

BUSINESS REPORT

Group Shopping

<http://salford.denisvanzele.be>

Agnieszka PACHUTA
agnieszka.pachuta@students.mimuw.edu.pl
Domien DE PAUW
domien.depauw@student.uhasselt.be
Sander ROEFFAERS
sander.roeffaers@student.uhasselt.be
Seppe MAGIELS
seppe.magiels@student.uhasselt.be

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Executive Summary

In this report, the process of creating the website “Group Shopping” is described.

In the first phase, Idea Generation, there is a reference to all the ideas generated by the inventors. The inventors have generated seven ideas and eventually chose one of them to base the system on.

In the next phase, called Idea Screening, the ideas that have been generated in the previous step are now evaluated. After filtering some ideas, one idea was eventually good enough for the further development process.

Concept developing and testing is the third phase in the process of product development. The section describes the idea and the results of concept testing. The main idea is a website for helping people to shop in groups.

The fourth phase in the process of product development is called Marketing Strategy Development. This section shows how much the creators assume the income and expenses would be during the first months after launching the website.

Phase five is the Business Analysis. In this phase estimations about the financial health of the project will be made and explained. Three estimations will be made, ranging from very pessimistic to very optimistic and

everything in between. Possible problems will be pointed out and possible solutions for these problems are mentioned.

The next phase, called Product Development, gives an overview on how the product, in this case the website, is created.

Marketing Testing is the next phase. This phase explains what kind of marketing testing would be done if certain conditions were met. Some users would be asked about their findings to know how users think about the product.

The last phase of the development process is Commercialization. This phase focuses on the raise of popularity of the website. First the website is promoted on a small scale and with a low budget. Later on ads when the needed money is gathered.

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1 Introduction

This report is written to give an explanation about the website “Group Shopping”. In this report, the nine phases of the product development process are described and linked with the project. For every phase, the report gives more information and explains the decision the creators made.

The idea of this product was created by the creators while they were living together as a group for one month. They bought their food together and experienced troubles doing that. For example one of the problems was that one person always had to ask everyone what he would have to buy from the store for them. Another problem was that it is there is no overview about who already paid, and who still needs to pay the bill. The creators wanted to do something about those problems so they invented Group Shopping.

Group Shopping takes care of those problems. The system can be useful for everyone who lives in a group, for example students who live in the same dorm, older people who live in the same apartment building,

A combination of the presentation, this report and the website will be evaluated because they are all part of the course “Summerschool” at the university of Hasselt and Warsaw during the month of July, 2011.

This report will outline the different phases in the process of creating a new product.

2 Idea Generation

Idea generation is the first step in the process of creating a new product and also a crucial step according to David Kelly and Chris Story [3]

“In directing search activities, it is important that the idea generation activity is viewed not as an isolated activity in the new product development process, but as a continuous and integrated feature of the development process which requires close management attention.”

The more ideas generated, the harder it is to pick an idea for the project and the idea is supposed to be the best one.

During the idea generation phase, the creators were thinking about what could help them in their own life. As manours and needs of the human changes, the technology has to support this and make life more easy. The inventors eventually came up with seven ideas.

The idea, this project is based on, was invented by Sander. But he only had a main idea. The other members of the group jumped on the idea and added more features to it. This led to the system as it is now.

All the ideas generated in this phase of the proces are listed in the appendix. (See Appendix A).

3 Idea Screening

According to David Kelly and Chris Storey [3], this is the definition of idea screening.

“The objective of screening new service ideas is to allocate resources between those projects which have the most likelihood of helping the firm meet its objectives.”

The following part of this section describes how it is done by the creating team. In this phase of the process, the ideas have to be evaluated and the one with best value will be chosen to continue the process. For this project, seven ideas have been generated. In appendix A all seven ideas are listed.

The idea this project is based on, is the one in appendix A.7. Though the best idea the project group generated was A.4. But the creators are not able to implement this idea under the current circumstances.

The idea in appendix A.6 took it to the next phase of the process, but it was retreated because the stores, who would have to buy the product to make the life of their customers easier, would not like the idea because the customers would spend less time in their store.

Other reasons why an idea did not make it to the next phase are that it is hard to make money out of it, or that it already exists.

4 Concept Development and Testing

In this section, the idea on which the project is based on, is described and the marketing strategy development will be explained. According to Alison Chapman [6] there are a few steps taken in mind for concept development:

“The development of a suitable product concept requires first the establishment of a target market, i.e. what are the characteristics of the product user group their age, sex, occupation, lifestyle, etc? Second, what primary benefit should be emphasised in the product concept quality, attributes, value for money, nutrition or convenience? Third, at what occasion will the product be used?”

4.1 Concept Development

In this section the discussion points, that occurred during the creation of the website, are listed.

4.1.1 Idea description

This project, in the form of a website, is a system where people can sign up and join or create a group in order to organize their shopping life. The user can submit his shopping list, the date they need the products of this shopping list and the date when they are going to the store.

Before someone is going to the store, he can say which groceries he is going to get from the store. When he is back from the store, he can mark the products he did not get from the store.

As for the money, there are two options to calculate the price that every person has got to pay. In option one, the person who bought the products, calculates the total price every person has to pay and puts it on the website. In option two, the buyer can insert the prices of every product separately on the website and the system calculates the total price for every person. There is also a possibility to upload the bill so everyone can see the prices themselves.

The people have to pay the person who has been to the store. If they do, it will be showed on the website. If you have a number of open bills, or you have reached a limit, for example 100 euro, you cannot put products on your list anymore. (This part is not implemented at the moment!)

Another feature is “event”. Members of the group are able to attend an event. For example they can eat spaghetti in group. The creator of the meal sets up a list of ingredients. The amount of the ingredients increases according to the number of people attending the event. The bill will be split over the people attending the event.

4.1.2 How to be profitable

Advertisements can be put on the website for stores or products. Users can also donate money if they like the system.

4.1.3 The target audience

The target is everyone that has to do groceries. But the focus is on the following groups: students who live in dorms, people who live in a retirement home, people who cannot go to the store by themselves (for example disabled people) and people who live in the same apartment block.

4.1.4 Motivation

There are a couple of reasons why people would use the website. The first reason is that they can save time because they do not have to go to the store every time they need something. A second benefit is the fact that the users can save money on transportation costs, so this is also better for the environment. Another reason is the user can see who has already paid and who still owes him money.

4.2 Concept Testing

Five people have been interviewed to gain more insight about which functions the system should offer. The questions can be found in appendix B and the answers are written in appendix C. During the interview, the persons were asked to mark the point on a mind map, they matched the most. An overview of all the points is attached to this report in appendix D.

In this subsection a brief summary is written with the general thoughts of the interviewed people. The questions were asked to people older than the age of sixteen. So we assume that every one of them has shopped before the

interview took place.

A first result of the research is that most of our interviewed people do not like to go shopping for everyday products. They think it is annoying and too time consuming because of the waiting queues. They do not like to lose much time on shopping. The system must therefore be efficient to use and not frustrate the users, so they do not feel annoyed.

The second result is that the system has to include is a feature that the person, who is going to do the groceries, can see what the other people need. People find it hard to know what the others need from the store.

Even if the interviewed people knew what they had to buy, they experienced another problem. When the interviewed people had to prepare a meal for multiple people, they had troubles with estimating the right amount of ingredients he needed. Therefore this system has to show the people the amount of ingredients they should buy.

The technique used in the interviews is called non-probability sampling techniques. This his used because not everyone in the target audiance has a change to be interviewed.

5 Marketing Strategy Development

In this section, the creators of the website have tried to look in the future and think about what the system costs and income would be. According to Shuliang Li [5] there are four major elements concerning marketing strategy.

“However, most of the definitions agree that marketing strategy provides the means of utilising the company’s skills and resources to achieve marketing objectives. Generally, marketing strategy is concerned with the four major elements of the marketing mix: product, price, place and promotion.”

5.1 Target market size and profit goals

The target audience is international. The system can be used all over the world where people have internet access. Group Shopping can be used by individuals, but by using it in a group, it is the most advantageous.

While making the website, the creators had in mind that students would use the system. Approximately 68 percent of the students in the united states live in dorms. The creators of the product aimed initially that 1 percent of those students would use the system during the first year. In concrete numbers, there are 15 million students in the United States. This brings the amount of users to around 100,000.

People have to buy food every week, so the students living in a dorm would use the website at least once a weak. This will bring the amount of views to 400,000 per month. For every ad that has been viewed, the company that

advertised would have to pay 1 eurocent. The price for a clicked ad is 5 eurocent. If 3 percent of the users clicks on an ad, the total income would be 4,000 euro for the views and 600 euro for the clicked ads. Students live around 8 months a year in their dorm. This leads to an income of 36,800 euro in the first year from students in the United States.

The second year will aim for 3 percent of the students of the United States. With a planned profit of around 110,000 euro.

5.2 Costs, distribution strategy and marketing budget

In order to keep the costs as low as possible, the website would be brought to the people by advertising on social network websites such as facebook, netlog, twitter, myspace, This strategy is used because those websites are very popular among students. As soon as Group Shopping has users, the users would talk about the system and this is how it would become known all over the world.

The inventors of Group Shopping also have access to the email addresses of the students, studying at the same university as they did. So they would send an email, advertising their system, to every student studying at UHas-selt and the University of Warsaw.

Because the creators of the website did not have a budget for marketing

in the beginning of the project, they did not put ads on websites nor made commercials. But after the first few months, when the advertising stores would have paid off, 90 percent of that money will be reinvested in placing advertisement on popular websites and in magazines all over the world.

5.3 The long-run sales, profit goals and marketing-mix strategy over time

To achieve a high return, the product quality will start high and be improved over time through technical research. The total promotion budget will be boosted each year.

6 Business Analysis

This section will describe possible cost and profit estimations for the project, during the first years. The following estimations will be presented: optimistic, pessimistic and most likely. According to Gordon Wills [4] this is what has to be done for a business analysis:

“It must be derived from an analysis of the market segments which we are concerned about and want to reach. This means we must look at each of the major segments in which we know there is a demand for financial services and from there make sure that the products and services on offer are those which suit the segments best and add the most value.”

6.1 Optimistic

In this estimation (see figure 2 on page 32) the company will achieve the breakeven state during the first year of being operational. It creates the opportunity to increase the marketing budget. When the first two years have passed, most of the target audience will be using the system and the need for investing in marketing will decrease. This will allow the profit to increase dramatically.

6.2 Pessimistic

In the pessimistic estimation (see figure 3 on page 32) setting up the business is not profitable. Even after the first five years the company will not have achieved the breakeven state. This will only occur when the system does not become popular with the main target audience.

6.3 Most likely

As shown in figure 4 on page 33 the maximum investment exposure of the project will be round 2,400. During the first year the estimated income will be 36,800 as previously stated in section 5. But this is not all profit, because 90 percent of this budget is reinvested into marketing. A reason for this choice is that without proper marketing the people will not know about the website, which is very crucial to the website. Another part of the expenses is the salary of the administrators.

The company will need two years and one and a half months to reach a breakeven state and after the third year the profit is estimated at 10,750.11. A large percentage of the profit is gained by reducing the marketing expenses. The reduction of the investment in marketing is due to the fact that people start to know about the existence of the website.

6.4 Conclusion

However this is the riskiest part of the analysis, it all depends on how much the people like and use the system. If the people do not use the system often or do not click on the ads, the investment in marketing should be increased. To cover these extra expenses a small fee, for example 1 euro per month, can be charged for using the system.

7 Product Development

This section describes how the website was build and how it works.

7.1 General

The website is created in the standards called PHP and CSS. The PHP files provide the functionality whereas the CSS file organize the layout of the website. The website is, at this moment, available in three different languages. It is very easy to add another language. The only thing the creators have to do, is adding the translated words into the database.

The structure of the website is also described in this phase. Users can log in on the website. On the home page the user can see upcoming events he is attending and the open bills. The user is also able to view the groups of which he is a member and the events of that group. Also shopping list can be made or viewed by the user. Another thing a user can do is edit its account.

7.2 Front and back end

The creation of the website was devided into two larger parts, the front end and the back end. On the front end of the website the information and the visual part are also devided. All the information is written into the html-code and the visual part is done by a CSS-file.

The back end of the website is created in PHP and is devided into different modules. The modules are working independently, that way the website will

be more maintainable. The modules are mapped to the menu items at the top of the website. If something would go wrong in the testing phase, the programmers will be able to trace the problems more quickly and it will be easier for the user to report the problem to the programmers.

During the development of the website, first the front end was made. This way the programmers could already see the final result while programming the back end of the website.

The design of the website has been build in such a way, that it is easy to use for the users and that the website will stick in their minds. All the menu items are at the top of the page and, this way the user has a good overview of what he can do on the website. The main colors are a combination of black, yellow and white. This gives a good contrast so that everything is readable. The black and yellow combination is often used because this color combination is often remembered by people.

The ads are shown at the top of the webpage just below the menu. This is done to make sure that the user would not miss it. If the ads were put at the bottom of the page, the user would have to scroll down to the bottom of the page to see them.

To make the website more accessible to the user, it is made possible to change the language on the website. All the important information is put into the database and if the user wants to change the language on the website

he only has to choose the flag belonging to his country.

The homepage of the website welcomes the visitors and shows a little introduction text. The visitors who do not know what Group Shopping, will get the main idea and know what the website can offer them.

Visitors can register or log in on the website. The system has to know the visitors' name and a password so every user is unique. When the user is logged in, the homepage shows him which events, he is attending to, are coming up, which bills he still has to pay and which bills he still has to collect.

7.3 The Structure

At the top of the website, the user can click on four buttons. Here the user can decide what he wants to do on the website. The first button is the home button. The homepage is described in the paragraph above. The next page is groups. The user can view a list of groups which he is a member of. On this page, it is also possible to create a group. Every group has its own page. When someone wants to join a group, he has to send a request to the admin of the group. The admin then has to accept or decline the request. This takes some time and effort from the admin, but otherwise everyone can join a group, even if in real life, they do not know the members of the group.

The next button is the events button. As the name says, this is the place

where users can create an event or watch all the events that are being organised by his groups. The user can not make or attend an event when he is not part of the group the event is organised in. Events are added to a group and only members of that group can sign up for the event.

The fourth button is a link to the shopping lists. Here the user can create new shopping lists and he gets an overview on existing shopping lists. Again the shopping lists are also added to a group because it is important that, for example when the user is a member of two groups, one group is at his home and one at his dorm, the groceries are bought at the place the user is at that moment.

Admins of the website have two extra buttons that only they can see. The first one redirects to a page called log, which shows whether there are errors on the website. Whenever a user gets an error, the location and the cause of the error is saved in the database. This feature helps the creators to debug the website and improve the quality of it. The admins can also see when someone logged in or logged out.

The second extra button admins can click on is called Users. Here, all the users, known by the system are listed. Admins of the website can block or unblock registered users. This feature is implemented to protect the system against abuse.

The last page of the website is the account page. On this page the user

or admin can edit his account. The user can add some more information like the addresses and a mobile phone number.

7.4 Bug Detection

During the creation of the website, all the functions and menu items were tested by the creators of the website. If something went wrong, the problems could be resolved immediately after the problem was noticed. At first only the code was written to provide all the functions to the user. When this was done, the programming was more focused on how to make it easier for the user to understand all the features the programmers had provided and to make it more convenient to navigate through the website.

8 Marketing Testing

According to Lucio Cappelli [7]:

“In order to provide adequate improvement suggestions, the questionnaire must be based on elements of satisfaction anchored to the observed process.”

“The elements of the service that need to be rated are presented as statements (monotonous items with respect to the observed object) with a Likert-type scale, semantically linking the statements to the specific service characteristics, which then represent as many other aspects of the service-provision process.”

After the finishing of the product and the testing by users, the product can be put into a market test. This is done to learn more about the market and how consumers and dealers will react on the product. Market testing can take a lot of time and also a budget is needed, because it becomes expensive very quickly to study the progress of the product on the market.

If the market is not known, this step is very crucial, Because of the high chances of failure when a company did not do a good research on the market.

An online marketing survey with five questions has been made. Almost one hundred people answered these questions. The responders first had to say whether they live in a dorm or not. Sixty percent of them lives in a dorm.

The second question they responders had to answer was: “Would this website make your shopping life easier?”. Forty-five percent of them answered

yes, whereas only ten percent said no. The other forty-five percent of the responders answered with "maybe".

The next question was: "Do you think this website offers enough functionality?". Eighty-five percent thought the website did offer enough functionality, but fifteen percent wanted some more. The first extra functionality the responders wanted was a way to split the bill. For example if two users want to split the bill of a mutual shopping list. The second extra functionality was the possibility to edit the grocery list in group. At this time, only the administrator can modify that shopping list. This is a good suggestion the creators of the website could implement later on. The last suggestion made by the responders is some kind of communication with online stores. The creators of the website likes this idea. They could, for example, connect the shopping lists with a store and let the store deliver the products. Because the shopping lists are in group, the buyers will receive a discount.

Question number four asked the responders if it was easy to navigate through all the functionalities. Again eighty-five percent was ok with it. And fifteen percent did not like it. The main comment was that some functionalities were not clear what they did.

The last question was an open one. The responders were asked if they had any more remarks on the website. A good remark was that instead of using links, the website should offer icons to represent links to other pages. Another found a rare error, although the creators had tested the website.

9 Commercialization

After the market testing some commercialization could be done to allow people to get to know the product or to increase the popularity of a website. This step in the development process is skipped for the following reason, only a demo of the final product had to be made. Also there was not enough time nor money to be spend on this phase.

According to Amalesh Sharma [2], there are some tools to use for mobilizing online marketing:

“Direct marketing, online advertising, e-mail marketing, SEO are some of the methods to address online marketing. Creating a social site or a social online movement can be one option. Virtual discussions, internet forums can be other mediums. The recently developed web analytics techniques can be an important measure in this regard. Blogs, twitter, podcasts, website sponsorship are some of the techniques recently developed.

If the commercialization would be done, the costs of commercialization would be held to a minimum because of the low budget. News about the website could be spread on social networking websites or emails and newsletters could be spread in different universities. After gaining more popularity, some money could be spend on posters and cards or ads on other websites to introduce the website to new users.

10 Conclusion

The project described in this report is now completely finished. The project consists of eight phases. It describes the development process of a new product made in a multicultural team. The result of this project is a website for organizing the shopping life of people.

First a feasible idea had to be generated. After an idea was found, the production of the idea began. This report was written during the production process of the idea. After the report was written, also a presentation was made.

During the process of the project everything went well. The team leader set up some deadlines and motivated the team to reach every goal by the end of the deadline. If there was anyone not able to reach a deadline, the team leader tried to make sure that there was someone to help him or her with his or her task. The group members were really connected to each other. As a result, there were almost no problems and only a few discussions. When there were problems or discussions the team leader tried to solve them.

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Appendices

A Ideas

Below, all the ideas generating in the first phase of the process are listed.

A.1 Classroom reservation system (Sander)

A program that allows teachers to reserve a classroom, when it is not yet taken. Students would be able to view the current status of their lessons classroom. The reason why the idea is not usefull for ths project is that it already exists.

A.2 Groupon (Agnieszka)

A system where people can buy items in group, by doing this they obtain a discount. The reason why the idea is not usefull for ths project is that it already exists. (See reference [1])

A.3 Scoreboard for inline and ice Hockey (Seppe)

This is a program that can be used as a scoreboard for inline and ice hockey games. It can be projected onto the wall so everyone in the hall can see the score, the time and the active penalties.

The program would connect to the server of the federation to get all the necessary data of the game (Teams, players, etc.). When, for example, a

goal is scored the data will be submitted to the server as well, thanks to that there can be a live scoreboard on the federations website.

When the game has ended the game sheet (PDF file) can be created to sign for the referees and will also be available for everyone on the website of the federation.

But it is hard to generate revenue out of the system because it can only be charged once, when the application is sold.

A.4 Travel support system (Agnieszka)

The travel support system allows people to choose a desired route from point A to point B. They can choose between several routes. For example: shortest, fastest, most points of interest (e.g. The Eiffel tower), etc. This is too difficult to develop.

A.5 Logger (Seppe)

A program that helps you to keep a detailed log of your work. It keeps the time and date of your actions. You can later export them to a PDF, LaTeX, html, etc.

A.6 Market Assistant (Domien)

A program that can guide the customer through the store, while doing groceries. It points out in which department the products are available. For

costumers

They can download the application for their desktop, laptop or Smartphone. When they have the application in their possession they can enter a list with groceries. A route can be created for maximum efficiency (fastest route). So the costumers dont have to lose time with searching for the right product.

The stores that want to participate with the program, can upload a map of the store containing all the departments.

The big problem is that with this system, it might be that the stores do not like that the people do not have to search for the products and meanwhile do not buy products they do not have on their shopping list.

A.7 Group Shopping (Sander)

The main idea is to make the life of a group of people easier. On the website you can register and then you can create a group or join one.

When you are a group member you can add your shopping list (the products they want). The other members of the group can add their list and take turns to go to the shop and get the products.

There is also another feature where the member can sign up for a meal and then the ingredients, for the right amount of people, are added to the

shopping list. The system keeps track of everyone who has paid or still owes someone some money. Money can be made by placing ads on the website.

This is the idea the project is based on.

B Questions

The following question were asked in the interviews with five different persons:

1. What do or dont you like about shopping?
2. Do you often go shopping for more people than yourself (and your family)?
3. Have you ever experienced problems with shopping in a group? If yes what problems did you encounter?
4. Do you have access to the Internet?
 - Where do you use the Internet? (at home, phone, work, ...)
 - How often do you use the Internet?
 - 1-2h/day
 - 3-6h/day
 - 6-9h/day
 - More than 9h/day
5. How do you feel about ads on a website?

C Responses

Here are the answers from the responders in the concept-testing phase. The questions are listed in appendix B. (See appendix B). The answers are anonymous.

- Person 1

1. It takes too much of my time and i think it is boring.
2. No.
3. Not really, the only difficuly is finding the correct amount of every ingredient.
4. Yes.
 - (a) At home and on my phone.
 - (b) 3-6h/day.
5. No, if they are not too intrusive.

- Person 2

1. No, because it is boring. Except when it is not the daily groceries, for example buying a car.
2. No.
3. Most people want to buy different brands, but deciding which one you are going to buy is difficult.
4. Yes.
 - (a) At home and on my phone and at the office.

(b) 3-6h/day.

5. It does not bother me, unless it takes too much space of the screen.

- Person 3

1. It is fun to choose different items and to compare them. I also like the atmosphere in some shops. I do not like to go shopping for things I have to get, especially items that return every time.

2. Yes

3. It is hard to find out what everybody likes/dislike and wich brands they are used to.

4. Yes.

(a) At home and at the office.

(b) 3-6h/day.

5. I hate pop-ups, it bothers me a lot. Other ads do bother me when I am in a hurry or when it is holding me back from where I want to go.

- Person 4

1. I don't like high prices.

2. No.

3. Yes, basically it all comes down to the trade-off bewteen the price and the quality

4. Yes.

(a) At home, at the office and on my mobile phone.

(b) 6-9h/day.

5. They are ok and sometimes even useful. Under on condition: no vast pop-ups.

- Person 5

1. Long waiting queues are frustrating. I don't like to if I have to search for a long time after the products i need to buy. The last thing that i don't like about shopping is that some product are stacked too high in the shelves.

2. Yes, multiple times with my girlfriend.

3. Up till now, I don't really have experienced problems while shopping.

4. Yes.

(a) At home and at my dorm.

(b) 6-9h/day.

5. I don't mind if there are some ads on the website. But i hate it when you have to close an ad to be able to continue.

D Mind Map

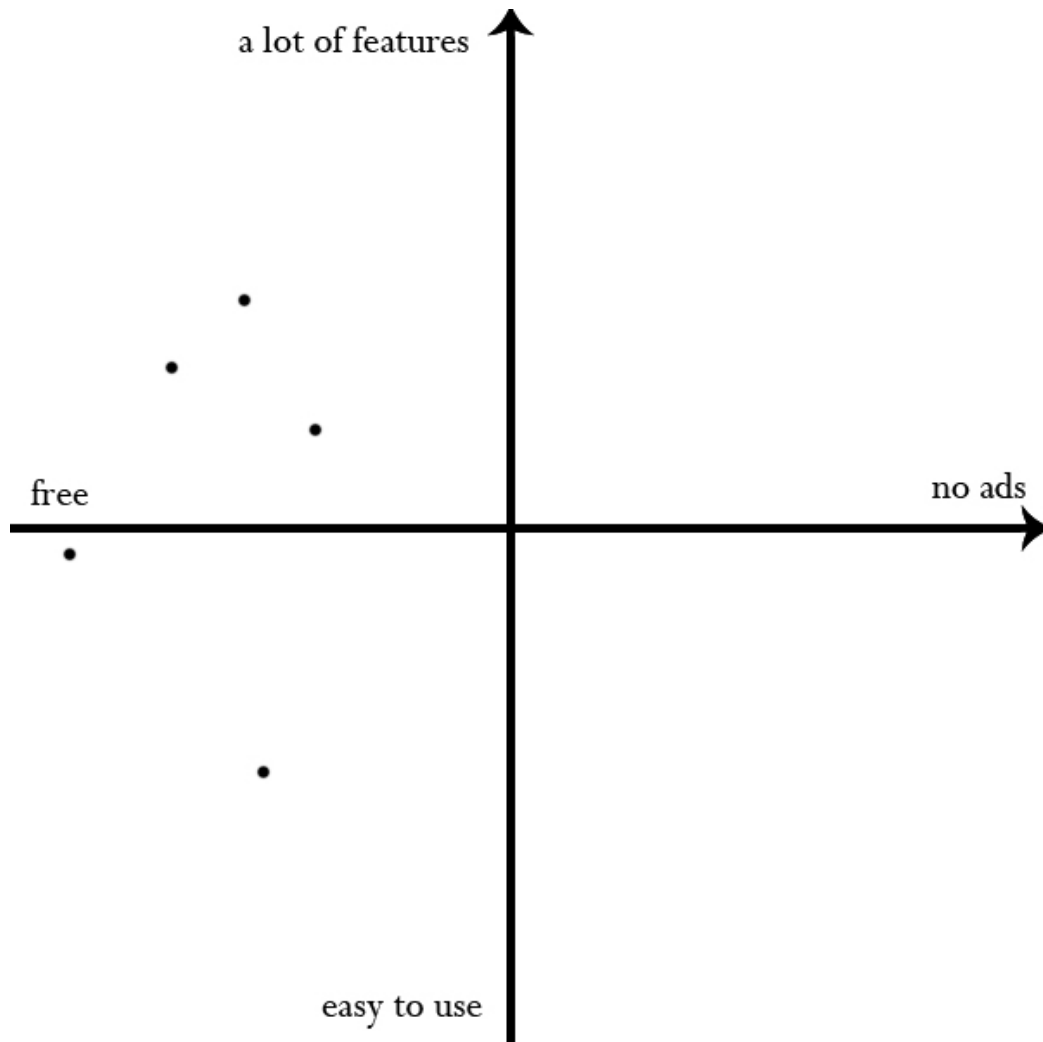


Figure 1: Mind Map

E Estimation Tables

In this section, the three different estimating tables are listed.

E.1 Optimistic

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Sales revenue	0,00	84.752,70	127.129,05	148.740,99	174.026,96	203.611,54
Cost of goods sold	0,00	9.178,40	10.096,24	11.105,86	12.216,45	13.438,10
Gross margin	0,00	75.574,30	113.690,95	137.635,12	161.810,51	190.173,44
Development costs	2.400,00	0,00	0,00	0,00	0,00	0,00
Marketing costs	0,00	50.851,62	76.277,43	7.050,40	9.537,00	8.637,00
Allocated overhead	0,00	1.000,00	1.500,00	1.250,00	1.250,00	1.500,00
Gross contribution	-2.400,00	23.722,68	35.913,52	129.334,72	151.023,51	180.036,44
Supplementary contribution	0,00	0,00	0,00	0,00	0,00	0,00
Net contribution	-2.400,00	23.722,68	35.913,52	129.334,72	151.023,51	180.036,44
Discounted contribution (15%)	-2.400,00	20.164,28	25.947,52	79.411,52	78.834,27	93.979,02
Cumulative discounted cash flow	-2.400,00	17.764,28	43.711,80	123.123,32	201.957,59	295.936,61

Figure 2: Table1

E.2 Pessimistic

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Sales revenue	0,00	666,00	779,22	911,69	1.066,67	1.248,01
Cost of goods sold	0,00	178,40	196,24	215,86	237,45	261,20
Gross margin	0,00	487,60	518,02	695,82	829,22	986,81
Development costs	2.400,00	0,00	0,00	0,00	0,00	0,00
Marketing costs	0,00	599,40	677,92	750,40	537,00	637,00
Allocated overhead	0,00	50,00	75,00	125,00	125,00	150,00
Gross contribution	-2.400,00	-161,80	-234,90	-179,58	167,22	199,81
Supplementary contribution	0,00	0,00	0,00	0,00	0,00	0,00
Net contribution	-2.400,00	-161,80	-234,90	-179,58	167,22	199,81
Discounted contribution (15%)	-2.400,00	-137,53	-169,71	-110,26	87,29	104,30
Cumulative discounted cash flow	-2.400,00	-2.537,53	-2.707,24	-2.817,50	-2.730,21	-2.625,91

Figure 3: Table2

E.3 Most likely

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Sales revenue	0,00	36.800,00	43.056,00	50.375,52	58.939,36	68.959,05
Cost of goods sold	0,00	2.978,40	3.276,24	3.603,86	3.964,25	4.360,68
Gross margin	0,00	33.821,60	38.695,32	46.771,66	54.975,11	64.598,37
Development costs	2.400,00	0,00	0,00	0,00	0,00	0,00
Marketing costs	0,00	33.120,00	37.458,72	25.750,40	15.372,00	10.637,00
Allocated overhead	0,00	500,00	500,00	750,00	750,00	1.000,00
Gross contribution	-2.400,00	201,60	736,60	20.271,26	38.853,11	52.961,37
Supplementary contribution	0,00	0,00	0,00	0,00	0,00	0,00
Net contribution	-2.400,00	201,60	736,60	20.271,26	38.853,11	52.961,37
Discounted contribution (15%)	-2.400,00	171,36	532,20	12.446,55	20.281,32	27.645,84
Cumulative discounted cash flow	-2.400,00	-2.228,64	-1.696,44	10.750,11	31.031,43	58.677,27

Figure 4: Table3