

- Aligning vision and value proposition collaboratively.
- Structured team operations to support KPIs and bring agility.
- Empowering team members to make progress autonomously.

Market Expansion:

- Criteria for selecting potential markets based on business correlation and consumer mass.
- Focus on the big ten countries for significant impact and financial returns.

Market-Specific Factors:

- Global standardisation in mobile app usage.
- Need for local best practices and incentives for app downloads.

Global Strategy Adaptation:

- Ensuring the global strategy is actionable and consistent across markets.
- Opportunity to localise recipes for world cooking trends.

User Acquisition Challenges:

- Need to articulate clear reasons for app downloads.
- Potential incentives include commercial offers, warranty support, and content inspiration.

Collaboration with Local Teams:

- Shared targets between global and local teams.
- Need for better support from global to local in achieving targets.

Strategic Priorities:

- Leveraging QR codes in marketing materials.
- Driving value from existing app users and prospective buyers.

C.2. Interview Summary of Participant G2

Interviewee's Role and Experience:

- Her role in the global app team and her experience with app marketing and strategy development.
- Her previous experience with Nike and the challenges faced at Phillips.

Current Role and Responsibilities:

- Her current role in acquisition marketing and strategy development for HomeID.
- Outline of the media strategy, toolkit integration, and app expansion efforts.

Criteria for Market Expansion:

- The criteria for identifying and evaluating potential markets for app expansion.
- Connected products and local regulations are key factors.

Prioritising Markets:

- Markets are prioritised based on business size and volumes of connected products.
- New criteria include the app's direct-to-consumer shop feature.

Market-Specific Factors:

- Factors influencing app adoption include digital penetration, disposable income, and cultural aspects.
- Examples from India and the US highlight these differences.

Marketing Strategies:

- Different markets use varied strategies like influencer marketing, PR, and CRM.
- Global strategy includes organic and paid channels, with pilots to test effectiveness.

Collaboration and Strategy Adaptation:

- Global team provides enablers and shares performance data with local markets.
- Local markets adapt strategies based on consumer research and specific needs.

Monitoring and Digital Hubs:

- Digital hubs act as centres of excellence for channel knowledge and execution.
- Global team provides app-related knowledge and support.

Challenges in User Acquisition:

- Challenges include shifting the mindset from post-purchase to service portfolio and understanding app dynamics.
- Consistent investment in user knowledge and engagement is needed.

Improving User Acquisition:

- Need for a more consistent and sustainable operating model.

- Standardising processes across different markets.

Future Strategic Priorities:

- Positioning the app as a central focus for the company.
- Unifying multiple apps into one to avoid cannibalisation and improve efficiency.

C.3. Interview Summary of Participant G3

Roles and Responsibilities:

- Part of the Engage team, focusing on app engagement.
- The release train engineer for HomeID, responsible for planning releases and ensuring goals are met.
- Head PO for HomeID, ensuring features fit together cohesively.

Acquisition and Engagement:

- Acquisition involves acquiring new users and rolling out to new countries.
- Engagement focuses on content and user interaction within the app.
- Both acquisition and engagement are interconnected.

Marketing and Strategy Development:

- Been involved in discussions about marketing and strategy but has not led them.
- The marketing team is primarily responsible for strategy development.
- Her role is more executional, ensuring requirements are met for new countries and target audiences.
-

Criteria for Country Rollouts:

- Countries are prioritised based on air fryer sales and support needs.
- Countries can either manage content locally or pay the global team to do it.
- Localisation is crucial for making the app relevant to specific markets.

Global Strategy and Challenges:

- The global content team focuses on content applicable to 90% of countries.
- Local teams handle specific localisation needs.
- Challenges include managing time zones for push notifications and translation issues.

C.4. Interview Summary of Participant L1

Marketing and Digital Strategy in Turkey:

- Turkey's digital marketing budget is higher than that of other META regions.
- Influencer marketing and offline investments are significant.
- User engagement activities are focused on raising engagement inside the app.

Role and Responsibilities:

- Explanation of her role in digital and content management.
- Division of marketing and digital departments in Turkey.
- Responsibilities include website, CRM, and content in marketplaces.

User Engagement and Acquisition:

- Engagement activities include thematic campaigns and user-generated content.
- Challenges in acquiring new users due to lack of CRM data.
- Investment in influencer marketing and offline promotions.

Challenges and Feedback:

- Users dislike frequent push notifications and poor search functionality.
- Positive feedback on user-generated content and community engagement.
- Need for better CRM data to target new users.

Collaboration with Global Team:

- Collaborative efforts in user-generated campaigns and content creation.
- Challenges in getting user feedback and insights from the global team.
- Need for better communication and reporting from the global team.

C.5. Interview Summary of Participant L2

Home ID App Content Strategy:

- Adapting global content to French consumers.
- Creating a consumer calendar with specific timings.
- Partnering with Chef Cyril Lignac for recipe content.
- Engaging the community through comments and social media.

Success Factors in the French Market:

- French people's love for food and gastronomy.
- Effective partnership with Chef Cyril Lignac.
- 360 marketing plan, including PR and influencer events.
- Focus on brand-centric and consumer-centric strategies.

User Acquisition and Challenges:

- Following global acquisition strategies with local adaptations.
- Embedding Home ID app promotion in all marketing channels.
- Challenges in growing user base and understanding user data.
- Competitors include Ninja and Molinex.

User Engagement and Community Building:

- Developing a community around the Home ID app.
- Plans for events and special offers for active users.
- Responding to user comments and feedback.
- Potential for AI to adapt recipes to different air fryer sizes.

Collaboration with Global Team:

- Combining global recipes with local adaptations.
- Ensuring inclusive and objective content.
- Monthly cross-global meetings to discuss strategies.

Future Plans and Feedback Integration:

- Analysing user data to understand demographics.
- Incorporating user feedback into app improvements.

C.6. Interview Summary of Participant L3

Roles and Responsibilities:

- Interviewee is a local marketing manager for kitchen appliances in Vietnam.
- Handles product marketing and communication for air fryers, rice cookers, and blenders.
- Ensures product portfolio meets consumer expectations and demands in the local market.
- Builds launching plans for new products and social campaigns during key quarters.

Connected Appliances and HomeID App:

- Connected appliances are not common in Vietnam due to inconvenience during cooking.
- HomeID app content is not very relevant to the Vietnamese market.
- No specific campaigns or strategies to increase HomeID app downloads in Vietnam.
- Vietnamese consumers prefer manual cooking methods over using apps.

Consumer Behavior and Market Characteristics:

- Vietnamese consumers use Facebook, TikTok, and Google for recipes and cooking tips.
- Preference for platforms with community interaction and localised content.
- HomeID app lacks features like likes, comments, and relevant local content.
- Challenges in acquiring new users due to lack of app benefits and relevant content.

Marketing Strategies and Campaigns:

- No significant impact from small campaigns involving the HomeID app.
- Focus on expanding distribution and product portfolio in Vietnam.
- Need for more relevant content and benefits in the HomeID app.
- Suggestions for app improvements include online warranty registration and customer service chat.

Feedback and Recommendations:

- Feedback from Vietnamese users highlights irrelevant content and lack of translation.
- Recommendations for global app team to include local holidays and relevant recipes.
- Need for grouping countries with similar characteristics for better content relevance.
- Potential benefits of integrating customer service and promotional information in the app.

C.7. Interview Summary of Participant L4

Market Division and Responsibilities:

- She handles digital activations for Argentina, Chile, Peru, and Uruguay.

User Acquisition Strategies:

- She aligns global campaigns with local needs due to limited resources.
- She adjusts campaigns for local holidays and seasonalities.
- Argentina and Chile have different food preferences, requiring localised recipes.

Target Audience and Demographics:

- Target audience for the app is primarily 25-35 years old.
- This age group can afford Philips air fryers and is interested in cooking technology.
- The pandemic increased interest in cooking and verified recipes.

Market Characteristics and User Behavior:

- Latin Americans value social gatherings and sharing experiences.
- Chileans are more status-conscious and prefer high-quality products to show off.
- Chileans are more familiar with connected appliances compared to Argentinians.
- Argentina has higher app downloads due to brand preference and media investment.

Challenges and Competitors:

- Economic factors in Argentina affect product sales.
- Chile has fewer import restrictions, leading to more product variety and technology.
- Major competitors in Chile include Oster and Thomas.

Successful Strategies:

- A masterclass event with influencers and journalists boosted app awareness.
- Focus on quality influencers rather than quantity.

Collaboration with Global Team:

- Monthly calls with the global app team for alignment.
- Local teams report and align communication calendars with the global team.

User Feedback and Insights:

- Customer team tracks app store comments and social media feedback.
- Monthly meetings to discuss insightful points from user feedback.
- Influencers also provide valuable user feedback.

Marketing Strategy and Campaigns:

- Always-on campaigns for air fryer and Home ID app downloads.
- Upcoming retention campaign for the app in the second half of the year.
- Google Play and Apple ads are significant sources of downloads.

C.8. Interview Summary of Participant U1

First Impressions and Motivation:

- User downloaded the app to find recipes and specifications for the air cooker.
- User found the app clear and instructive, and especially liked the recipes feature.

Positive Feedback:

- User's overall experience with the app is positive.
- User rated the app five out of five stars.

Suggestions for Improvement:

- User suggested placing their appliances at the top of the home screen instead of ads.
- User requested more information about different pots that can be used with the air cooker.

Cultural Adaptation:

- User believes the app is well adapted to Turkish culture.
- User suggested including more Turkish recipes in the app.

Demographic Insights:

- Young generation in Turkey is more likely to use the app and try new recipes.
- Older generation may not use the app as much due to familiarity with traditional cooking methods.

Market Insights:

- User mentioned Instagram and TikTok as popular platforms for young people in Turkey.
- User suggested that young people are more likely to look for recipes on Google rather than social media.

C.9. Interview Summary of Participant U2

First Impressions and Features:

- Interviewee finds HomeID app easy to use with a lot of information and recipes.
- App allows user-generated content and collaboration.
- Design is user-friendly with good visuals.

Suggestions for Improvement:

- Interviewee suggests improving recipe compatibility for different air fryer models.
- Proposes automatic updates to recipes based on the specific air fryer model.

Cultural Adaptation:

- App is not entirely adapted to French culture.
- Interviewee suggests adding French chefs and French-specific recipes to the app.
- French users may benefit from categories like 'French Specialties.'

Influence of Chefs and Public Figures:

- French chefs like Cyril Lignac are well-known and trusted.
- Having a popular chef as an ambassador can positively influence app usage.
- Chefs are seen as familiar and comforting figures in French culture.

User Behavior and Digital Savviness:

- French users may be reluctant to connect devices to apps.
- Younger generations are more likely to follow lifestyle influencers than chefs.
- Users appreciate the app for exploring new recipes and breaking routines.

Marketing and Promotion:

- Interviewee is aware of the app through internal channels at work.
- Social media posts and partnerships with chefs help in promoting the app.
- Word-of-mouth recommendations also play a role in app adoption.

C.10. Interview Summary of Participant U3

General Experience:

- Users can view nutritional values of each dish.
- The app can connect to devices like air fryers via Wi-Fi.
- It includes a wide variety of recipes from Asian to European cuisines.
- The interface is user-friendly, though the search functionality could be improved.

Features of Interest:

- Step-by-step cooking instructions.
- Remote control of cooking devices like air fryers.

Suggested Improvements:

- Improve app loading speed.
- Include more Vietnamese dishes, as the current menu predominantly features European dishes with hard-to-find ingredients. Some recipes are difficult to understand.

Local Relevance:

- The app is more suitable for major cities like Ho Chi Minh City and Hanoi, where users are more technologically inclined and demand such apps more.
- Recipes are less suitable for older adults and rural areas due to hard-to-find ingredients and mixed English in recipe names.

Local Market Influence:

- The abundance of apps in the market raises the expectation for good user experience, including fast operation and easy recipe searches.
- The app is rated 7/10 based on current expectations.

Marketing Influence:

- Philips' multiple apps for device connectivity mean the user often downloads an app only if recommended by a sales representative or if deemed necessary.

Action Items:

- Consider user suggestions for including more local content and improving app performance to enhance user satisfaction and adoption in the Vietnamese market.

Appendix D. Codebook

Table 5 Coding scheme (codebook) in data analysis.

No.	Examples of Statements	Interview ID	Code Name	Theme	Dimensions
1	Different countries have different content requirements, such as avoiding beef or pork	G3	Dietary restrictions	Administrative regulations	Market-Specific Factors
2	Different databases used for nutritional information depending on the region	G3	Nutritional information databases		
3	Chilean consumers have their differences when it comes to food	L4	Diverse food variety	Cultural relevance	
4	French people are very fond of food. They talk about food all the time.	L2	Fondness for food		
5	Chilean consumers have their differences when it comes to food	L3, L4	Diverse food variety		
6	Need for localised content adapted to Turkish users	L1, L2, L3, U1, U2, U3	Need for localised content		
7	Creating relevant recipes for Vietnamese holidays	L3	Need for seasonal content		
8	The economic factor is definitely significant.	L1, L4	Economic influence	Economic conditions	
9	the economic climate hasn't been very stable	G2	Economic instability		
10	we knew that this generation could afford Philips air fryers, which are relatively expensive compared to other products and brands	G2, L4	Purchasing power		
11	Only suitable for big cities like Ho Chi Minh City and Hanoi where people are modern and have a high demand for app usage.	U3	Suitability for urban areas	Geographic relevance	
12	the level of digital penetration in the country itself	G2	Digital penetration	Technological readiness	
13	Turkish users are very familiar with technology. In downloading and using the app we don't see significant reports about that	L1, L2, L3, U1	Familiarity with technology		
14	Chile is more developed or advanced in connected appliances.	G2, L3, L4	Technological advancement		
15	We always have our comfort food that we know how to make, whether it's from our parents or because it's very easy	U2	Comfort food preference	Cooking habits	User Behaviour
16	Consumers here, I'm going back, were also in a moment of ending the pandemic, and there was a big interest in recipes and cooking because the pandemic was really	L4	Cooking trend		

	long, and people started to get creative in the kitchen			
17	When cooking at home it's quite messy and many things to do and your hands get wet making it inconvenient to use a phone while cooking. It's easier for consumers to cook manually	G3	Manual cooking preference	
18	It's really something in the French lifestyle to be connected to recipes.	L2, U2	Recipe search	
19	Remote control of the device	U1, U2, U3	Connectivity feature	Liked features
20	I started using it that way because I wanted to know how to make various recipes but also how to clean the machine.	U2, U3	Diverse content	
21	I'd say that it's very easy to use, has a lot of information, a lot of recipes	U1, U2	Ease of use	
22	Step-by-step cooking instructions and device usage guides (e.g. pressure cooker rice cooker)	U3	Instructional guides	
23	Can view nutritional values for each dish	U3	Nutritional information	
24	One thing that I like is definitely the recipes. The recipes there is pretty good	U1	Recipe quality	
25	It's a very fluid experience. No bugs, smooth experience. I'd say it's a great experience because of the interface	U2, U3	UI/UX design	
26	I like that not only Philips can post recipes but also people like us who make their own recipes at home. So they can share their advice, we can ask questions. So it's very collaborative, and I like that	U2	User-generated content	
27	Seeing my own device directly at the top and then maybe at the bottom parts of the app seeing the coffee machines would be better as a UI/UX design	U1	Additional information needed	Missing features
28	We knew there was a need for verified recipes.	L4	Need for verified recipes	
29	Users prefer to search for recipes on other platform	G3, L3, U1	Alternative platforms	Platform preference
30	Vietnamese people especially prefer to search for recipes on other platforms like Facebook or YouTube	G1, G2, L3, U1	Social media influence	

31	I think the most difficult part is showing the app's benefits to the consumer beyond cooking control, e.g., cleaning instruction, warranty registration, promotion, other information and benefits.	G1, G2, L3	App value communication	User acquisition	
32	I decided to download the app once I got my first espresso machine	G1, G2, U2, U3	Download motivation		
33	The app was well accepted.	L4, U3	User's acceptance		
34	With so many apps available when downloading any app I expect a good experience such as fast operation and easy dish search.	U3	User's expectations		
35	So working with an app is very different from working with a website. Because with a website, you create an account and then you leave. You will come back in three months, six months, it doesn't matter. With an app, there is sort of a two-way relationship, like we do something for you, you do something for us.	G2, G3, L4	Community building	User engagement	
36	the community loves sharing and commenting	G1, G3, L1, L2, L4	Community interaction		
37	We need to grow as a brand, be closer to the consumers.	L4	Brand's position	Competitive landscape	
38	In Chile, without these restrictions, it's easier to bring lots of products, mainly from China, with advanced technology and lower prices.	L4	Many competitors		
39	it's important to mention what differentiates us from our competitors. The app is one of these differentiations. The other competitors don't have such an advanced app; at least they have apps, but not with hundreds of recipes and connected appliances, etc.	L1, L2	Unique selling proposition		
40	Notifications are still in English	L3, U2	Lack of content adaptation	Localisation challenges	
41	wasn't happy with the answer quality in respect to the local way of speaking.	G3, L1, L2, L3	Translation issues		
42	we are really lacking resources	L4	Resource constraints	Market challenges	
43	we are still a small market compared to the rest of the world.	L4	Small market size		
44	Turkey is very good at knowing their consumer and when to use what channel.	G2,	Consumer insights	Required knowledge	

45	digital knowledge. So working with an app is very different from working with a website.	G2,	Digital knowledge		
46	they cannot connect the device to the app. There is a wireless issue or an issue with the latest version of the app, this kind of technical issue	L1, L3	Connectivity issues	Technical issues	
47	Some dishes are hard to understand how to prepare	U3	Content clarity		
48	they were unhappy about the search functionality in the app	L1, U1, U2, U3	Search tool effectiveness issues		
49	I wouldn't use it if it wasn't fast and easy to find recipes	U2, U3	Speed issues		
50	Adapt push notifications to different time zones	G3	Time zones adaptation		
51	Frequent push notifications can irritate many users. This is the feedback we mostly get and they want it to be personalized.	L1	Too frequent push notifications		
52	We have a customer team that tracks comments in the app store and on social media.	G3, L4	Feedback collection	Collaboration strategies	Strategies
53	Align the global calendar to ours to understand the local needs and what the consumers were expecting from the app	G1, G2, L1, L2, L4	Global and local collaboration		
54	working with local chefs to create new recipes	L1, L2, U2	Content by local chef	Localisation efforts	
55	Sometimes we, for example, see Mexican cuisine is very important for users all around the world. So let's invest more in Mexican recipes, develop them, and then publish it all around the world. But in that case, you focus a little bit on the local needs	G1, G3, L2	Global content development		
56	Having countries contributing with their own recipes makes a lot of sense	G1, G3	Local content by local teams		
57	We needed to invest in developing some recipes for our market.	G1, G3, L1, L2, L4	Localised content creation		
58	For Ramadan last month I prepared a set of dishes for each iftar.	L1, L2	Seasonal content		
59	These markets are a little bit smaller and more niche, using affiliates and third parties that can give them access to a bigger percentage of the population	G2	Adaptive strategies	Market research	
60	And what a lot of markets do run individually is consumer research.	G2	Consumer research		
61	Gathering insights from the HomeID web	L3	Gathering insights		
62	We need to grow as a brand, be closer to the consumers.	L4	Brand positioning		

63	We need to have the name of the app top of people's minds, so they search for it on Google or in the App Store or the Android Store directly	G1	Branding strategy	Brand & Communication Strategies	
64	For them, for example, they had an air fryer launch I think last year and launched around Eid.	G2, G3	Campaign strategies		
65	Encouraging consumers to join the app	G1, L3	Communication strategy		
66	Now that we are live with e-commerce, it can be just, if you want to buy the right accessories, download the app. The accessories that are really pairing with your machine, or if you want to buy any other products, download the app	G1, G3	E-commerce integration		
67	Earned is about partners, influencers, PRs, and the entire ecosystem that can help support the growth of downloads for free	G1	Earned media		
68	the main driver to download our app is because you have the sticker on the packaging. You have the sticker on the appliance that says, "Hey, it comes with an app where you get support."	G3	In-pack communication		
69	To touch every kind of consumer	L2	Inclusive marketing		
70	we invested in influencer marketing and field investments like POP. We put HomeID and a QR code there and informed promoters about the app so they can communicate it with our visitors in the store. They mention the app and try to acquire users. This was the offline side of acquisition,	G2, L1	Integrated marketing		
71	We needed to adjust all the campaigns to be more local.	L4	Localised campaign		
72	Mapping out the overarching media strategy. What media channels will we invest in? What kind of investments will we make?	G2, L4	Media strategy		
73	Drive downloads through earned, owned, and paid channels	G1, G2	Multi-channel strategy		
74	We need to leverage our own channels, like our website, Instagram page, and TikTok channel to drive downloads	G1	Owned channels		
75	We have a 360 plan related to PR and influencers.	G2, L2	PR strategy		
76	We are also working on an SEO strategy to bring keywords such as Cyril Lignac and recipe forward in the search results.	L2	SEO strategy		

77	I organize user-generated activities for example a summer campaign and the best chef of NutriU for this month	L1	User-generated campaigns		
78	We have a partnership with a French chef in France and it's not in this category 'inspired by chefs.	L1, L2, U2	Chef partnership	Partnership	
79	We created a big branding campaign with influencers.	G2, G3, L1, L2, L4	Influencer marketing		
80	Strategy of utilising partnerships, for instance with grocery stores or delivery services.	G3, L2	Strategic partnerships		
81	We had an event with Cyril Lignac where we did a big masterclass with some influencers who were competing by cooking Cyril Lignac's recipes.	L2	Marketing activation event	Promotional Campaigns	
82	Run ads on Google Play and Apple.	L4	Advertising on play stores		
83	We currently have an always-on campaign exclusively for the air fryer and HomeID with the objective of getting downloads	L4	Always-on campaigns		
84	Incentivizing app downloads and giving a reason to download is imperative.	G1	Commercial incentives		
85	we asked them to have an account in NutriU and find a recipe. Then they could answer which recipe we mentioned and participate in a lucky draw to win a gift.	L2, L3	Contest promotion		
86	We put HomeID and a QR code there and informed promoters about the app so they can communicate it with our visitors in the store	L1	In-store promotion		
87	Then there are paid activities, such as download campaigns on Google or web-to-app campaigns	G1	Paid campaigns		
88	the marketing teams were excited to do pilots and work with influencers	G2	Pilot projects		
89	We publish this on our social media accounts like YouTube and Instagram which drives traffic.	G3, L2, U2	Social media promotion		
90	Running targeted campaigns on French socmed platforms to promote the app	L2	Targeted campaigns		
91	We also communicate it on TV by influencers.	L1	TV promotion		