

**h e g**

Haute école de gestion  
Genève

# **Learning and Improving Languages for the Millennial Generation**

*Millennials: What could be a viable and adapted service to help them learning  
and practicing languages?*

**Bachelor Project submitted for the obtention of the  
Bachelor of Science HES in International Business Management**

by

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**International Business Management**

## Declaration

This Bachelor Project is submitted as part of the final examination requirements of the Haute Ecole de Gestion de Genève, for the Bachelor of Science HES-SO in International Business Management.

The student accepts the terms of the confidentiality agreement if one has been signed. The use of any conclusions or recommendations made in the Bachelor Project, with no prejudice to their value, engages neither the responsibility of the author, nor the adviser to the Bachelor Project, nor the jury members nor the HEG.

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Geneva, the 18<sup>th</sup> of August

Estelle GILLABERT

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# Executive Summary

The idea of my Bachelor thesis was born while I was in Erasmus in Madrid, Spain. In this international environment, I discovered that it was most complicated than I thought to learn a new language and to meet locals. With a friend, we started wondering what could be an adapted tool to help learning and meeting new people for our generation, the so-called “Millennials”. I had the idea to create an app, that would allow local people and exchange student to meet and speak. I would call it “Meak”.

Millennials are the greatest generation in the US and one of the largest in history. This generation has really specific characteristics that have to be understood in order to create products and services that are adapted to its needs and wants.

We analyzed those characteristics and could highlight the following points about Millennials:

- Multicultural
- Digital natives
- Internationals
- Spending habits and skepticism

In this context, an app could match with Millennials behaviors and needs. To ensure the app market is propitious to the launch of a startup, we looked closer at the business environment. It appeared to be crowded but mature. With an efficient communication and marketing, it is an interesting market.

Then, we designed the features that our app should contains by running surveys and interviews. We adapted our app to our findings.

Once the app was designed, we had to ensure the business model would be viable and generate enough revenue. To do so, we used the business model canvas and realized the application is profitable.

Finally, we made a prototype that has been shown to potential customers. We gathered feedbacks and explained which changes had to be done to match with their expectations.

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# 1. Introduction

The idea of my bachelor thesis subject was born while I was studying abroad. I was doing an exchange in Madrid for two semesters and I faced a challenge. It was hard to meet locals and learn a new language. Having a small budget and not a lot of time, I looked for the best language learning tool but I have been disappointed by the existing mobile applications. What I thought was missing was the social part of it. I wanted to meet people and not only chat with someone who could be anywhere.

It is in this context that I had the idea to create an app, adapted to the needs and wants of my generation, the so-called “Millennials”, in terms of language learning. I wanted to use language learning as a mean for locals and exchange students to meet, and vice versa.

The Millennial generation is the largest generation in the United States and one of the largest in history<sup>1</sup>. This generation is now old enough to start spending money and is about to shape the future of the economy.

On the other hand, language learning tools and methods also changed over the years, with the born of the Internet and new devices such as tablets and smartphones.

The objective of this Bachelor thesis will be therefore to design an adapted and viable tool in terms of language learning for the Millennial generation, according to its characteristics, to the environment and to its needs and wants.

The starting point will be my mobile application idea. We will use the two methods explained below to check if it could be an adapted tool for Millennials, validate the settings it would contain and finally define if this business model could generate enough revenue to be profitable.

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<sup>1</sup> Goldman Sachs. (2017). *Millennials Infographic*. [online] Available at: <http://www.goldmansachs.com/our-thinking/pages/millennials/> [Accessed 13 Feb. 2017].

## 1.1 Methodology

In this project, we will use two methods to enable us answering to the problematic; Millennials: What could be a viable and adapted service to help them learning and practicing languages?

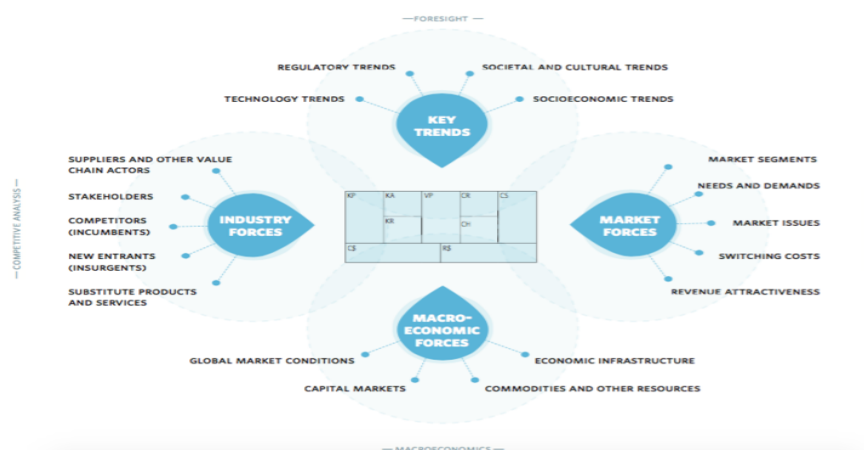
### 1.1.1 The Value Proposition Design

The first method we will use in our research is the **Value Proposition Design**. This process has been designed mainly by Alex Osterwalder and Yves Pigneur and consists of three phases: canvas, design/test and evolve. In this method, we will use three canvas, that will all, at the end, allow us to design a product that will match with customers' needs and wants.

#### 1.1.1.1 The Business Model Environment

The first canvas is the Business Environment Map (BME), that will help us to understand the context in which we want to create a product, as we can see on the figure 1 bellow. We will need to examine the external factors that will have to be taken into account when starting a new business. They are divided in four sections: key trends, market forces, macro-economic forces and finally industry forces.

**Figure 1 - Business Model Environment**



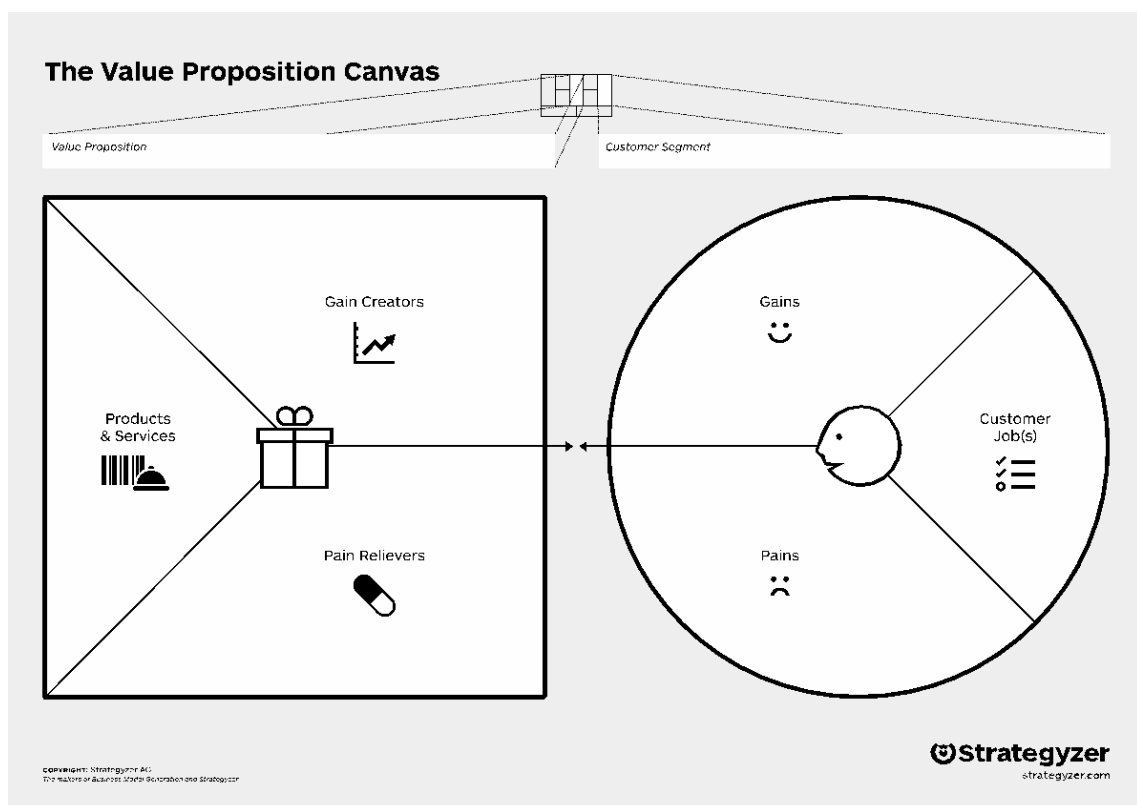
Source: Strategyzer.com (2017)

The goal of this first canvas is to ensure that the environment in which we want to launch a product or a service is propitious to the development of a startup.

### 1.1.1.2 The Value Proposition Canvas

Then will come the Value Proposition Canvas (VPC), which aim is to find the right value proposition by making hypotheses, understanding customers and making choices. To do so, we will follow the three phases: canvas, design/test and evolve. Indeed, we will first design a canvas, based on our hypotheses. It is constituted of two parts, as we can see on the figure 2 below. The customer segment and his jobs, pains and gains and our value proposition, with the gain creators, pain relievers, and the products or services we offer.

Figure 2 - Value Proposition Canvas



Source: Strategyzer.com (2017)

The aim of this canvas is to make the customer needs and wants match with our value proposition.

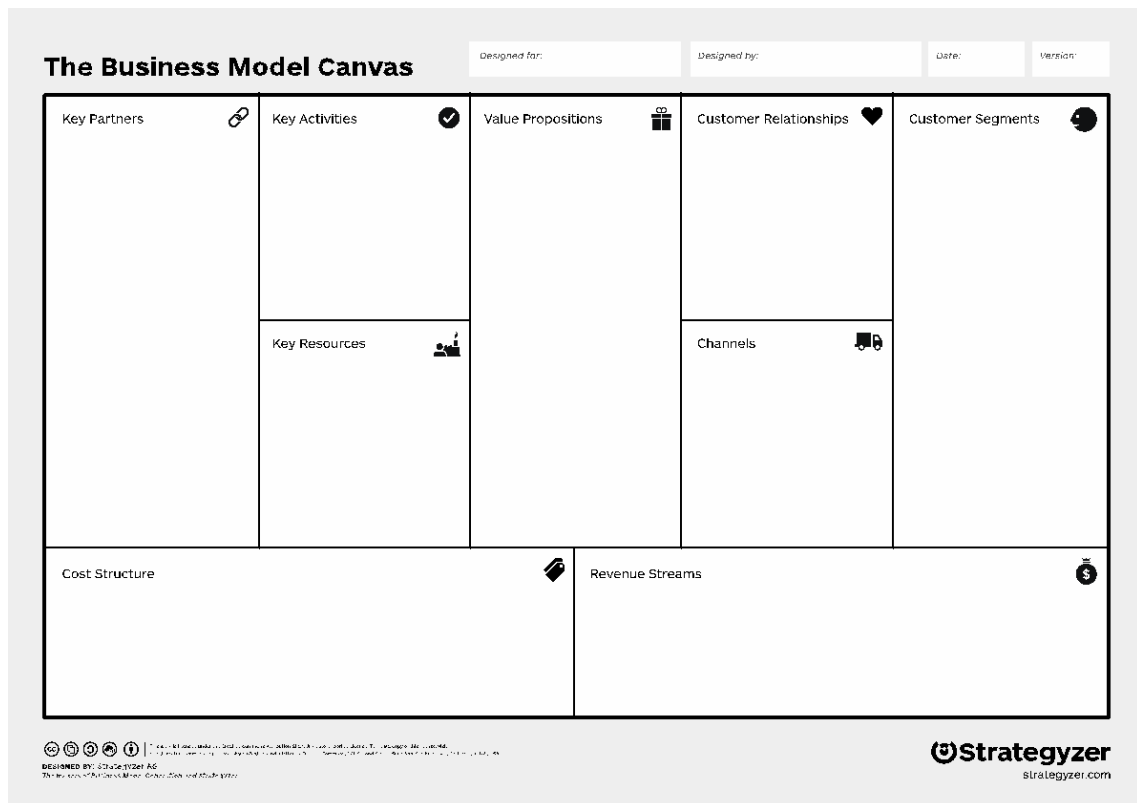
At this point, we will run a survey and interviews in order for our hypotheses to be tested. They will be validated or rejected according to our findings.

If we target more than one customer segment, we will have to do different canvas.

### 1.1.1.3 The Business Model Canvas

The last canvas is the Business Model Canvas (BMC). It is made of nine blocks, as we can see on the figure 3. Those nine blocks put together will show the rationale of how we will create, deliver and capture value.

Figure 3 – the Business Model Canvas



Source: Strategyzer.com (2017)

To sum up, it will illustrate the logic of how we intend to make money. At the center of the Business Model Canvas, we will find the value proposition that we will have defined in the VCP.

This whole process will constitute the first part of the second method that we will use: the Lean Startup model.

### 1.1.2 The Lean Startup Model

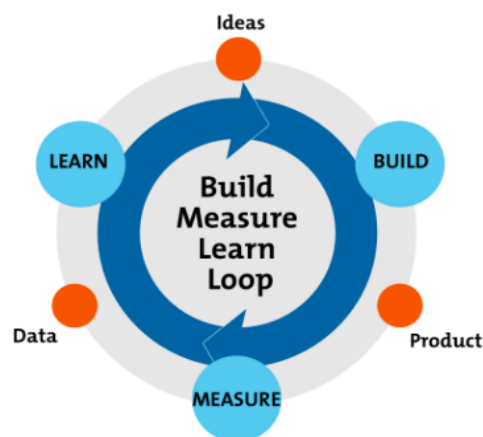
The other method we will use will be the **Lean Startup**. It is an approach created by Eric Ries that is transforming the way new products are designed. It consists on learning what customers want, testing, adapting and adjusting our vision of the product<sup>2</sup>. An important advantage of this method is that it allows to test and design the product customers want in a short period of time and avoid waste of resources.

*« The goal of a startup is to figure out the right thing to build – the thing customers want and will pay for – as quick as possible. In other words, the Lean Startup is a new way of looking at the development of innovative new products that emphasizes fast iteration and customer insight, a huge vision, and great ambition, all at the same time. »*

*(Ries, 2011, p.20)*

The lean startup method is based on the guiding principle: the Build-Measure-Learn feedback loop, as we can see on the figure below.

**Figure 4 – the Build-Measure-Learn feedback loop**



Source: Theleanstartup.com (2017)

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<sup>2</sup> RIES, Eric, 2011. *The Lean Startup: How Constant Innovation Creates Radically Successful Businesses*. 1st Edition. Trade Paperback Edition, 6<sup>th</sup> October 2011. ISBN 978-0670921607.



The goal of the first step, is to build an MVP (Minimum Viable Product) from ideas, which is the smallest possible product. That will be possible thanks to the hypotheses we will have validated with the value proposition design. Indeed, according to our findings, we will be able to build a product that create value for customers.

As we do not have the needed resources to create a real product, we will build a prototype or a presentation of the product. In the measure phase, potential customers will have to “test” the product. They will give us a feedback, what will constitute data for us to analyze.

Those data will tell us if we keep going with the product, if some improvements have to be done, or if we have to pivot completely and create a new product. What is important in this method, is that it is a continuous loop. Entrepreneurs have to keep testing and improving their products in order to stay competitive in a changing environment.

However, as we do not have the resources to create a second or a third product, by testing it and improving it again, we will learn from our first prototype and make recommendations according to our findings.

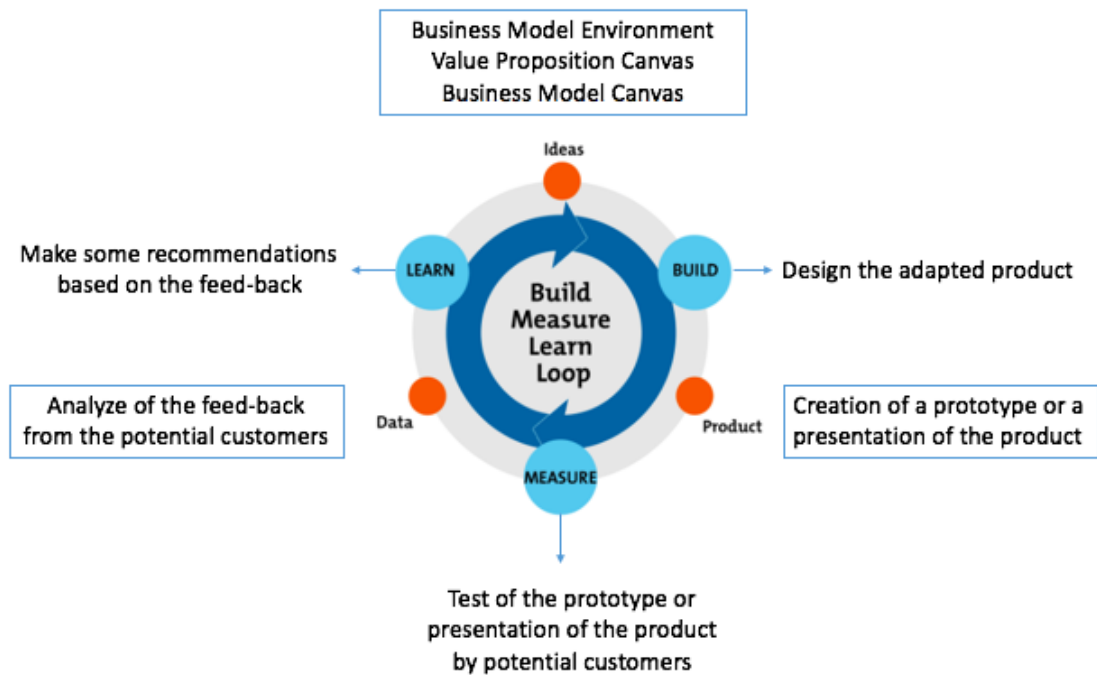
## **1.1 Conclusion**

Those methods are adapted as startups, in contrary of existing companies, do not have a long, stable operating history and relatively static environment. Forecasts and planning are then not efficient. Indeed, the level of uncertainty is high in startups’ operations and they do not know yet who the customers are and what exactly the product should be.

The commonality of the two methods that will be used in my project is that it puts the customer at the center of our concerns by always testing and validating/adjusting our vision and hypotheses.

Here is below the Build-Measure-Learn loop, with the detail of what will be done at each stage.

**Figure 5 – the Build-Measure-Learn feedback loop detailed**



Source: Estelle Gillabert, adapted from Theleanstartup.com (2017)

## **1.2 The app**

Regarding the product itself, the first idea of the mobile application is that I wanted it to be called “Meak”, which is a contraction of “meet” and “speak” and would have different features.

First of all, it would have a vocabulary part, with the words and sentences most used for different daily-life situations. For example, at the restaurant, at the hairdresser, at the grocery store, and so on.

The second one would be a translator function.

Then comes the social part. Indeed, the most important function of the app would be to locate people near the user who speaks the language the user wants to practice or learn. Each user will create his profile with basic information about himself such as age, gender, language(s) spoken, language(s) he wants to learn or improve and a small description of himself. Thanks to his profile information, the user will then see who he can talk to nearby. This would enable people to chat and then meet face-to-face if they want to, for a social, cultural and learning exchange.

Finally, the last option would be the event creation. To enhance the language learning experience, the user can create or search an event. Those events could be created by the app users only and are not a promotional tool for companies. Events can be as simple as drinking a coffee together. Once an event is created, it appears on the map and other users around can just join it.

Through this project, we will challenge those ideas I had, test them and change the business model if needed in order to design an adapted one.

## **1.2 The Millennials**

In order to establish a business model adapted to the “Millennials”, it is necessary to first focus on who they are and what are their characteristics. It will determine their consumer behaviors and buying decisions.

In this document, we will set that the term “Millennials”, also known as the “Y generation” or the “Millennial generation”, refers to people born between 1981 and 1999 (this range varies on the different documents). It is the generation that succeed to the X generation and it has some specificities that we will develop further.

### **1.2.1 Multicultural**

According to Olivier Rollet in his book “La Génération Y”, one of the characteristics of the Millennials is the multicultural aspect. Indeed, students whose parents are coming from different countries meet in occidental schools or universities. This multiculturalism is also one of the reason why the Y is a traveler. The new generation travels much more than the previous one. In a recent study<sup>3</sup>, Holiday Hypermarket reports that, “the average adult will have travelled to eight more countries by the time they are 40 in comparison with their parents”. But the frequency of the trips is not the only way Millennials differ from the previous generations. Indeed, the length and style vary too. When the X generation’s trip used to last two weeks, the Y generation’s average trip length is close

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<sup>3</sup>Hypermarket, H. (2017). *Generation Y is Travelling More Than Ever Before, say Holiday Hypermarket*. [online] Prnewswire.com. Available at: <http://www.prnewswire.com/news-releases/generation-y-is-travelling-more-than-ever-before-say-holiday-hypermarket-180795611.html> [Accessed 13 Feb. 2017].

to two months<sup>4</sup>. This change is mainly due to the purpose and experience Millennials are seeking when traveling. According to the MDG report, travel is seen as “an extension of their education, used to learn a new language or gain experience”. When travelling abroad, Millennials also seek for a real cultural immersion into the locals’ life and their customs and traditions. Indeed, according the AirBnB “How We Travel” report, 81%<sup>5</sup> of Millennials declared that the best way to learn about a place is to meet locals and/or live like them.

### 1.2.2 Digital natives

Often, Millennials are called digital natives, which is not completely true. We have to differentiate the older Millennials and the younger ones. If we talk about people born in the 80’s, they were teenagers when the world wide web had been democratized. The youngest Millennials, however, were born with the Internet. Therefore, the whole generation has in common the fact of using massively technology and of being constantly connected to the World, and often simultaneously on more than one device. As a consequence, as we will see later too, Millennials have access to an always greater number of content. Let’s take the example of TV-spots to illustrate this. According to the video of Scholz & Friends<sup>6</sup>, in Europe in 1965, a coverage of 80% was established with only three TV-spots during the prime-time. But nowadays, still according to Scholz & Friends, 65% of the people feel continuously bombarded with ads. Indeed, we do not talk about newspapers and TV-spots only anymore. The new devices that appeared in the last decades offer new communication channels and allows advertisers to reach us at anytime and anywhere.

### 1.2.3 Internationals

According to Olivier Rollot, the Y generation is also, in many points, the Erasmus generation. Erasmus is an exchange program for European university students, created in 1987. It allows students to study abroad and made cultural exchange and travel

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<sup>4</sup> Anon, (2017). 1st ed. [ebook] MDG, p.5. Available at: <http://www.mdgadvertising.com/e-books/How-Millennials-Killed-Travel-Marketing/Millennial-Traveler-Ebook.pdf> [Accessed 16 Jun. 2017].

<sup>5</sup> Anon, (2016). 1st ed. [ebook] AirBnB, p.10. Available at: [http://www.dailymail.co.uk/travel/travel\\_news/article-3934898/Millennials-save-holiday-house-Travel-bigger-priority-young-people-home-paying-debts.html](http://www.dailymail.co.uk/travel/travel_news/article-3934898/Millennials-save-holiday-house-Travel-bigger-priority-young-people-home-paying-debts.html) [Accessed 18 Jul. 2017].

<sup>6</sup> Scholz & Friends (2008). *Dramatic Shift in Marketing Reality*. [video].

obvious for the Y generation. In 2015, 678'000<sup>7</sup> students benefited from the Erasmus program. Moreover, international internships can be compulsory in some business and management schools. It increases even more the number of students with an international experience. In this international context, the use of English is more and more common and unfortunately, most of exchange students will not learn another language while abroad<sup>8</sup>.

### **1.2.4 Spending habits & skepticism**

The spending habits of Millennials also differ greatly from the previous generations. Thanks to the massive amount of information now available on the Internet, Millennials will take more time and do more research before spending their money. They will take more time, compare many different options before making their choice. Another interesting characteristic about the Y generation's spendings is that they value more experiences than assets. Indeed, Millennials would be more willing to spend money for vacations than for a car or a house.

Those spending habits are the reflect of a recurrent observation about the Y generation, also called "The why generation"; they are skeptical and always challenge this huge amount of information they have access to. In this context, word-of-mouth is a really important factor to exploit when it comes to buying process. The Y shares with his peers. Therefore, a positive review, comment or opinion about a product or brand can give the needed confidence to a Millennials to buy this good or service.

### **1.2.5 Conclusion**

The sociological aspects discussed below have to be taken into consideration in order to find the adapted business model for the Millennial generation. As they are overwhelmed with ads and information, companies have to stand out from the crowd to be successful. Moreover, because of the skepticism and the difficulty for the Y generation to spend money, word-of-mouth is a really important tool to use.

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<sup>7</sup> Erasmus + annual report 2015. (2017). 1st ed. Bruxelles: European Commission, p.19.

<sup>8</sup> ROLLOT, Olivier, 2012. *La Génération Y*. 1<sup>st</sup> Edition. France. Puf. 2012. ISBN 978-2- 13-059486-4.

We will also need to consider the following societal changes: the Millennials are more and more interested in new cultures and the number of exchange students is constantly growing.

### **1.3 Language learning**

The methods and tools involved in the process of language learning have changed over the years. In order to create a successful product, we also have to understand what those changes are and take them into consideration.

#### **1.3.1 The communicative approach**

The communicative approach, also called Communicative Language Teaching (CLT) is a method that emphasizes interaction as the goal and means of language learning that undertook older methods. Older methods were focused on “grammar-translation”. It consisted on learning vocabularies or grammatical rules, translating them into the student mother tongue and memorizing them. This approach was more academic. Today, the learning technics use to be more situational and based on real-life contexts. It is more adapted to the student needs on a daily basis to communicate.

#### **1.3.2 Digital learning**

Before the emergence of new technologies, languages were mostly learnt in-class, and based on grammar books. But the rise of new technologies offered numerous options that fit better with the busy and stressful life people have nowadays. Indeed, thanks to smartphones, laptops and tablets, learning content can be reachable anywhere and at anytime. New technologies enable a whole new market and new opportunities in terms of language learning, as mentioned Sasha Asensio, business developer at Supercomm Languages and Communication SA:

*« the demand for in-class lessons is not growing anymore. In order to stay competitive, we had to adapt our business model and develop an e-learning offer, available on smartphones and laptops »*

#### **1.3.3 Conclusion**

The language learning methods have evolved, in terms of content and in terms of supports. Those changes have to be taken into consideration when designing a new

product or service. Indeed, people are nowadays more interested by a method that will allow them to communicate on a daily basis. Furthermore, the technical changes imply a substantial change: learning can be possible anywhere at anytime.

## 2. Business Model Environment

This part, the business model environment, aim to understand the market as a whole. To do so, we will use the Business Environment Map. As mentioned in the introduction, that consists on answering the following questions: what are the key trends, the market and industry forces and the macroeconomic forces. In order to complete this map and to cover the subject fully, we decided to add one point: market size. Indeed, it is a really important information that we will need later and that was not included in the model.

The Business Model Environment is a major step as it helps to understand the context in which we are creating a business. Indeed, those external factors will have an influence on the business and even though we cannot control them, they have to be considered in order to develop an adapted and viable business model. Moreover, it will indicate us if the environment encourages the development of a new business.

### 2.1 Market forces

#### 2.1.1 Market segments

In order to define our target, we will use a segmentation of the market based on geographic, demographic and psychographic criteria as we can see on the table below.

**Table 1 – Segmentation**

Criteria	Segments	Description
<b>Demographic</b>		
<b>Sex</b>	<ul style="list-style-type: none"> <li>• Men</li> <li>• Women</li> </ul>	Our product will be made for both men and women
<b>Revenue</b>	<ul style="list-style-type: none"> <li>• No revenue</li> <li>• Low revenue</li> </ul>	The app will target people with no revenue or low revenue. It is not a luxurious product.

	<ul style="list-style-type: none"> <li>• High revenue</li> </ul>	
<b>Generation</b>	<ul style="list-style-type: none"> <li>• Baby-boomers</li> <li>• X generation</li> <li>• Y generation</li> <li>• Z generation</li> </ul>	As mentioned, we will target the Y generation.
<b>Current situation</b>	<ul style="list-style-type: none"> <li>• High school students</li> <li>• University students (Bachelor and Master level)</li> <li>• Young professionals</li> <li>• Professionals</li> <li>• Retirees</li> </ul>	We will target people who are currently university students
<b>Nationality</b>	<ul style="list-style-type: none"> <li>• Locals</li> <li>• From abroad</li> </ul>	We will target bot locals and internationals
<b>Geographic</b>		
<b>Spain</b>	<ul style="list-style-type: none"> <li>• Madrid</li> <li>• Barcelona</li> <li>• Valencia</li> <li>• Malaga</li> </ul>	Our geographic market will be limited to the main university cities in Spain which are Madrid and Barcelona
<b>Psychographic</b>		
<b>Personality</b>	<ul style="list-style-type: none"> <li>• Outgoing</li> <li>• Introvert</li> <li>• Lazy</li> <li>• Friendly</li> <li>• Unfriendly</li> <li>• Open-minded</li> </ul>	We are targeting outgoing, friendly and open-minded people.



To sum up, we will have two different customer segments:

- the local university students in Madrid and Barcelona
- the international university students Madrid and Barcelona

Those students are part of the Y generation. In order to create an adapted app for them, we will need to take into consideration the new way of learning and the characteristics of this generation that we defined on the first part of the project.

Moreover, we are targeting both gender; men and women. We will also focus on outgoing, friendly and open-minded people, in order to match with the social aspect of the app.

### **2.1.2 Market size**

Now that we targeted our customer segments, we will be able to compute the market size. The goal will be to estimate the number of customers we could possibly reach. That will allow us, later, to compute the revenue we could generate from them.

As we could not always find the data for 2017, we decided to take the most recent ones for each of the points below, even though they were not always from the same year.

#### **2.1.2.1 Total Available Market (TAM)**

The total available market is the total demand on a specific market. At this point, we do not take into consideration competitors or locations. Therefore, we are looking at the global number of university students worldwide.

The most recent data total number of students worldwide we found was dated from 2011. According to WolframAlpha, they were 183 million at this time. Thanks to this data, we computed an estimation of the total number of university students as per mi-2017. To do so, we looked for the world population in 2011. Once we had it, we computed the percentage that the number of university students worldwide represented on the world population. We obtained 2.62%.

We made the assumption that this percentage remained the same in 2017. We looked for the world population in middle 2017 and have been able, according to that, to get an estimated number of university students in 2017 of 198 million. Hereafter, the table of the computation.

**Table 2 – Total Available Market**

<b>Years</b>	<b>World population</b>	<b>Number of university students worldwide</b>	<b>% of university students on the world population</b>
<b>2011</b>	6,986,951,000 <sup>9</sup>	183,000,000 <sup>10</sup>	2.62%
<b>mi-2017</b>	7,550,262,000 <sup>11</sup>	197,754,063	

### **2.1.2.2 Serviceable Available Market (SAM)**

SAM is the reachable market, in other words the market that is in the geographic area that we will target. Therefore, in this section, we will refine our research to the Spanish market. Here, we will sum the number of exchange students coming to Spain and the number of Spanish university students. We will also need to take into consideration the number of Spanish students who are doing an exchange, as they will not be counted in our SAM. Unfortunately, no data were available for 2017, but the most recent we found were from the school year 2013-2014. Those numbers include exchange students and do not include the outgoing students as they indicate the total number of university students enrolled.

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<sup>9</sup> 2011 World Population Data Sheet. (2011). 1st ed. Washington, p.12.

<sup>10</sup> Wolframalpha.com. (2017). *Wolfram|Alpha: Computational Knowledge Engine*. [online] Available at: <http://www.wolframalpha.com/input/?i=how+many+university+students+in+the+world> [Accessed 18 March 2017].

<sup>11</sup> Fr.wikipedia.org. (2017). *Population mondiale*. [online] Available at: [https://fr.wikipedia.org/wiki/Population\\_mondiale#cite\\_note-p-23-7](https://fr.wikipedia.org/wiki/Population_mondiale#cite_note-p-23-7) [Accessed 18 March 2017].

**Table 3 – Serviceable Available Market**

University students in 2013-2014	Numbers
<b>Barcelona area</b>	199,879 <sup>12</sup>
<b>Madrid area</b>	265,347 <sup>13</sup>
<b>Total</b>	<b>465,226</b>

As we can see from the calculation above, our SAM will represent 0,23% of the TAM.

### 2.1.2.3 Serviceable Obtainable Market or Share Of Market (SOM)

Now that we obtained the SAM, we can compute the SOM. The Serviceable Obtainable Market is the part of the Serviceable Available Market that our company will be able to reach and acquire. We decided to forecast three scenarios: the worst case, the most likely and the best case.

**Table 4 – Serviceable Obtainable Market**

SAM	465'226
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Cases	% of the SAM	Reachable	% of the reached part	SOM	in % of the SAM
Worst	10%	46'523	10%	4'652	1%
Most likely	30%	139'568	30%	41'870	9%
Best	60%	279'136	60%	167'481	36%

<sup>12</sup> Barcelona Data Sheet 2015. (2017). 1st ed. Barcelona, p.18.

<sup>13</sup> Ministerio de Education, Cultura y Desporte, (2013. 1st ed. [ebook] MDG, p.10. Available at: [https://www.mecd.gob.es/dms/mecd/servicios-al-ciudadano-mecd/estadisticas/educacion/universitaria/datos-cifras/DATOS\\_CIFRAS\\_13\\_14.pdf](https://www.mecd.gob.es/dms/mecd/servicios-al-ciudadano-mecd/estadisticas/educacion/universitaria/datos-cifras/DATOS_CIFRAS_13_14.pdf) [Accessed 16 Jun. 2017].

In the column “% of the SAM”, we made the assumption that 10%, 30% or 60% of our SAM could be reached, thanks to our marketing and promotional campaigns and thanks to word-of-mouth. But not all of the people reached will download our app.

Therefore, in the column “% of the reached part” we assume that 10%, 30% or 60% would download our app. We obtain a SOM for each of the three scenarios. As we can see, our SOM could be either 1%, 9% or 36% of the SAM according to the scenario.

### **2.1.3 Needs and demands**

Now that we know the number of potential users in Spain, we are going to look closer at the needs and demands. According to the eMMA study<sup>14</sup> conducted in November 2015 that implied 530 participants, Spanish people download, in average, 3 apps per month. It would mean 36 per year. But if we look closer at the data, there is an important point that we have to take into consideration. Indeed, half of those apps are deleted right after the download. It draws our attention to the fact that the app absolutely has to fit or exceed the customer expectations. That being said, Spaniards have only 1,5 new apps in average per month.

Still according to eMMA study, if we look at the kind of apps that are the most used in Spain, we see that communication apps are the most popular ones, with a share of 85%. It is followed by maps and travel with 69% and games with 65%.

### **2.1.4 Market issues**

The main issue in the app market is clearly the extremely high competition. The three main mobile applications stores are AppStore, GooglePlay and Amazon AppStore. In 2015, according to the Business of Apps report<sup>15</sup>, we could count in average 1'000 new apps/day in the AppStore, 1'300 new apps/day in GooglePlay and a bit more than 200 new apps/day in the Amazon AppStore. However, we have to be careful with those data as some apps can be available in more than one of those mobile applications stores. Therefore, we cannot sum them up to find the total of new apps per day but it is a good

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<sup>14</sup>eMMA, (2015. 1st ed. [ebook], p.10. Available at: <https://www.yumpu.com/en/document/view/54832751/penetracion-y-uso-de-apps-en-el-smartphone-en-espana/7> [Accessed 16 Jun. 2017].

<sup>15</sup>BusinessofApp, (2016. 1st ed. [ebook], p.2. Available at: <http://www.businessofapps.com/app-usage-statistics-2015/> [Accessed 10 Jun. 2017].

indicator to show how hard the competition is. Thus, it is challenging for businesses to stand out from the crowd.

Another issue that can occur for app developers comes from the application market places. In order for the app to be distributed via app stores, it has to comply with standards set by them. The Apple App Store has the most controlled system. In fact, the app has to go through a long and rough review process. The app has to fulfill not less than about hundred standards. If not, the app is rejected and cannot be distributed on the Apple App Store. The aim for Apple is to maintain the quality of the App Store but it can be challenging for developers.

### 2.1.5 Switching costs

We can observe different types of switching costs that can be used in the app market. The first one is the **data trap**. It consists on encouraging the user to download or buy content and data that will be only stocked in this app. If the customer wants to change for another one, he will lose all the content he has. A good example to illustrate this switching cost strategy is Spotify. Indeed, the user will download music and playlists but if he wants to switch for another music app, he will lose everything.

Another way to lock the customer is the **learning curve** trap. Indeed, some apps are really technical and can be complex to use. The customer will have to go through a learning process before being able to master them. For example, the Adobe Photoshop app has a lot of settings and functions that need to be practiced to be used properly. To switch from that kind of app to another one, the user will have to give up skills he acquired and start the learning process all over again. It can be really discouraging for some people and it is a good way to keep customers.

The **cost** of an app can also retain customers. Some apps are costly and the fact that the customer pay a high price to acquire them can make him want to keep them. For example, the app “Mobile Cam Viewer” allows you to control and watch your live security cameras. It costs \$349.99. Once the customer paid for it, he will want to use it as long as possible in order to make his investment worth it.

To sum up, the customer will only switch if the benefit he will gain from the new app is bigger than the switching cost. We cannot say for the app market if switching costs are high or low as it will greatly vary depending on the apps. As mentioned above, some

have high switching costs, and some others, as most of the game apps, have really low/no switching costs.

In that context, the aim will be to have higher switching cost than competitors, using those technics, in order to lock in the customer. High switching costs can also represent money saving for the company. Indeed, companies should really focus on retention as it is five times<sup>16</sup> less costly to retain a customer than to acquire a new one.

### **2.1.6 Revenue attractiveness**

The app business is now mature in Europe and represents an important part of the economy itself. At the beginning of market maturity, the revenue is not really high and does not grow quickly. The users are in a phase in which they download apps and they start to use them.

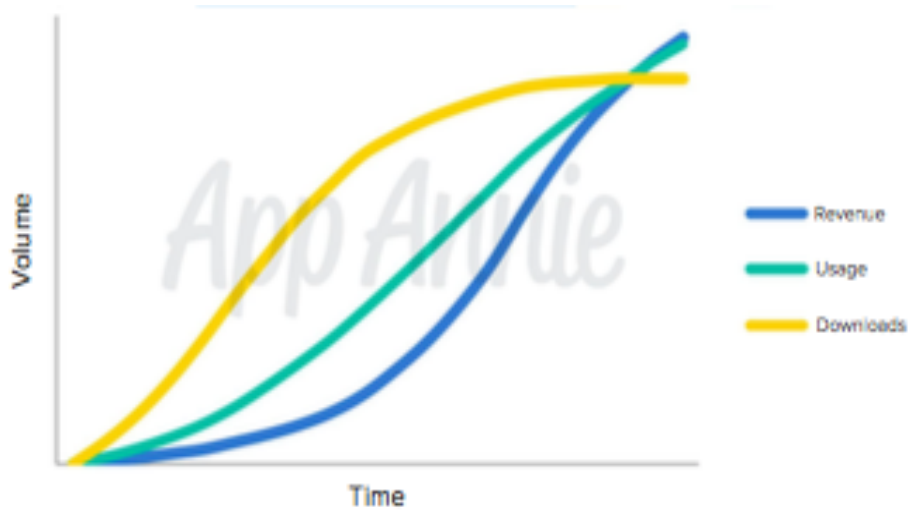
Then, as the time spent in apps increases, the revenue increases as well. Indeed, after a while, the user will start to spend money on in-app purchase and the advertisements of a third party on the app will be a source of revenue too. The greater the number of users, the more advertisers will be willing to pay for an ad in our app. At this point, the growth of downloads will decrease and the usage and revenue of the app will increase.

The figure 6 below shows us when companies should launch their app in order to benefit from an early advantage. Emerging market such as India for example, who are still in the downloads phase, do not generate as much profit as a mature market, as in Europe.

### **Figure 6 – App Market Maturity Model**

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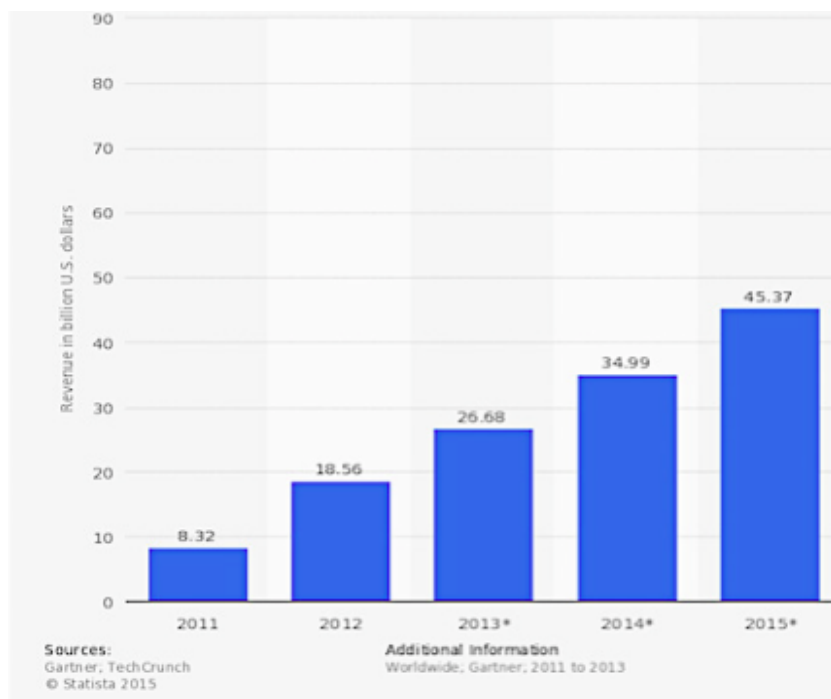
<sup>16</sup> Invespcro.com. (2017). *Customer Acquisition Vs.Retention Costs [Infographic]*. [online] Available at: <http://www.invespcro.com/blog/customer-acquisition-retention/> [Accessed 18 Mar. 2017].



Source: Appannie.com (2016)

Since the launch of the iTunes App Store in 2008, the revenue linked to the app business keep growing, as we can see on the figure 7 below.

**Figure 7 – Worldwide mobile app revenues from 2011 to 2015**  
(in billion U.S. dollars)



Source: Statistica.com (2012)

According to the AppAnnie 2016 Retrospective report<sup>17</sup>, publisher have been paid nearly \$89 billion, all sources of revenue included. If we look only at the revenue across the App Store and Google Play, we can see a 40% growth compare to 2015. The App Store is the platform that generate the highest revenue with an annual growth of 50%. It is interesting to notice that it is not the platform with the greatest number of apps that generate the highest revenue.

In order to understand if this business will still be interesting in 2017 and decide if we should go ahead with an app, we are going to look at the 2017 forecast. App Annie predicts<sup>18</sup> “that gross mobile app spend, including app stores spend and advertising spend, will hit \$166 billion in 2017”.

## **2.2 Key trends**

### **2.2.1 Societal & cultural trends**

#### **2.2.1.1 Social networks**

Social apps are really popular in Spain. As we can see from the App Annie ranking below, 3 of the top 5 most downloaded free apps in Spain as per August 15th were social apps.

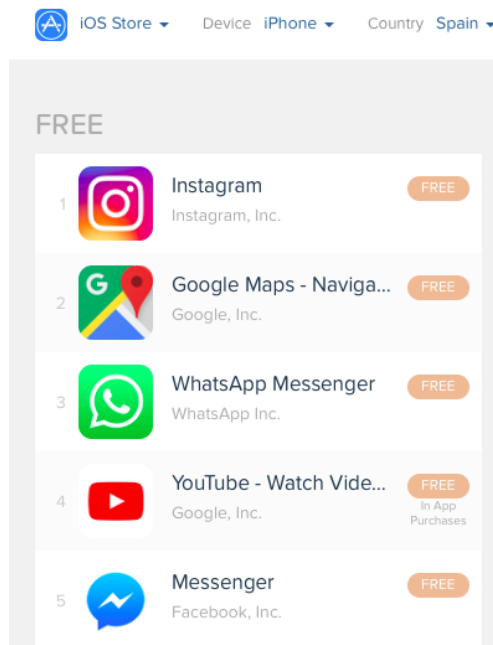
### **Figure 8 – Top 5 downloaded apps in IOS**

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<sup>17</sup> AppAnnie, 2016 retrospective (2017. 1st ed. [ebook], p.10. Available at: <https://www.appannie.com/en/insights/market-data/app-annie-2016-retrospective/> [Accessed 10 Jun. 2017].

<sup>18</sup> AppAnnie, 2017 Previsions (2016. 1st ed. [ebook], p.10. Available at: <https://www.appannie.com/fr/insights/market-data/2017-predictions-app-economy//> [Accessed 10 Jun. 2017].





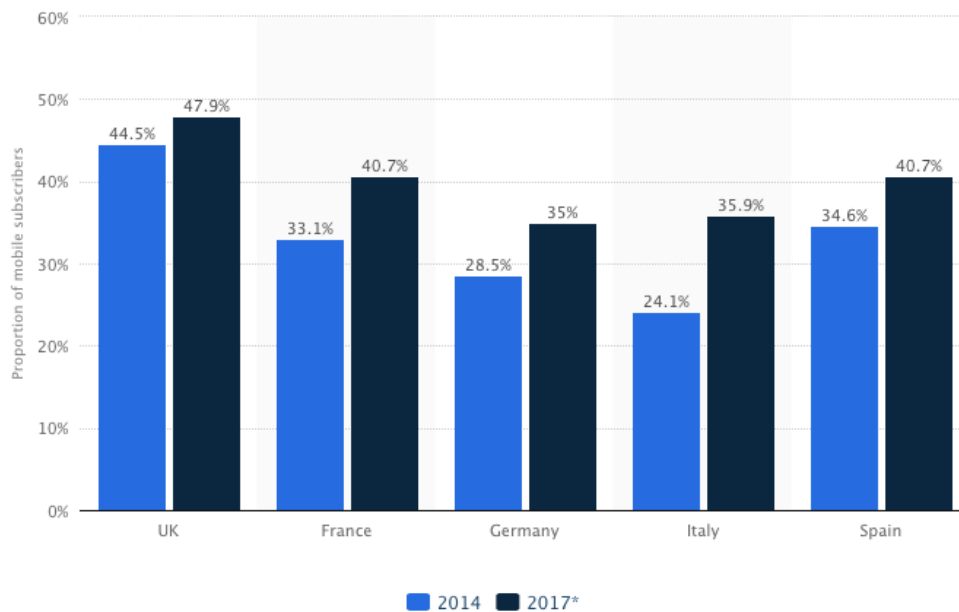
Source: Appannie.com (2017)

## 2.2.2 Technology trends

### 2.2.2.1 Location-based services

Location-based services (LBS) enables users to have access to the relevant and up-to-date information based on their location. LBS is a growing trend in the mobile app market, as we can see on the figure below. Indeed, the percentage of mobile subscribers using location-based services in Spain increased of 6.1% between 2014 and 2017.

**Figure 9 - Percentage of mobile subscribers in selected European countries using location-based services in 2014 and 2017**



Source: Statistica.com (2016)

Whether used to find a potential lover nearby (Tinder) or to order a cab (Uber), location-based services offer a tailor made experience for each user and bring convenience to the next level.

## 2.2.3 Socioeconomic trends

### 2.2.3.1 Monetization

In order to increase their ROI, companies are using more and more strategies to increase their revenue through their app. It is called monetization.

The first possible source of revenue is the **paid-for app**. It represents the money a customer will spend to purchase an app. It used to be the most important source of revenue back in 2011 but it keeps decreasing<sup>19</sup>.

Then we have the **free apps**, that generate revenue through **advertising**. It is the smallest part of revenue and it did not change that much over the years. Advertising, in this case, signifies that app companies are paid to insert ads from a third party.

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<sup>19</sup> 2017, P. (2017). *Paid app revenue share 2017* | *Statistic*. [online] Statista. Available at: <https://www.statista.com/statistics/271652/worldwide-revenues-from-mobile-apps/> [Accessed 18 Mar. 2017].

Another technique used is the **in-app purchase**. In-app purchase are microtransactions with which the user of the app can purchase virtual goods or additional settings. Most of the time, it is the way for app companies to make money with free apps. At the beginning of the app market, this source of revenue was really low compare to the paid-for revenue. However, it is growing exponentially and is now one of the methods that generate the highest revenue.

Last but not least: the **freemium** strategy. Freemium is the contraction of “free” and “premium”. Indeed, the user can download to app for free but will have access to a restricted content. To use the whole set of features, the user will have to pay. It has been proven as the most efficient way to make money through an app<sup>20</sup>.

## 2.2.4 Regulatory trends

As the app market is booming, it is the responsibility of developers and companies to protect users from malicious hackers.

### 2.2.4.1 Risks

The more famous the app is, the higher is the hacking risk. According to a research from Axan<sup>21</sup>, in 2014:

- 100% of the top 100 paid apps on the Google Android platform had been hacked
- 56% of the top 100 paid apps for Apple iOS had been hacked
- 73% of popular free apps on Android had been hacked
- 53% of popular free apps on Apple iOS had been hacked

Those numbers are highly alarming and some measures had to be taken in order to ensure the protection of users.

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<sup>20</sup>Build Blog by ThinkApps | Content on Entrepreneurship, Mobile Apps, Web Platforms and more. (2017). *App Monetization: Freemium vs Premium, In-App Purchase vs Paid*. [online] Available at: <http://thinkapps.com/blog/post-launch/monetize-apps-paid-apps-vs-app-purchases-vs-freemium-vs-subscription/> [Accessed 18 Mar. 2017].

<sup>21</sup> Axan State of the security in the App Economy (2015. 1st ed. [ebook], p.2. Available at: <https://www.arxan.com/wp-content/uploads/assets1/pdf/state-of-security-app-economy.pdf>

### 2.2.4.2 Data protection

In order to fit with the digital age and the risks linked to it, the European Commission reformed its rules regarding data protection in 2015. The aim of this reform was to increase users' control of their data and to cut costs for businesses. As mentioned in the European Commission press release, "EU data protection rules aim to protect the fundamental rights and freedoms of natural persons, and in particular the right to data protection, as well as the free flow of data."<sup>22</sup>

Therefore, each company located in an EU members' country and dealing with personal data has to comply with those rules.

In addition to the European Commission reform, Apple and Google, who are the main players in the app distribution market, also undertook some actions to prevent from hacking. Indeed, each app has to fulfil requirements in terms of security to be distribute in the app stores.

## 2.3 Industry forces

### 2.3.1 Suppliers and other value chain actors

The value chain is the set of activities that are performed in order to deliver a valuable product or service. Here is the one we designed for the mobile applications business. Some of those activities are performed by the company itself and some others can be performed by other companies.

**Figure 10 - Value chain for mobile applications**



Source: Estelle Gillabert, (2017)

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<sup>22</sup> Europa.eu. (2017). *European Commission - PRESS RELEASES - Press release - Commission proposes a comprehensive reform of data protection rules to increase users' control of their data and to cut costs for businesses.* [online] Available at: [http://europa.eu/rapid/press-release\\_IP-12-46\\_en.htm?locale=en](http://europa.eu/rapid/press-release_IP-12-46_en.htm?locale=en) [Accessed 18 Mar. 2017].

The starting point of our value chain will be the creation of the app content. In the case of a learning app, it would be for example teachers who will create the vocabulary by situation.

Then comes the app development. We can distinguish two parts of the development: the user experience design (UX) and the user interface design (UI). The experience design is the analytical and technical part of the app creation. It consists, among others, on the coding, analysis of the data, architecture design of the app.

On the other hand, the user interface is the visual and graphical aspect of the app. For the customer experience to be complete, both of those design has to be well executed.

The third element of the value chain is the marketing and communication. Even though it is not part of the product creation itself, it is a main element for success. Indeed, as mentioned earlier, in a saturated market, an efficient marketing and communication will be an essential factor to stand out from the crowd.

Finally, comes the distribution part. In our case, distributors are the application stores. Some companies decide not to use them and create instead a mobile web version of their app coded in HTML5. This method enables companies to spread their app even outside smartphone users.

### **2.3.2 Competitors**

The app market for language learning is saturated. Indeed, on the Apple App Store only, we can count more than 350<sup>23</sup> app dedicated to language learning in 2017. In order to select our top competitors, we used the “Education” category of the Apple App Store “Top charts”. We chose then the top free apps regarding language learning specifically. We ended up with those four main competitors:

1. Babbel
2. Duolingo

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<sup>23</sup> Jolin, L. (2017). *From busuu to Babbel, language-learning startups adapt to thrive*. [online] the Guardian. Available at: <https://www.theguardian.com/small-business>

3. Busuu

4. Tandem

In order to compare them to Meak, we realized the table below, that lists the functions and possibilities that offer the apps.

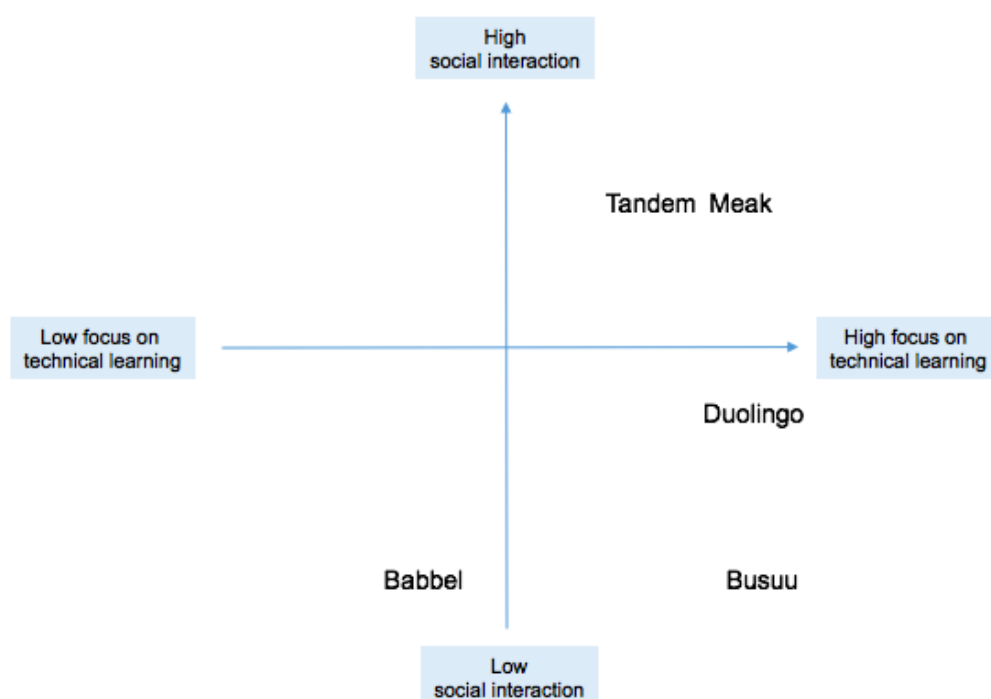
**Table 5 – Comparative study**

	Functions & features					
Apps	Translator	Vocab	Grammar	Exercises	Chat	Other
<b>Babbel</b>				X		Listening Microphone
<b>Duolingo</b>		X	X	X		Clubs Competitions
<b>Busuu</b>				X		Microphone Corrections by other users
<b>Tandem</b>	As a chat feature				X	Microphone Tutors
<b>Meak</b>	X	X			X	Events Finding people nearby Listening

### 1.1.2.1 Positioning

As we can see on the table above, we can distinguish two categories in the language learning apps. One that focuses more on learning and exercising, and the other one that focuses more on the social part of learning. We did a positioning map in order to illustrate it.

**Figure 11 – Positioning map**



Source: Estelle Gillibert, (2017)

Babbel, Duolingo and Busuu focuses more on what we will call “technical learning”, which is grammar rules, vocabulary, exercises or lessons. Duolingo is a bit more focused on the social aspect thanks to the “club” feature. It allows user to create or join a group chat.

On the other hand, Meak and Tandem have in common to focus on the chat and social aspect of language learning. It makes Tandem our biggest competitor. Indeed, with Tandem, you can choose to chat with someone that matches your language parameters and have to possibility to select in which country leaves the people you want to interact with. Your chat partner can also correct you directly from the chat. However, the only

way to learn technical contents is to pay for a tutor (a certified teacher) which costs around 15 euros/hour. It represents an investment compare to the other apps.

On the other hand, Meak allows the learner to find language partners in the area he is. Once again, our main goal is to enhance the interaction between local and exchange students in order for both of the parties to improve their language skills. None of the other apps are focusing on face-to-face exchange and it is the added value we will have to base our business on.

To summarize, even though the competition is hard, each of those apps has specific features that differentiate them from each other. As Meak will focus on the social side and face-to-face meetings, which is not so much developed by the competitors, we still have the possibility to stand out from the crowd. To do so, efficient communication and marketing campaigns will be essential.

### **2.3.2.1 Switching costs**

If we summarize the possible types of switching costs that we highlighted in the point 2.1.5, we had the data trap, learning cost trap and the cost.

As we said, we only compare the free app version of our competitor. That being said, the cost switching cost is not an option anymore.

Then comes the data trap. Again, the user does not download a specific content that will only be available on the app. However, we could compare some other methods to the data trap retention. Indeed, some apps use a level validation system. Once a lesson is done, it is validated and new knowledge are acquired. The learner gets higher in the “learning pyramid”. It gives him a sense of accomplishment and could be refractory to the idea of starting from the bottom again with another app.

As the customer will only switch if the benefit he will gain from the new app is bigger than the switching cost, and as there is not so much switching cost in our case, the best way to retain customers is to have a better added value than the competitors for our customer segments.

### **2.3.2.2 Customer loyalty**

The main competitors we mentioned are already well-known and well established in the market. The main technique to gain customer loyalty is the service quality model. Indeed,



a good quality product/service will lead to customer satisfaction, that will lead to customer loyalty. We looked at the rating of those apps on Apple App Store and got the following result:

1. Babbel: 4,5/5 (1'465 ratings)
2. Duolingo: 4,5/5 (4170 ratings)
3. Busuu: 5/5 (9 ratings)
4. Tandem: 3,5/5 (90 ratings)

As we can see, they all have a high grade. Therefore, the one of Busuu is to use with caution as the number of ratings is pretty low. Tandem has a lower rate. As we could see on many comments, the reason seems to be the very limited features of the free app.

That being said, we will have to offer a high quality product too in order to gain customer loyalty

### **2.3.3 New entrants**

As mentioned above, 350 language apps are available on the Apple App Store only, in 2017. We also saw that the app market is profitable and mature. Moreover, the barriers to entry are low.

Indeed, it is nowadays pretty easy and cheap to create a simple app. Thanks to some websites, it can even be created without special knowledge and for free. The overall investment is, in general, much lower and therefore less risky than in other businesses (for example the launch of a new restaurant). All those parameters put together explain why startup can easily enter the market and, therefore, increase the competition.

### **2.3.4 Substitute products & services**

We will now look closer at the substitute products and services. Those substitutes are not direct competitors as they do not offer the same product. However, customers could choose to use one of the other methods below to learn a language and that would lead to a decrease in our market share and, therefore, to a lower profit. We will look at different factors to determine if the threat is high or low for our application.

**Table 6 – Threat of the substitutes**

<b>Substitutes</b>	<b>Price threat</b>	<b>Switching costs</b>	<b>Efficiency</b>	<b>Threat</b>
<b>In-class group courses</b>	Low	High	High	Medium/High
<b>Books</b>	High	Low	Low	Medium
<b>Online courses</b>	Medium	High	Medium	Medium/High

- In-class courses

The threat of in-class courses has been determined as medium. The price threat is low as this method is much more expensive than using an app, in most cases. The reason why switching costs are high is that, usually, the learner has to pay in advance for a specific number of lessons. It represents a high incentive for the learner to keep going to classes. Finally, the efficiency has been set as high. Even though the slower learners of the group can reduce the efficiency, a teacher is a professional and he can adapt himself to the students in order to make them improve.

- Books

The price threat for the books is high. Indeed, buying a book usually do not represent an important investment and customers could choose this method instead of our app. The switching costs are low as there is nothing that could retain a book user to give up on that method. Finally, the efficiency is low. Indeed, learning using a book requires personal motivation and discipline that most of learners do not have. Moreover, the content of the book is the same for every users and is not adaptable.

- Online courses

We set the price threat for online courses as medium. They are usually less expensive than in-class courses but still more expensive than an app. The switching costs are high for the same reason as in-class courses. Most of the time, the learner will pay to have access to a learning platform and will then think twice before giving up. Finally, we set the efficiency as medium. Indeed, learning on an online platform will never be as efficient as following a course with a teacher. However, the high switching costs can prevent from the customer to give up, as he would do it with a book.

## **2.4 Conclusion**

To sum up, the app market is attractive and mature. It also generates an important global revenue. It could appear as being favorable for the launch of a startup. However, we will have to take into consideration some points. As the market is saturated, we need to ensure a top quality product thanks to our value-chain and focus on our added value, which is the face-to-face meeting and interaction between locals and exchange students.

We could also highlight that location-based and communication apps are trendy and popular, which is really interesting for us as our app will contain those functions. We will also keep in mind that freemium app is the most efficient strategy in terms of monetization. We will use those information in the business model canvas to ensure our app is viable.

Also, thanks to the substitutes analysis, we highlighted that in-class lessons and online courses could be threats for our business. We will use our survey and interviews to define if an app can be an interesting tool for our customer segment in terms of language learning, or if we should pivot and focus on another one.

### 3. The Value Proposition Canvas

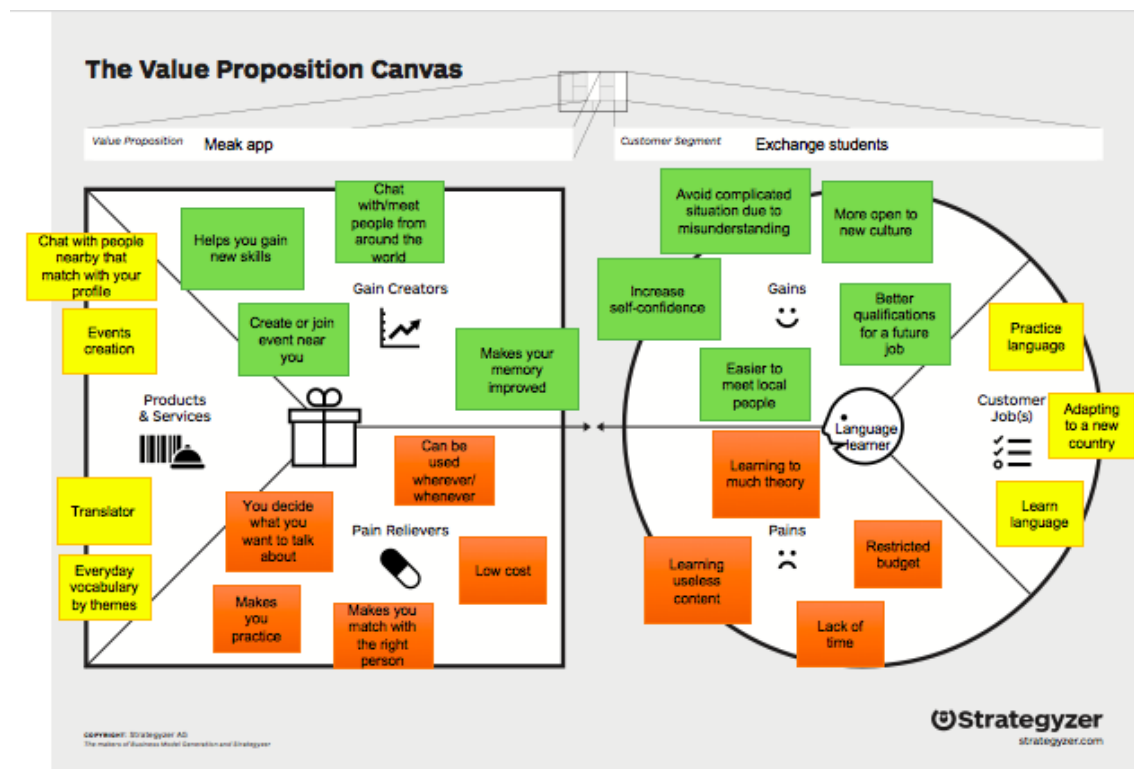
As mentioned previously, we decided to target exchange and local university students. The Value Proposition Canvas (VPC) aims to design the product that customers want to buy, by creating a real value for them. For that, we will start from each of our segments and create a canvas for them. We need to identify what are the customer jobs, what are the pains he faces when trying to learn a language and what are the gains he benefits from language learning. Once we will have determined those, we will be able to design our product in order to match with customer needs and wants. This product will also have to create the gains the customer is looking for and to relieve the problems he could meet.

#### 3.1 Exchange university students

##### 3.1.1 Initial canvas

This first canvas below has been realized thanks to my observations and experiences as an exchange student.

Figure 12 – Initial canvas exchange students



Source: Estelle Gillibert, adapted from Strategyzer.com (2017)

But those hypotheses have to be validated. To do so, we first ran a survey and then an interview.

### 3.1.2 Survey

#### 3.1.2.1 Description of the sample

The survey has been created on May 29<sup>th</sup>, thanks to the “form” function on Google Drive. After having shared the link, we have collected 100 answers. This sample is mainly made up of women, as they represent 66% of the answers, where men represent only 34%. Regarding the age of the participants, 76% of them are between 18 and 25 years old, and 24% are between 26 and 35 years old. No one was below 18 years old nor upon 35.

As we can see, the age of the sample match perfectly with our target. Moreover, we could think that the higher fraction of female answering could affect the reliability of the survey. It is actually completely representative of our segment as 67%<sup>24</sup> of exchange students in Spain in 2016 were female.

All the questions were asked in a neutral way, in order to avoid influencing the answers.

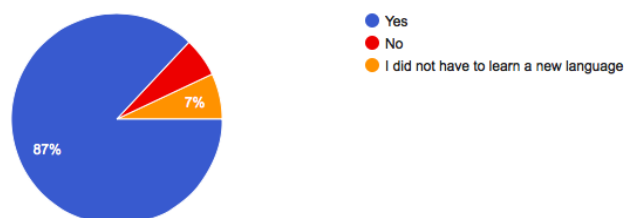
#### 3.1.2.2 Results

- Importance of language learning

**Figure 13 – Importance of language learning for exchange students**

During your exchange, is/was it important for you to learn or practice a new language?

100 réponses



Source: Meak survey (2017)

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<sup>24</sup> Böttcher, L., Araújo, N., Nagler, J., Mendes, J., Helbing, D. and Herrmann, H. (2017). *Gender Gap in the ERASMUS Mobility Program*.

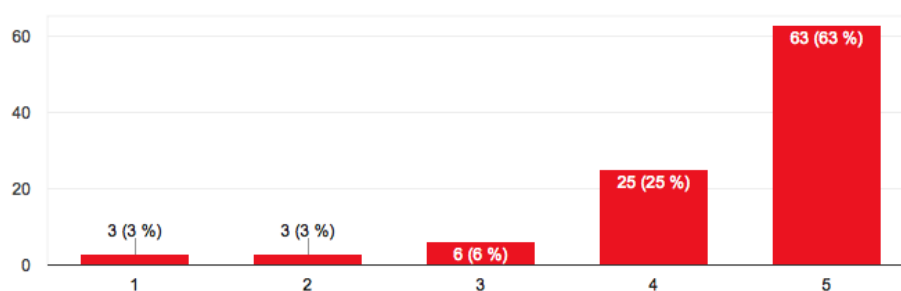
With this first question, we could make sure that language learning was important for exchange students. 87% of the participants answered “yes”, which allowed us to confirm that there is a real need for our target.

Then, we wanted to validate or delete our assumptions on the gains created by learning a new language. For those questions, the participants have been asked to give a grade from 1 to 5, 1 being “not at all” and 5 being “I totally agree”. We obtain the following results:

**Figure 14 – importance of language learning to meet local people for exchange students**

For you, learning/practicing a new language is important to meet local people?

100 réponses

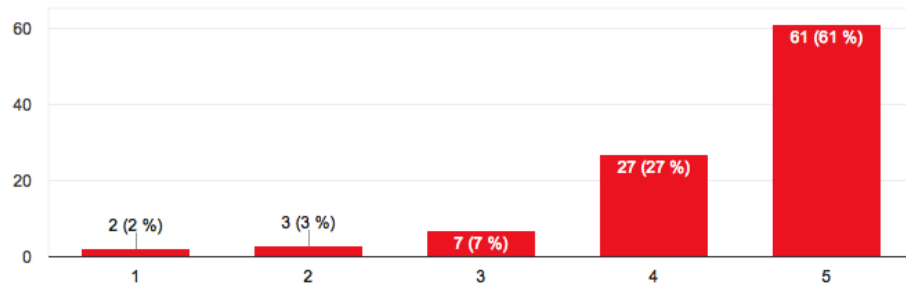


Source: Meak survey (2017)

**Figure 15 – Importance of language learning to be more open to a new culture for exchange students**

For you, learning/practicing a new language is important to be more open to a new culture?

100 réponses

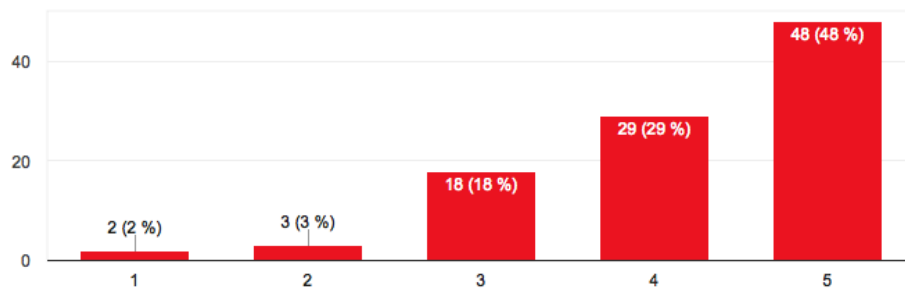


Source: Meak survey (2017)

**Figure 16 – Importance of language learning to increase your self-confidence for exchange students**

For you, learning/practicing a new language is important to increase your self-confidence?

100 réponses

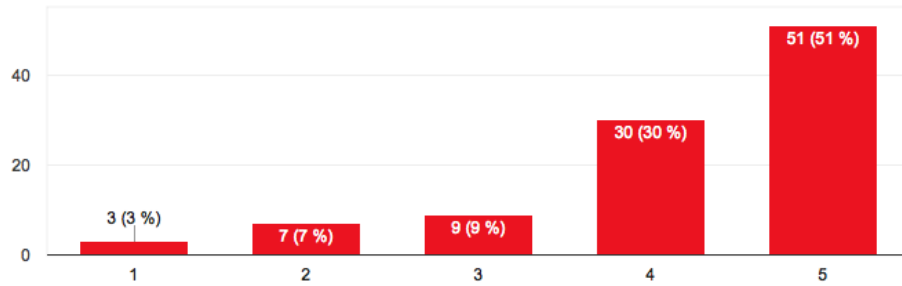


Source: Meak survey (2017)

**Figure 17 – Importance of language learning to avoid complicated situations due to misunderstanding for exchange students**

For you, learning/practicing a new language is important to avoid complicated situations due to misunderstanding?

100 réponses

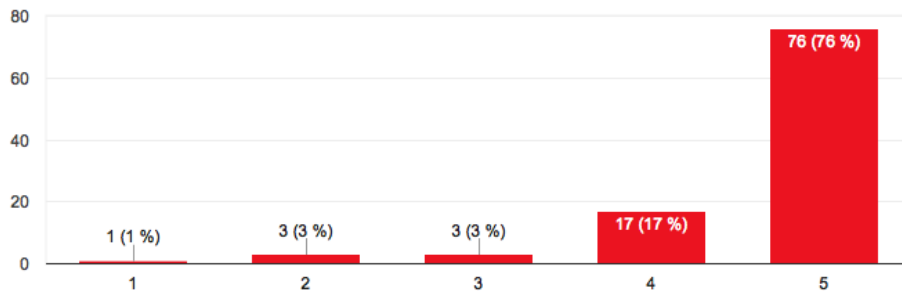


Source: Meak survey (2017)

**Figure 18 – Importance of language learning to be more attractive on the job market for exchange students**

For you, learning/practicing a new language is important to be more attractive on the job market?

100 réponses



Source: Meak survey (2017)

For the question that required a grade, we decided to validate the gain if the number of grades 4 and 5 were equal or greater than 50%. Here, we can see that all our hypotheses have been validated. Then, we asked the participants if language learning was important for another reason we did not mention. The aim was to ensure that we did not miss one of the gains. We gathered 18 answers that can be seen in appendix 1. For a new gain to be validated, we set that at least 4 people had to mention the same one. None of them have been validated.



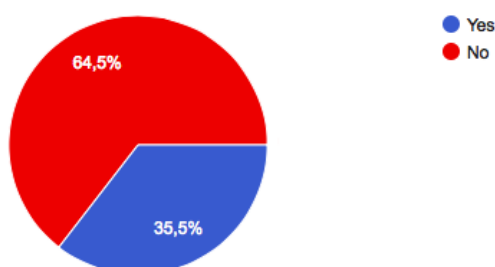
- The language apps

In this part of the survey, the aim was first to know if some of the participants had tried to learn a language with an app while they were abroad. We obtain the following result:

**Figure 19 – Use of an app to learn a language while abroad**

While abroad, did you use a mobile app to improve or learn a new language?

93 réponses



Source: Meak survey (2017)

We obtain that 1/3<sup>rd</sup> of the participants used an app while abroad. It is an interesting number for us as it shows a real potential. But the number of students that used an app to learn a language is not enough to understand the customers. To complete this question, we then asked which app they used and if they were satisfied. The goal was to highlight the advantages and disadvantages of our competitors in order to do better.

We had 31 answers, as can be seen on the appendix 1. Here are the most recurrent answers:

**Table 7 – Most used app**

App used	Recurrence
Duolingo	14
Google translate	4

Regarding the question if it fitted their expectations, we had many times the same kind of answers and we could then conclude that for most of the participants, apps were easy

to use and useful to learn basics and vocabulary but it did not help that much for grammar, pronunciation.

For those who answered no to the question “While abroad, did you use a mobile app to improve or learn a new language?”, we asked them why not. The goal was to understand if it comes from the fact that they did not want to learn with an app or if it comes from the fact that no existing app was offering what they needed.

We obtained 40 answers. We grouped by meaning the most recurrent ones, to quantify them.

**Table 8 – Reasons for not using an app**

<b>Reasons</b>	<b>Recurrence</b>
No need	12
Did not think about it	3
I did not have a smartphone at the time	4
I used books	4

By looking at the answers, we can say that only people who used book are reluctant to the idea of using an app. The ones that do not need a new language will probably not be interested by our product neither. The other ones, in blue, could be more easily convinced as the non-use of the app does not come from the product itself.

The other reasons given were not mentioned enough time to be really taken into consideration. However, we had those three answers “Speaking with roommates was better”, “interaction missing” and “It’s easier to learn language from listening to people talk”. They were not similar enough for us to group them but they all mentioned the importance of human interactions.

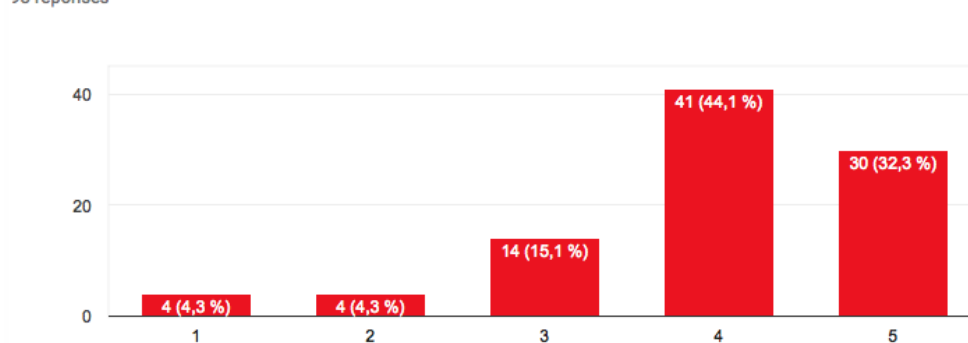
- The Meak features

To make sure our target would be interested by our app, participants have been asked to grade from 1 to 5 the possible features, 1 being “not at all” and 5 being “I would love to”. Here are the answers we gathered:

**Figure 20 – Interest in having access to vocabulary by situation for exchange students**

Language App features: would you like to have access to vocabulary by situation? (restaurant, shopping,...)

93 réponses

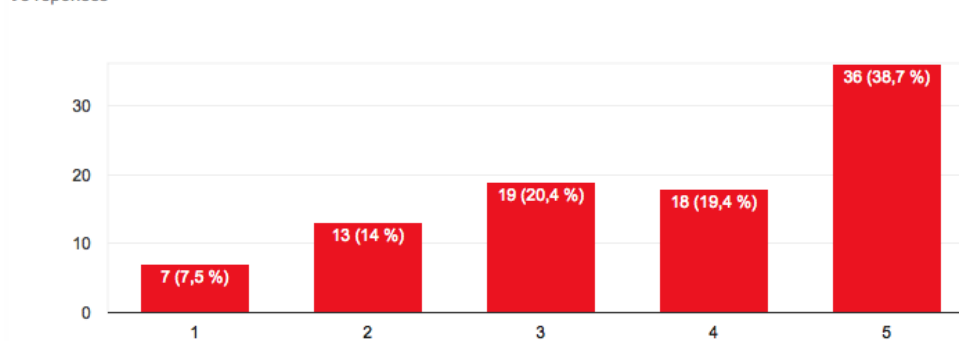


Source: Meak survey (2017)

**Figure 21 – Interest in finding people nearby to practice for exchange students**

Language App features: would you like to find people near you to practice a language ?

93 réponses

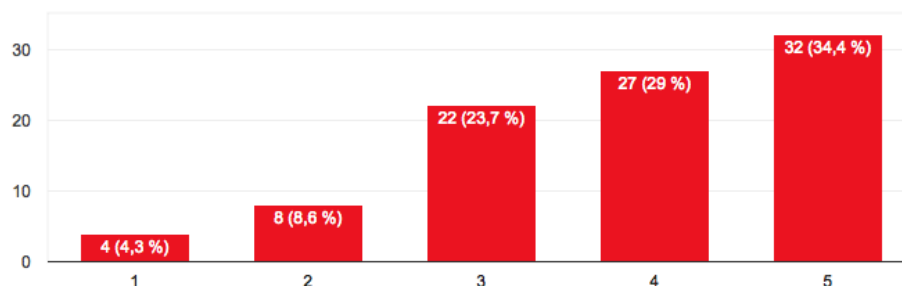


Source: Meak survey (2017)

**Figure 22 – Interest in creating/joining an event for exchange students**

Language App features: would you like to create or join events via the app to practice a language? (can be as simple as having a coffee)

93 réponses

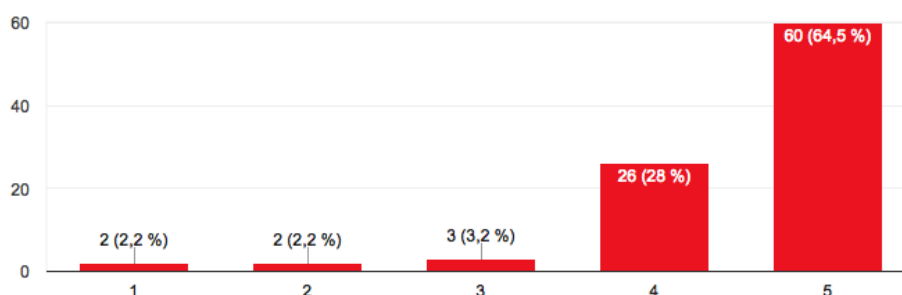


Source: Meak survey (2017)

**Figure 23 – Interest in having access to a dictionary/translator for exchange students**

Language App features: would you like to have access to a dictionary/translator?

93 réponses



Source: Meak survey (2017)

Once again, we decided that the number of answers 4 and 5 had to represent 50% in order for a feature to be validated. They have all been validated.

Following the same principle than for the first part, we then asked the participants if they would like to see another feature that we did not mentioned. We had 15 answers. Two participants mentioned they would like to have games and two others that a grammar section would be great. Following the same ratio as for the gains (4 out of 18), we decided

than a recurrence of three should occur for a new feature to be validated. None of them was validated.

Finally, we asked participants if they wanted to add something and got those two comments:

“if the feature "meet people" "participate to events" is set, the app should have a "people" "personality" filter otherwise people won't take the risk to have a boring coffee time with someone weird or go to an annoying event”

“I think an app to meet people is the best way to learn a language. The app that helped me improve the language the most was Tinder. Jodel was also quite useful in the cities where it is active, because you get to learn "street language" and expressions rather than "by the book". The language in question was Spanish and I was learning mostly in Pamplona”

We will take those comments into consideration for the final canvas.

### **3.1.3 Interview**

#### **3.1.3.1 Description of the sample**

Regarding the interview, we talked with 5 men and 5 women, aged from 20 to 25 years old. They were all doing an exchange in Madrid at the moment of the interview. Those people were, therefore, exactly the segment we are targeting.

The main objective of it was to understand if they improved or learned a language since they arrived in Madrid, why or why not. We also wanted to know which methods they used to learn Spanish and what they thought about it. It helped us to understand mainly the pains those students have encountered in terms of language learning. However, we could also use some answers to validate or eliminate other hypotheses we had made.

As you can see on the appendix 2, the interview was made of a dozen of questions and slightly adapted according to the answers.

#### **3.1.3.2 Results**

As you can see on the appendix 2, we highlighted the parts of the interviews that we could identify as customer pains, gains or jobs. In order to be able to compare them with the initial canvas, we classified them in tables and divided them into categories. In italic,

the ones that we put initially in the canvas. In bold, the categories that we have created based on the interview answers.

Once it was done, we set a minimum recurrence of three, in order for the pain, gain or job to be considered as accurate and to be validated.

Here are the modifications needed for the final canvas, according to the interviews:

**Table 9 – Modifications needed**

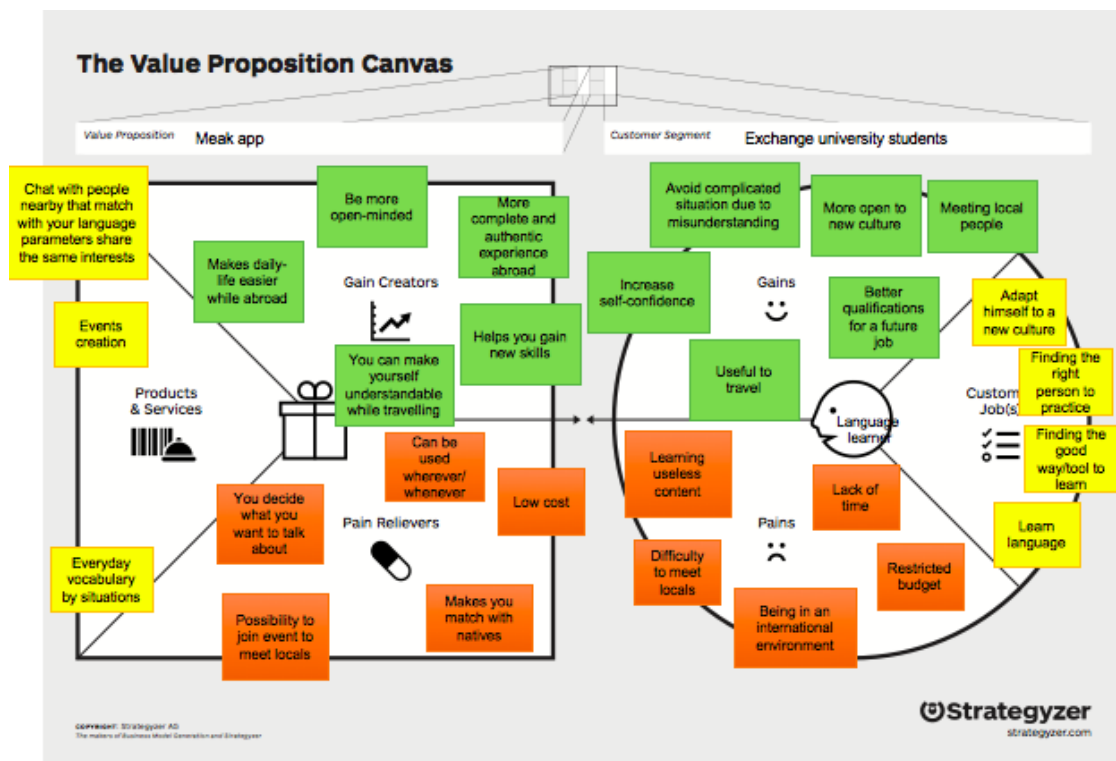
	<b>To be added</b>	<b>To be deleted</b>
<b>Jobs</b>	<ul style="list-style-type: none"> <li>• Finding the right person to practice</li> <li>• Finding the good tool to learn</li> </ul>	<ul style="list-style-type: none"> <li>• Adapting to a new culture</li> </ul>
<b>Pains</b>	<ul style="list-style-type: none"> <li>• Being in an international environment</li> <li>• Difficulty to meet locals</li> </ul>	<ul style="list-style-type: none"> <li>• Learning too much theory</li> </ul>
<b>Gains</b>	<ul style="list-style-type: none"> <li>• Useful to travel</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

The jobs, pains and gains that are not mentioned in the table either did not reach the recurrence of three either had already been validated thanks to the survey.

### 1.1.3 Final canvas

After the whole process mentioned above, we have been able to design the final canvas. We deleted what was not accurate and added what was. We ended up with the canvas below. We modified also the gain creators and pain relievers according to the changes in customer pains and gains. Moreover, we added the filter by interest in the chat section.

**Figure 24 – Final canvas for exchange students**



Source: Estelle Gillabert, adapted from Strategyzer.com (2017)

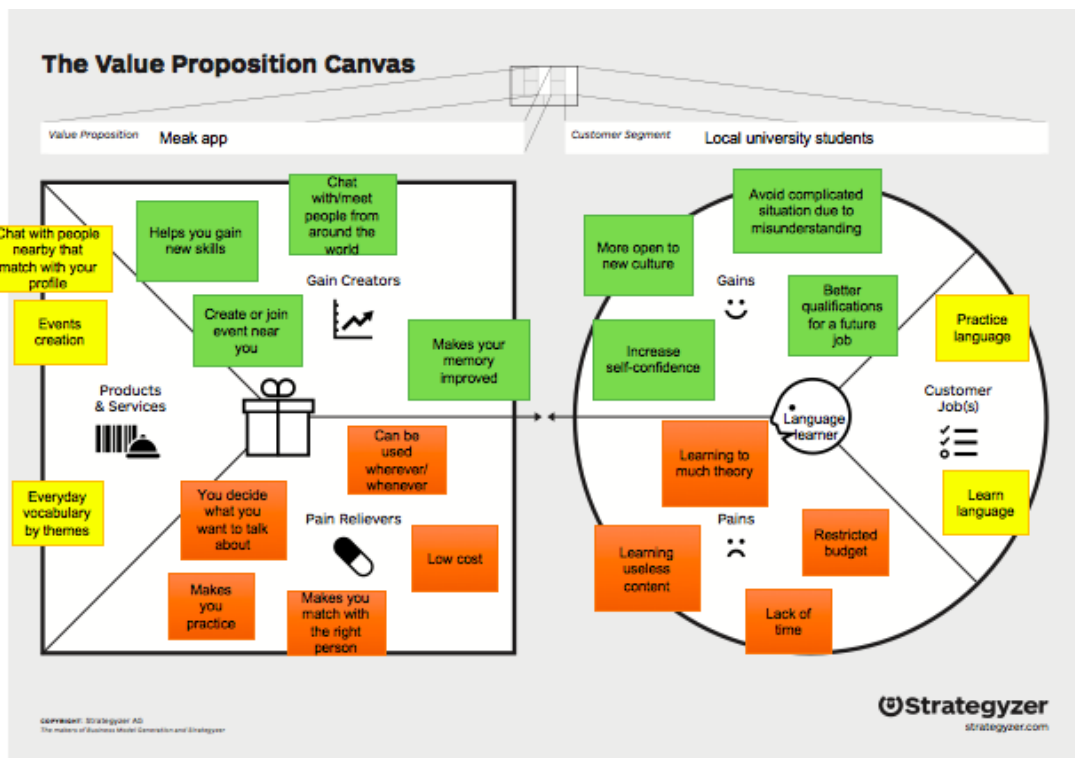
At this point, we took the decision not to propose a translator feature. The reason of it is that it is really costly to implement. Moreover, Google translate is already well implemented in the market and can be used as a complement of our app if needed. We want to dedicate our budget to the social part of the app, that is our real added value compare to our competitor.

## 3.2 Local university students

### 3.2.1 Initial canvas

Once again, the initial canvas has been made according to my experience and observation as a university student. It is really similar to the initial exchange students canvas. Indeed, both of our target are university students. The only change is the situation they are in: local students or exchange students. Therefore, most of the customer profile is the same.

Figure 25 – Initial canvas local students



Source: Estelle Gillibert, adapted from Strategyzer.com (2017)

### 3.2.2 Survey

#### 3.2.2.1 Description of the sample

The survey has been created on June 15<sup>th</sup>, thanks to the “form” function on Google Drive. After having shared the link, we have collected 152 answers. This sample is mainly made up of women, as they represent 71,7% of the participants, where men represent only



28,3%. Regarding the age of the participants, 75% of them are between 18 and 25 years old, and 21,7% are between 26 and 35 years old. Finally, 3,3% are above 35 years old.

As we can see, the age of the sample match with our target. However, the percentage of women who participate is higher than the one in university in Spain. Indeed, they were 54,1% in the school year 2014-2015<sup>25</sup>. Those differences with the target could affect the results we got.

All the questions were asked in a neutral way, in order to avoid influencing the answers.

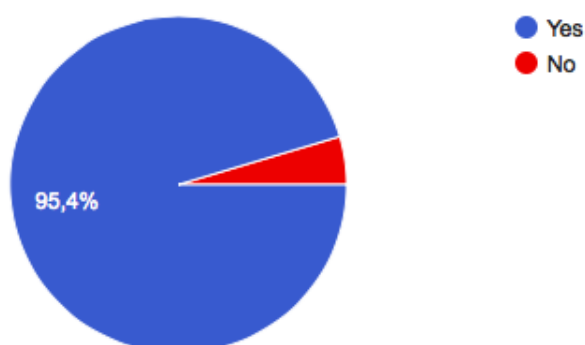
### 3.2.2.2 Results

- Importance of language learning

**Figure 26 – Importance of language learning for local students**

**Is it important for you to learn or practice a new language?**

152 réponses



Source: Meak survey (2017)

As we can see on the graph above, learning and practicing a new language is really important for university students. We can then conclude that the need is real.

At this point we asked the question that was first asked in the interview and that aims to understand the pains of our segment. To the question: have you faced a/some

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<sup>25</sup>Datos y cifras (2016, 1st ed. [ebook], p.2. Available at: <https://www.mecd.gob.es/dms/mecd/servicios-al-ciudadano-mecd/estadisticas/educacion/universitaria/datos-cifras/datos-y-cifras-SUE-2015-16-web-.pdf>

challenge(s) while trying to learn/practice a new language, 57,2% answered “yes”. When we asked which one(s), we got 66 answers. We grouped the more recurrent ones by same meaning. A recurrence of three was needed to appear in the table and be taken into consideration.

**Table 10 - Pains for local students**

<b>Pains</b>	<b>Recurrence</b>
Difficulty with grammar rules	9
Not having the possibility to practice	9
Pronunciation issues	5
Do not dare speaking	6
Lack of time	4

While analyzing the result of this questions, we noticed that 15 people answered by giving the name of a country. Obviously, they did not understand the meaning of the question and the kind of answer we expected.

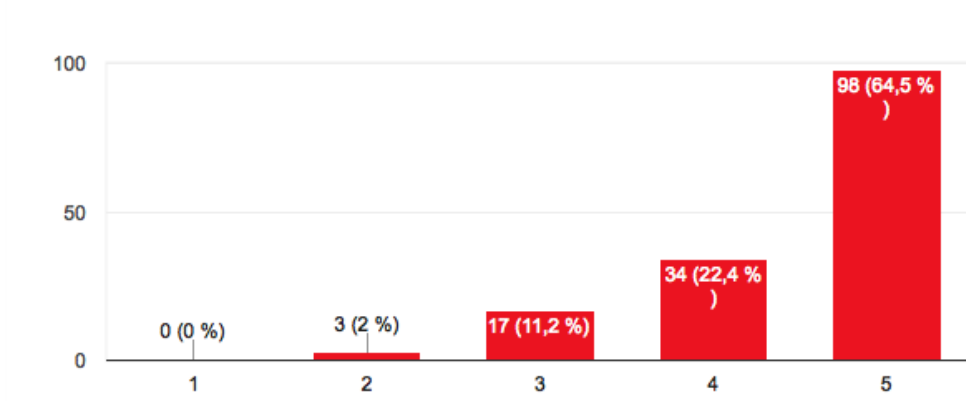
It highlights the limits of the survey and interview methods. On one hand, we obtain more answer with the survey, that decreases the margin of error. On the other hand, with an interview, we can make sure that the participants understand the questions asked.

Then, we asked the same questions as for the exchange students segment, about the reason why it was important for them to learn a new language. Once again, they had to give a grade from 1 to 5, 1 being “not at all” and 5 being “I totally agree”. We obtain the following answers:

**Figure 27 – Importance of language learning to travel more easily for university students**

For you, learning/practicing a new language is important to travel more easily?

152 réponses

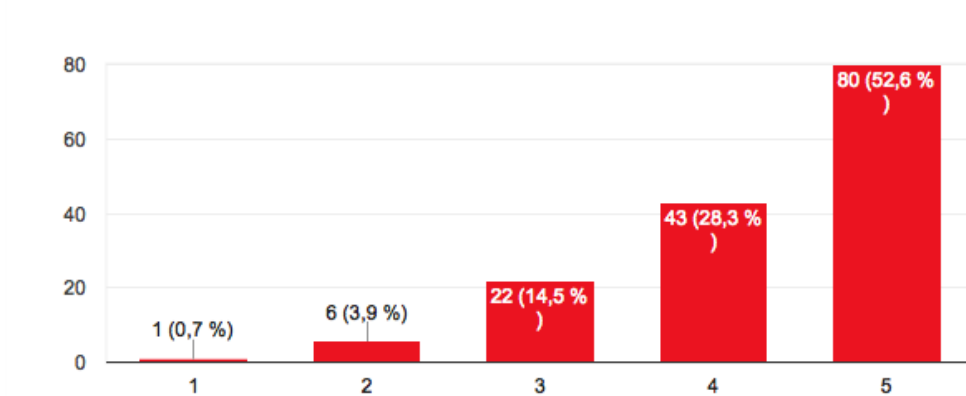


Source: Meak survey (2017)

**Figure 28 – Importance of language learning to be more open to a new culture for university students**

For you, learning/practicing a new language is important to be more open to a new culture?

152 réponses

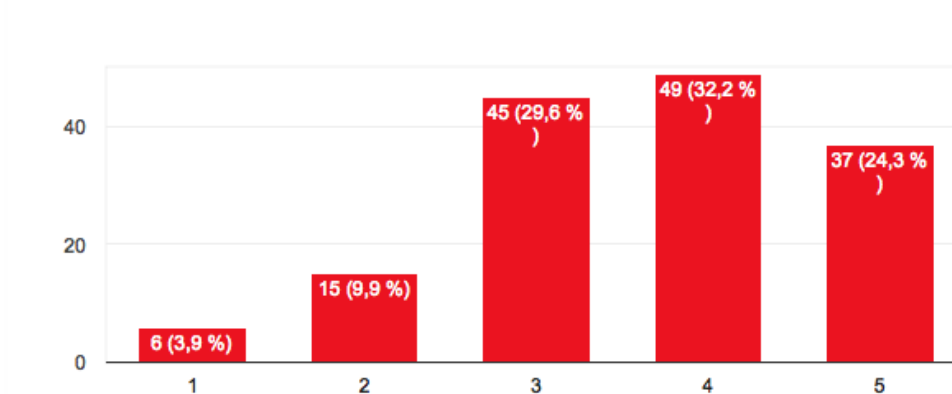


Source: Meak survey (2017)

**Figure 29 – Importance of language learning to increase self-confidence for university students**

For you, learning/practicing a new language is important to increase your self-confidence?

152 réponses

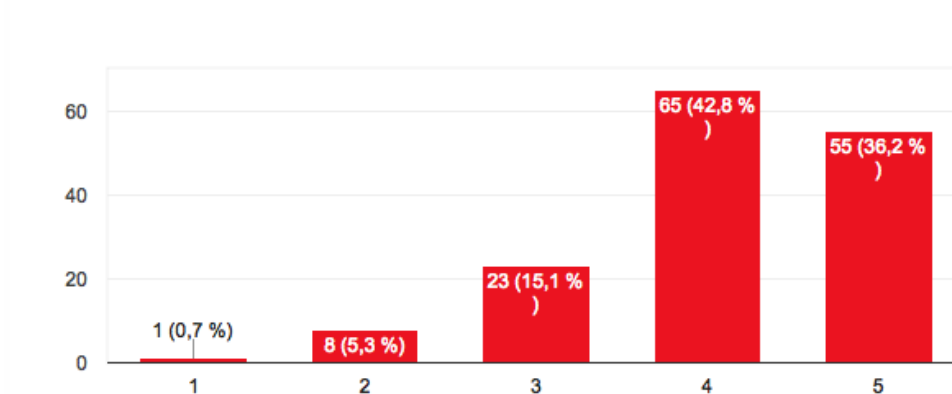


Source: Meak survey (2017)

**Figure 30 – Importance of language learning to avoid complicated situations due to misunderstanding for university students**

For you, learning/practicing a new language is important to avoid complicated situations due to misunderstanding?

152 réponses

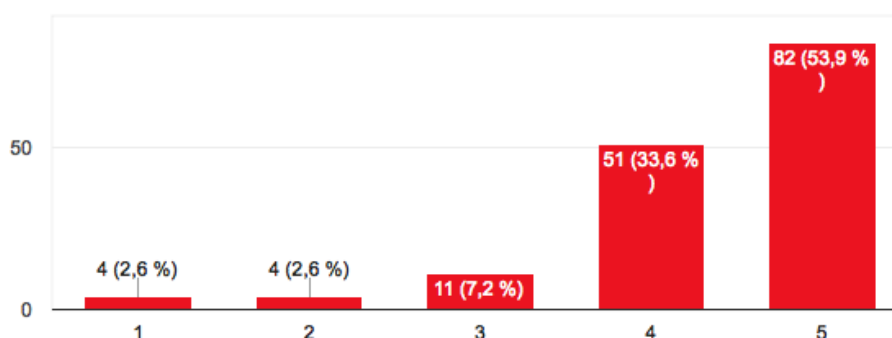


Source: Meak survey (2017)

**Figure 31 – Importance of language learning to be more attractive on the job market for university students**

**For you, learning/practicing a new language is important to be more attractive on the job market?**

152 réponses



Source: Meak survey (2017)

Again, for the question that required a grade, we decided to validate the gain if the number of grades 4 and 5 was equal or greater than 50%. Here, we can see that all our hypotheses have been validated. Then, we asked the participants if language learning was important for another reason we did not mention. The aim was to ensure that we did not miss one of the gains. We gathered 28 answers that can be seen in appendix 3. For a new gain to be validated, we set that at least 6 people had to mention the same one.

Here are the new gains we could validate and the number of times they have been mentioned:

**Table 11 – New gains for university students**

Gains	Recurrence
To meet people	11
For personal development	6
For the pleasure	6

- Interaction with exchange students

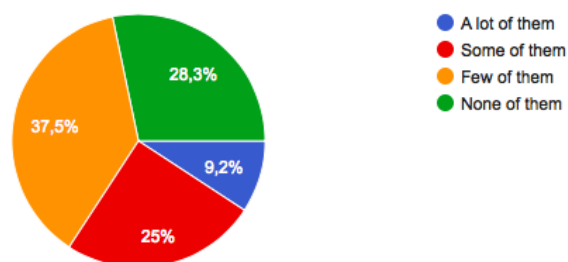
In order for our app to be successful, we had to ensure that university students would be interested in meeting exchange students.

The first question we asked aim to understand if, currently, both of our target have a lot of interactions and if they would love to have more contact. Here is the result we obtained.

**Figure 32 – Encounters with exchange students**

During your studies, have you met exchange students? (for example Erasmus students)

152 réponses

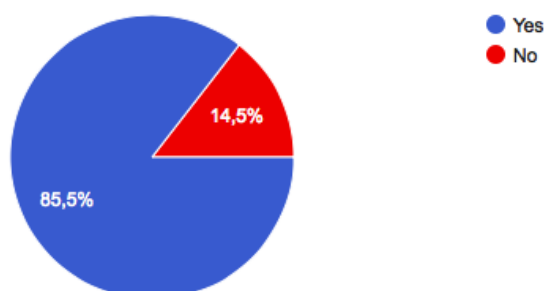


Source: Meak survey (2017)

**Figure 33 – Wish to have more interactions**

Would you like to have more interactions with exchange students?

152 réponses



Source: Meak survey (2017)

Those numbers are really interesting for us. Indeed, as we can see on the first graph, 62,5% of university students have never met or met only few exchange students but 85,5% of the respondents would like to have more interaction with them. It shows us an interesting potential for our app.

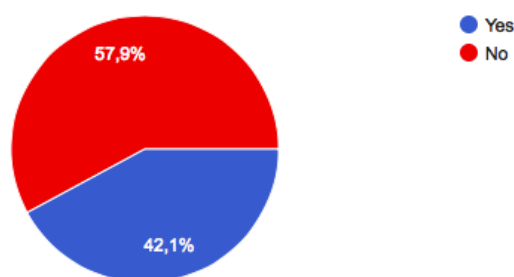
- The language apps

In this part of the survey, the aim was first to know if some of the participants had tried to learn a language with an app while they were abroad. We obtain the following result:

**Figure 34 – Use of an app to learn a language**

Have you already used a mobile app to improve or learn a new language?

152 réponses



Source: Meak survey (2017)

We obtain that 42,1% of the participants used an app to learn or practice a language. It is a higher number than for the exchange students. We explain it by the fact that for the other segment, the question specified “while abroad”. Some of the respondents might have used an app in the past but not during their exchange. To complete this question, we asked which app they used and if they were satisfied. The goal was to highlight the advantages and disadvantages of our competitors in order to do better.

We had 56 answers, as can be seen on the appendix 3. Here are the most recurrent answers.

**Table 12 – Language apps used by university students**

<b>App used</b>	<b>Recurrence</b>
Duolingo	24
Babbel	12
Google translate	6

Then, we had a closer look at the comments regarding the satisfaction of the app users. For Duolingo, we had many times the same feedback, which is that the app is good for beginner but mainly based on vocabulary and not enough on grammar and conjugation. Regarding the other apps, we did not get feedback, or not enough.

For the participants who answered that they have never used an app to learn a language, we asked them why. Here are the most recurrent (3 times or more) of the 73 answers we gathered, that we grouped by meaning.

**Table 13 – University students’ reasons for not having used an app to learn a language**

<b>Reason</b>	<b>Recurrence</b>
No need	6
Did not think about it	8
I prefer books	8
Did not find/know a good app	10
I prefer to speak	5
I prefer in-class lessons	4
I use other methods	3



In blue, we highlighted the people that we think we could easily convert into customers. Indeed, the ones who did not think about it or did not find/know a good app could be interested if they are aware of our app thanks to an efficient marketing campaign.

Those who prefer to speak are actually in our customer segment as they have a need that we can satisfy with our product.

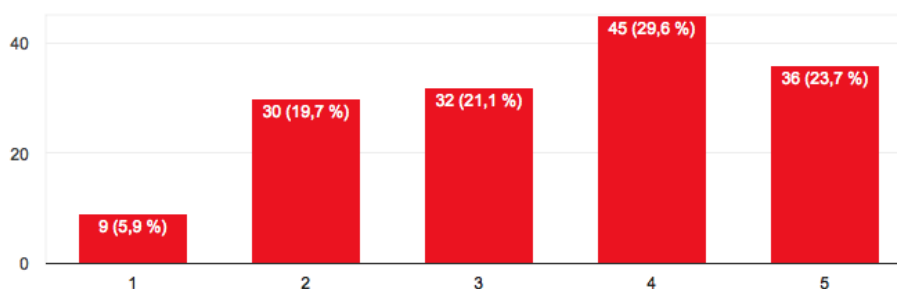
- The Meak app

To make sure our target would be interested in our app, participants have been asked to grade from 1 to 5 the possible features, 1 being “not at all” and 5 being “I would love to”. Here are the answers we gathered.

**Figure 35 – Interest in finding people near you to practice for university students**

Language App features: would you like to find people near you to practice a language ?

152 réponses

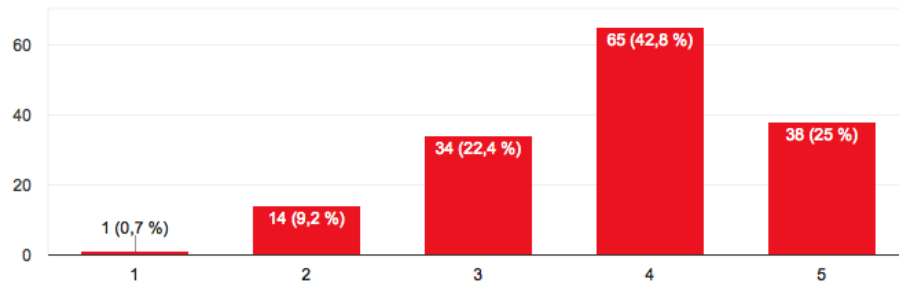


Source: Meak survey (2017)

**Figure 36 – Interest in having access to vocabulary by situations for university students**

Language App features: would you like to have access to vocabulary by situation? (restaurant, shopping,...)

152 réponses

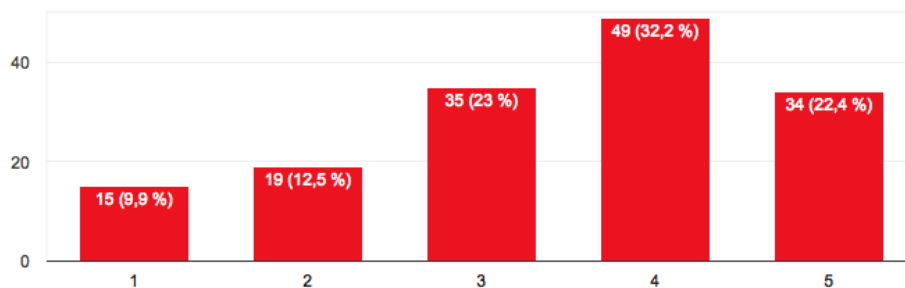


Source: Meak survey (2017)

**Figure 37 – Interest in creating/joining an event for university students**

Language App features: would you like to create or join events via the app to practice a language? (can be as simple as having a coffee)

152 réponses

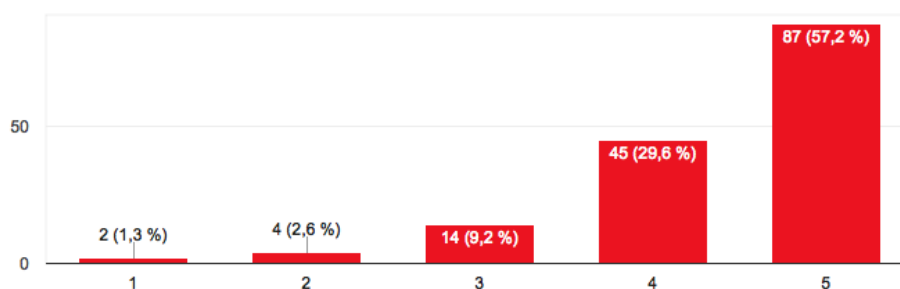


Source: Meak survey (2017)

**Figure 38 – Interest in having access to a dictionary/translator for university students**

Language App features: would you like to have access to a dictionary/translator?

152 réponses



Source: Meak survey (2017)

Once again, in order for a feature to be validated, the sum of percentages of answers 4 and 5 had to be equal or higher than 50%. Therefore, all the features are validated. However, in order to create a product adapted to our segment's needs, we asked our sample if they would like to have access to other features that we did not mention.

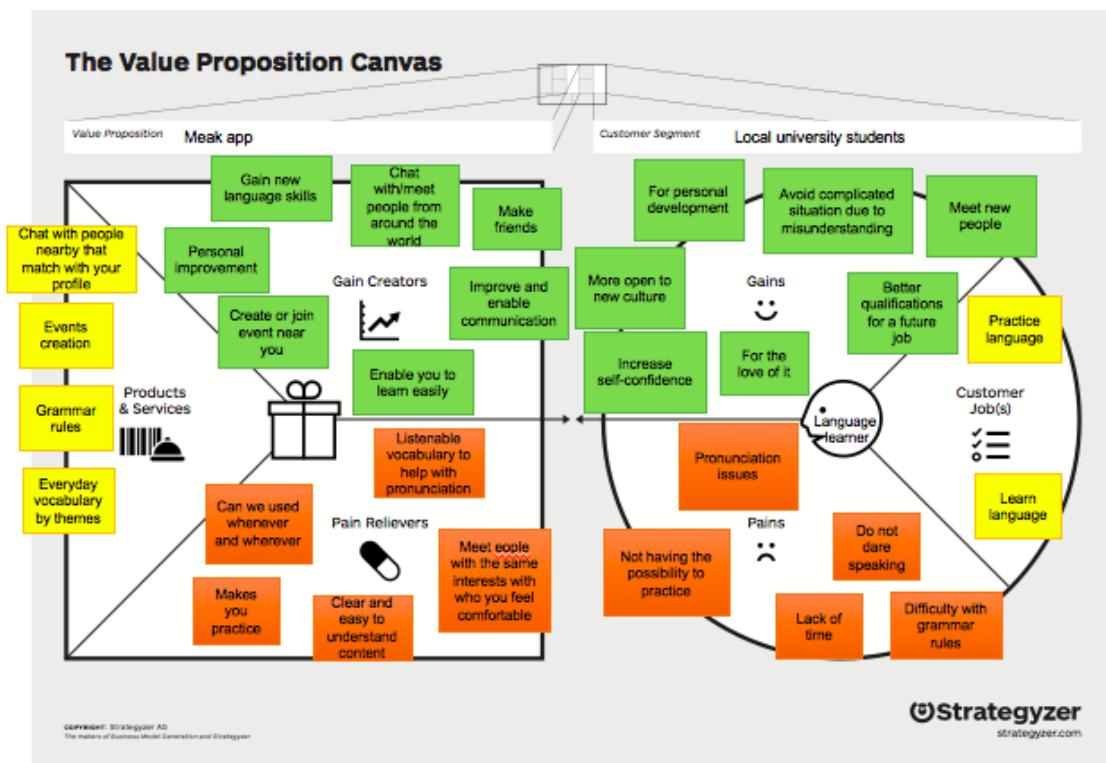
We had 17 answers so we set a minimum recurrence of 4 for a new feature to be validated. One feature fulfils this requirement, which was to have a tool that helps with pronunciation. This demand matches with a recurrent pain that the segment encounters and that we will add thanks to our survey. Moreover, we had 3 persons who mentioned they would love to have a grammar rules content. It did not meet the requirement in terms of recurrence so it should not be taken into account. However, in the pain part of the survey, the results showed that the biggest pain for university students was to understand the grammar. Therefore, in order for our app to match with the need of our target, we decide to add a grammar feature.

In line with the result of the survey, we decided to implement a pronunciation tool to the vocabulary feature. Indeed, each of the sentences and words would be listenable so that the learner can ensure his pronunciation is right and understandable.

### 3.2.3 Final canvas

After the whole process mentioned above, we have been able to design the final canvas. We deleted what was not accurate and added what was. We ended up with the canvas below. We modified also the gain creators and pain relievers according to the changes in customer pains and gains and added the pronunciation tool as mentioned above.

Figure 39 – Final canvas for university students

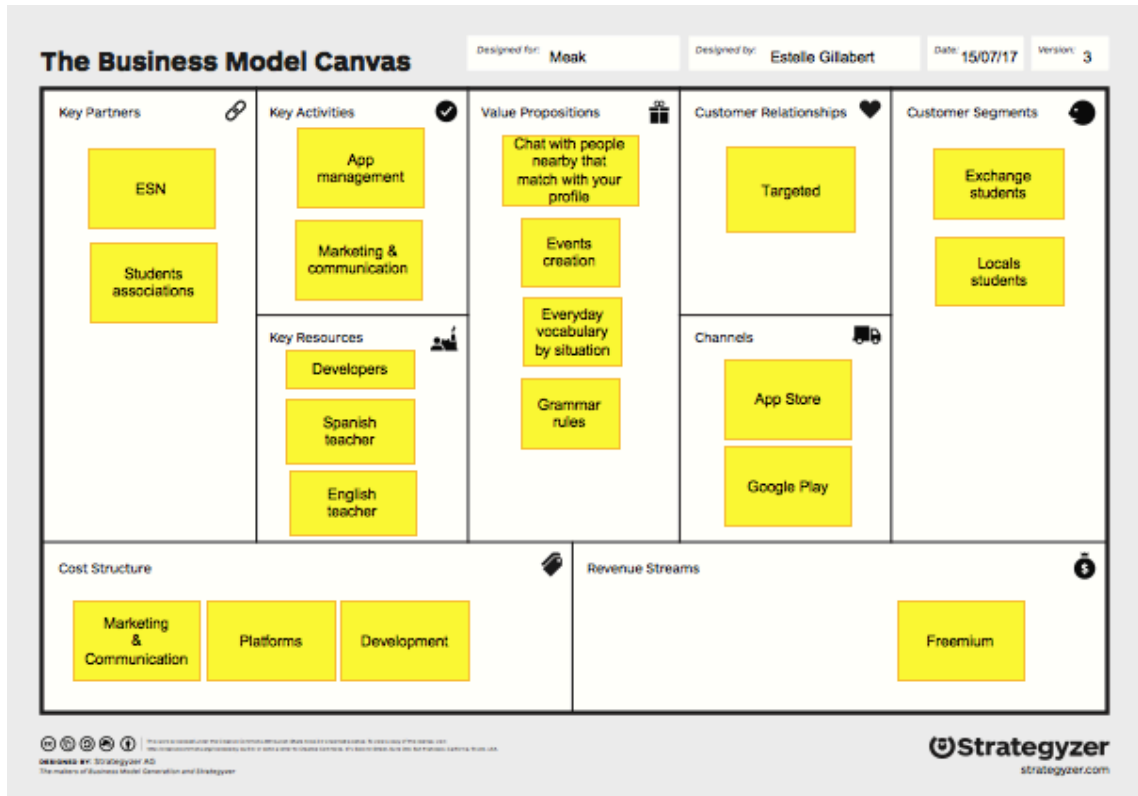


Source: Estelle Gillibert, adapted from Strategyzer.com (2017)

## 4. Business Model Canvas

The last canvas is the Business Model Canvas (BMC). It will illustrate the logic of how we intend to make money. At the center of the Business Model Canvas, we will find the value proposition that we define in the VCP.

**Figure 40 - Business Model Canvas**



Source: Estelle Gillibert, adapted from Strategyzer.com (2017)

## **4.1 Value proposition**

Thanks to the VPC, we have been able to determine the value proposition. As mentioned in the introduction, Meak aims to enhance the social aspect of language learning by enabling locals and exchange students to interact and meet face to face. Both of the segment will then benefit from this interaction by learning a new language and discovering new cultures.

### **4.1.1 The chat**

Many mobile apps already offer this service. But with Meak, we want to make it a whole experience. Indeed, the goal will be to meet people in the same city. To do so, the user will first have to fill out his profile with his name or pseudonym, age, gender and center of interests. In order to make the matching process easier, a list of centers of interest will be given and the customer will have to pick the ones that fits him. The most important data of the customer profile will be the langue(s) spoken and the language to learn.

Once the profile is completed, the application will make the customer match with people in the same city/area, thanks to geolocation and according to the languages parameters and centers of interest. Indeed, the result of the research will appear with a preview of the matched profiles. The user could then click on it and see the whole profile of the user. From this profile, he can start a chat.

### **4.1.2 Events**

Again seeking for a social experience, the second function of the app would be the possibility to create or join events. Events can only be created by the users. It is not a promotional tool. It works as follow: a user creates an event (it can be as simple as having a coffee) and set a place and a time. Other users that are in the same area will receive automatically a notification of the event and will also be able to see them in the app, as a list. They can decide to join the event.

Once again the main goal of this function is to enable people to meet face to face. As we saw in the survey, exchange students who improved the most while abroad are those who spoke regularly with locals. Moreover, we noticed a real interest for the local students to have more interactions with exchange students

### **4.1.3 Vocabulary**

We saw in the survey that the vocabulary part of the app was really important for the participants. Moreover, we took into account what we saw under the point 1.3.1 The communicative approach. Indeed, today's learners' main objective is to be able to communicate on a daily-basis. This is why our vocabulary settings will not be a simple list of words by category. It will be examples of the most useful sentences by situation. For example, at the restaurant, at the hairdresser, at the grocery store, and so on.

The goal would be to give the possibility to users to be independent quickly when they are abroad.

As our first target will be the Spanish market, the vocabulary will be Spanish/English at a first time.

### **4.1.4 Grammar**

The grammar part has been added according to the results of the survey. Indeed, we noticed that the complexity of learning grammar was the most important pain for university students. Moreover, both of our customer segments mentioned the lack of grammar rules explanations on the existing apps.

As grammar can be tough and cumbersome, we want this section to be clear and easy to understand. For each rule, we will have a short and concise explanation and examples.

## 4.2 Key activities

As we will subcontract a part of the competences, the function we will assume internally are the management of the app and the marketing and communication implied. Those activities will be managed by Tamara Defferrard and myself, as can be seen in the table below.

**Table 14 – Internal structure**

<b>Person in charge</b>	<b>Function</b>	<b>Tasks</b>
<b>Estelle Gillibert</b>	Operation manager	<ul style="list-style-type: none"><li>• Supervision of the app development</li><li>• Supervision of the content creation by the teachers</li><li>• Implementation of new strategies</li></ul>
<b>Tamara Defferrard</b>	Marketing & communication manager	<ul style="list-style-type: none"><li>• Management of our social medias</li><li>• Organization of our events</li><li>• Management of the partnerships</li></ul>

Each of us will have a specific function, according to our studies and background. I will be in charge of the operations management.

Indeed, after having achieved a Bachelor degree in International Business Management at the HEG, I had the chance to study many different fields that gave me an overview of how to manage a business. I have also been team leader of the Billing & Collection department before starting the HEG. That gave me some management skills that I could use in this new adventure. Moreover, I am currently working at the sales and marketing department at Supercomm Language and Communication SA, which is a company that provide business language trainings to expatriates of international companies. I have then a great insight of the language learning business.



On the other hand, Tamara Defferrard will be in charge of the marketing and communication part. She achieved a Bachelor degree in Marketing, communication and public relations at Polycom, Lausanne. Moreover, she just graduated from IED Madrid and obtained a master in management of digital marketing. She also worked for important international companies as L'Oréal and Ralph Lauren where she has been marketing intern. Thanks to those experiences, she will be able design and implement marketing and communication strategies for Meak.

Moreover, we have both in common our international path. We both did a language stay of 6 months, in Hawaii for me and in Australia for her. We then met in Madrid, where I stayed for 10 months for an Erasmus. Tamara is still there and is doing an internship in e-commerce marketing. It shows our interest for language learning and our international orientation.

### **4.3 Key partners**

#### **4.3.1 ESN**

ESN, which stands for Erasmus Student Network, is the biggest student association in Europe and operate in about 40 countries. It aims mainly to welcome international students, advise them and help them with many aspects of the exchange. ESN goal is also to facilitate and improve the integration of the exchange students in the new country they arrived. At an operating level, the association organizes a welcome day at the beginning of each semester and cultural events, parties and trips during the school year.

ESN offers services to 300'000<sup>26</sup> students in Europe and represents, therefore, an exceptional opportunity for us to reach directly our target. Indeed, a partnership with them would:

- Create a like with international students
- Give a positive and fresh image of the company
- Offer us a great visibility

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<sup>26</sup> Erasmus Student Network. (2017). *Erasmus Student Network*. [online] Available at: <https://esn.org> [Accessed 18 Jun. 2017].

According to the ESN website<sup>27</sup>, they are looking for partners that:

- Are international in their outlook, scope and operations
- See value in having international, multicultural and multilingual teams working together
- Support international mobility, educational exchange and intercultural dialogues

As we are looking for what they have to offer and as we fit with their requirements, a partnership would benefit both parties. We will sponsor some of their events in exchange of promotion. ESN is present in most of the important universities in Spain. In order to optimize our operation, we will focus our partnership on universities which also have student associations.

### **4.3.2 Student associations**

ESN would allow us to target the exchange students specifically but not the local students. To reach this segment, we will create another partnership with student associations of top universities in Spain. To make our choice, we looked at the top 10 universities in Spain, according to [topuniversities.com](http://topuniversities.com). Then, we checked if those universities had student association(s). If yes, we checked if they also had an exchange program and if ESN was present in the campus. In the list we obtain, 6 of the 10 universities were in Madrid or Barcelona, the area we want to cover. Here is the list of the university which have a student association we want to focus on.

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<sup>27</sup> Erasmus Student Network. (2017). *Become a partner* | *ESN.org*. [online] Available at: <https://esn.org/become-partner> [Accessed 18 Jun. 2017].

**Table 15 – Student associations and ESN**

<b>University name</b>	<b>Student associations</b>	<b>Exchange program</b>	<b>ESN</b>
<b>Universitat de Barcelona</b>	YES	YES	YES
<b>Universidad Autónoma de Madrid</b>	YES	YES	YES
<b>Universitat Autònoma de Barcelona</b>	YES	YES	YES
<b>Universidad Complutense de Madrid</b>	YES	YES	YES
<b>Universitat Politècnica de Catalunya (Barcelona)</b>	YES	YES	YES
<b>Universidad Carlos III de Madrid (UC3M)</b>	YES	YES	YES

As with ESN, we will sponsor some of their events in exchange of promotion.

## **4.4 Key resources**

### **4.4.1 Teachers**

We will mandate a Spanish teacher and an English teacher to work together on the educational content of our app. The educational content includes the vocabulary part and the grammar part.

In order to create the adapted content, we want our mandated teachers to understand fully the needs and wants of our segments. Having done an exchange abroad in the past and having less than 35 years old will therefore be a criteria of hiring. Indeed, we think that nobody can better understand the needed content than those who experienced this situation.

Teachers will be hired full-time for a length of 6 months to create the content and will then be called spontaneously when a modification is needed.

#### **4.4.2 Developers**

Our app will be created by WoloWeb, which is a company that develops websites and mobile applications situated on the outskirts of Madrid. It has been recommended to us by Guillermo de Haro, who is teaching economy and entrepreneurship at the University Ray Juan Carlos of Madrid.

Again, once the app is created, we will mandate them spontaneously when an improvement is needed.

### **4.5 Customer Relationships**

In this part, we will see what strategies we will implement in order to attract and keep customers. At this point, we will use the sociological characteristics of the Millennials that we highlighted in the introduction. Indeed, in order to put in place an efficient strategy, we will have to base it on our users' characteristics.

#### **4.5.1 Acquisition**

As a startup, we will first need to put our priority on customer acquisition, as we do not have existing customers. Our goal will be to offer a whole experience and not only a simple mobile application. To do so, we will focus on social media and events.

##### **4.5.1.1 Social media**

Using social media will give us a more "human" aspect as the customers will feel closer from the brand. For a startup, being present on social media has many advantages:

- Easy to implement and manage
- Increase the proximity with the customers
- Free platforms & promotional tool
- Allows to "keep in touch" with our customers

## Action plan

We will be present on the two most popular social media among the Millennials, which are Facebook and Instagram, according to the Sprout Social 2016 report<sup>28</sup>.

- **Facebook** is the top preferred by Millennials and the worldwide most important one in terms of users. On our Facebook page, we will share articles, our actuality, pictures and events. We will also use Facebook as a way to develop the word-of-mouth promotion. Each week, one of our user could share his experience and story with Meak. He will be then selected to participate to a monthly contest in which he could win a price such as a ticket for a game or a dinner for two in a restaurant. Indeed, as we mentioned earlier, the Millennials generation is skeptic and, therefore, word of mouth is a very powerful tool to gain customers' confidence.
- **Instagram** is the second preferred social media among the Y generation and is a picture-based application. On it, we will share our official pictures but also the users' pictures. The use of the hashtags will allow us to reach an audience that is not yet customer. As we are not selling a physical product, the content of our Instagram profile will be based on the experience that are led by the app, such as exploring new culture, making new friends, etc.

### 4.5.1.2 Events

In order to gain more customers, we will also be present on some events, and create ours as well. Those events are for us a good communication and marketing tools as they:

- Allow a direct contact with potential customers
- Improve the brand image
- Networking

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<sup>28</sup> Sprout Social. (2017). *The Q1 2017 Sprout Social Index*. [online] Available at: <https://sproutsocial.com/insights/data/q1-2017/> [Accessed 10 Aug. 2017].

## Action plan

- **Welcome days** for exchange students are a great opportunity for us to reach directly one of our segments. Indeed, universities usually organize them before the beginning of the semester in order to welcome exchange students, explain them some specificities of the city/country/campus and give them some advices. Having a promotional stand there would offer us an important visibility.
- **Students associations' events** will allow us to reach directly both of our segments at the same time and in an efficient way. Indeed, we will take this opportunity to promote our app by giving flyers or small giveaways.
- **Our events** are also a great promotional tool. We will use our Facebook page and events' section on our app diffuse them. However, those events are only a promotional tool and are not part of our business. Therefore, we will not organize more than 3 events per year. Those events would be a way to make locals and exchange students meet and share a good moment together. They would be activities that encourage people to socialize and interact such as cooking or dancing class.

### 4.5.2 Retention

Once we would have acquired customers, we will focus our efforts to retain them. Indeed, the cost of retaining an existing customer are in average five times<sup>29</sup> lower than the one to acquire a new customer.

#### 4.5.2.1 Customer satisfaction

The best way to keep our customers, is to keep them satisfied of our product. Therefore, we have to ensure the quality of our product and continuously improving it. To do so, after the 5<sup>th</sup>, 20<sup>th</sup> and 40<sup>th</sup> use of the app, the customer will have to fill a customer satisfaction form that will appear as a pop-up window. It will be short and precise enough not to discourage the user and to allow us to improve our product and keep matching with customer wants.

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<sup>29</sup> Invespcro.com. (2017). *Customer Acquisition Vs.Retention Costs [Infographic]*. [online] Available at: <https://www.invespcro.com/blog/customer-acquisition-retention/> [Accessed 18 Aug. 2017].

We will also use the reviews in our Facebook page to gather information on what has to be changed or what customers like about our app.

#### **4.5.2.2 Usage frequency**

The challenge in such a crowded market, is not only to retain customers, but also to make them use the app as much as possible. We will use the following tools to increase the engagement of our users.

- **Push notifications** are one of the most common strategy used to push to customers' engagement. According to the website [apptamin.com](http://apptamin.com), users that allow an app to send notifications have 25% more probability to keep using it than the ones who do not in the first month. Afterwards, they are 50% more retained. Still according to [apptamin.com](http://apptamin.com), notifications also increase the frequency of the app usage by two.

To encourage users to opt-in to receive notifications, a pop-up window will appear the first time they log-in to ask if they allow us to send notifications. If the customer agrees, he will receive notifications when he got a match or a new message. Moreover, if he does not use the app for one week, we will send him a message of encouragement.

- **Incentivization** is another technique used to increase customer engagement. It usually takes the form of rewards, access to new features or promotions. We will use it to unlock new vocabulary content. The more the customer will use the app, the greater content he will have access to under the vocabulary session.

## 4.6 Channels

Our app will be available on both Google Play and Apple App Store, in order to reach as much customers as possible. Indeed, as we can see on the table below, 98.9% of the worldwide downloads in 2016 have been done through one of those app stores.

**Table 16 – Percentage of worldwide downloads per app store**

App Stores	Number of download in 2016 <sup>30</sup>	Percentage of the total
Google Play	64 billion	71.1%
Apple App Store	25 billion	27.8%
<b>Total all app stores</b>	90 billion	98.9%

## 4.7 Customer segments

We already defined our customer segments under the market segment part of our business environment canvas. Therefore, we will just sum-up here what they are.

Our two segments are originally the same people: Millennials, currently studying at the university in Madrid or Barcelona, who are open-minded, friendly and outgoing.

Our segments differ from each other because of the situation they are in: one segment is local students and the other one is exchange students. We decided to differentiate them as they will not have the same behavior.

The **exchange student** can be a little bit lost. He has to adapt to an unfamiliar environment, make new friends and acclimate himself to a new culture. All those factors will make the exchange student someone who is looking for advice and who has an open

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<sup>30</sup> App Annie report 2016



attitude towards anything that could help him. Therefore, he will be easier to reach and convince.

On the other hands, **local students** already have their habits and routine. They do not necessarily need to meet new people and it could be, therefore, a bit more challenging to reach and convince them. They will need an incentive to start learning or practicing a new language. However, as we could see in our survey, they would like to have more interaction with exchange students. We will therefore focus on the social part of the app the reach this segment.

## **4.8 Cost structure & Revenue Streams**

We decided to group the cost structure and revenue streams blocks. Indeed, in order to determine if our business is viable and is able to generate income, we have to compare the costs and the revenues.

It is a major part of our business model. As mentioned on cleverism.com, "90% of new businesses fail in the first 3 years because they fail to understand their costs".

### **1.1.4 Financial plan**

We will first have a look at the financial resources we need to create our app and our startup, and what will be the source of the financing.

**Table 17 - Financial plan**

Financial needs		Financial resources	
Creation of the app (incl. design and graphic charter)	€ 12'600.00	Private resources	€ 36'025.00
Content of the app	€ 8'400.00		
Marketing & communication	€ 15'000.00		
Salaries (entrepreneurs)	€ -		
Google store registration fees	€ 25.00		
<b>Total</b>	<b>€ 36'025.00</b>		<b>€ 36'025.00</b>

Salaries	Hours needed	Salary/hour	Total
Spanish teacher	280	€ 15.00	€ 4'200.00
English teacher	280	€ 15.00	€ 4'200.00
			<b>€ 8'400.00</b>

As we can see on the table above, we will need 12'600€ to create our app. This amount is based on the quotation given by WoloWeb, which would design our app (details in appendix 4).

The content of the app will be created by a Spanish teacher and an English teacher together. Thanks to the advice of Francisco Pereira, educational consultant at Supercomm Languages and Communication SA, we estimated that 280 hours would be

needed to create the grammar and vocabulary sections. The salary per hour in Spain for language teachers being approximately 15€, the investment needed would be 8'400€.

The marketing and communication budget will be high for the launch of the app as we will invest 15'000€. Indeed, as mentioned previously, the competition is high in the app market and efficient campaigns would allow us to stand out from the crowd.

Finally, we will have to pay a registration fee of 25€ to distribute our app on Google Play.

The whole financial need will be covered by our personal savings, and the contribution of our family members. We will not need a bank credit.

### **1.1.5 Operating income**

Now that we have computed the needed investment for the creation of our startup, we will have to ensure it can be a viable business. To do so, we did an operating statement that is a forecast of the three next years.

In Spain, if a company generate a revenue, it has to be registered at the commercial register, even with a low turnover. As our forecast shows a net income lower than 60'000€, the most interesting strategy is to register as an auto entrepreneur. Indeed, the social charges and taxes are more interesting than a limited company or a limited liability company and are computed as follow:

50€/month the first 6 months, 130€/month the next six months, 180€/month the next six months and 262€/month the next six months. All that information come from the website <http://www.tas-consultoria.com> which is a consulting agency for foreigners who want to start a company in Spain.

Regarding the number of users, we took the most likely scenario that we computed in the market share and estimated an increase of 20% the second year and 30% the third year.

As we saw in the business environment canvas, the most efficient way to monetize our app is to use the Freemium strategy. Indeed, to have access to the whole content, users will have the possibility to pay 5€. We assumed that 50% of the user will pay for the premium version.

The annual maintenance of 10% of the creation price will be counted as COGS, as it is a cost that is directly linked to the product itself.

Then come the salaries. My associate and I will pay us 1500€ the first and second year and 1800€ the third year, as we expect the revenue to increase.

The marketing and communication spending will also increase as the number of users is expected to grow.

We will then have to pay a 30% commission of our revenue generated through the app to the app stores, which are Google Play and Apple Store.

Regarding the amortization, we set a useful life of our app of 4 years. Therefore, we will amortize each year  $\frac{1}{4}$  of the initial value of our app.

Moreover, our startup does not require to have an office. We will first work from home.

As the financing comes from our family, they agreed on not charging us interests for the first 5 years, in order to help us developing our startup. We will start paying interest and annuity on year 5.

**Table 18 - Operating income**

	2017	2018	2019
Users estimated	CHF 41'870	CHF 50'244	CHF 65'318
(+) Revenue	CHF 104'676	CHF 125'611	CHF 163'294
(-) COGS (Annual maintenance of 10% of the creation price)	CHF 1'260	CHF 1'260	CHF 1'260
GROSS MARGIN	CHF 103'416	CHF 124'351	CHF 162'034
(-) Salaries	CHF 36'000	CHF 36'000	CHF 43'200
(-) Social charges	CHF 1'080	CHF 1'860	CHF 2'652
(-) Insurance	CHF -	CHF -	CHF -
(-) Marketing and communication charges	CHF 7'000	CHF 8'500	CHF 10'000
(-) Apple Store and Google play charges (30% revenue)	CHF 31'402	CHF 37'683	CHF 48'988
EBITDA	CHF 27'933	CHF 40'308	CHF 57'194
(-) Amortization	CHF 3'150	CHF 3'150	CHF 3'150
EBIT	CHF 24'783	CHF 37'158	CHF 54'044
(-) Interests	CHF -	CHF -	CHF -
(-) Taxes 15% of the revenue	CHF 15'701	CHF 18'842	CHF 24'494
NET INCOME	CHF 9'082	CHF 18'316	CHF 29'550

As we can see, we should generate an income from the first year, even though it is a small one. It comes mainly from the fact that we do not have a lot of charges thanks to our business model. Moreover, the financing through our family members and own savings also decreases greatly the costs.

## **5. Product**

All the analyses and research we have done earlier will now allow us to design a prototype of our product. Indeed, we validated the different functions of the app and can now start the “product” part of the lean startup model.

### **5.1 Technics used**

Having limited resources, especially in terms of budget and time, we could not create a real app. In order for the potential customers to see a product as realistic as possible, we created the different screens/menus that would constitute our app.

To do so, we used the website [snappy.appypie.com](http://snappy.appypie.com) which allowed us to create the design of our app for free. As a free service, it is not completely customizable. For the menus that we could not create thanks to the website, we used a picture of the interface of our app from [snappy.appypie.com](http://snappy.appypie.com) and created the desired options on PowerPoint.

As a result, we obtained the presentation that can be found in appendix 6.

### **5.2 Design**

As mentioned in the segmentation, our target is local and exchange university students that are outgoing, friendly and open-minded. Our product has to reflect those characteristics. Therefore, we used a colorful and graphic background.

Moreover, we wanted to keep our app simple. It has to be easy to use and intuitive.

## 6. Measure & Learn

### 6.1 Survey

Now that we created our prototype, we can test it. It is the measure phase of the Lean start up model. To do so, we created a survey with google form. Using this method will allow the respondents not to be directly confronted to us and be more honest.

At the beginning of the survey, we explained the aim of Meak and the features that it contains. Afterwards, we asked a feedback for each of the different screens. We wanted to evaluate our app on:

- The visual aspect
- The ease of use
- The content of each screen

The survey was made on August 1<sup>st</sup> and contains 25 questions. We send it to 10 people, 6 women and 4 men who are in our customer segments. The number of participants is low as we wanted to focus on the qualitative approach and as the questions were made in a way that encourages the respondent to detail his answers.

#### 6.1.1 Result

The first three questions were made to ensure and confirm the respondents were in our customer segments. We obtain the following results:

- 60% of female / 40% of men
- 50% 18-25 years old / 50% 26-35 years old
- 100% university students, incl. 60% that have done an exchange

Then, we tested each of the screens.

In the following analysis of the results, the answers that are strikethrough are considered as not relevant.

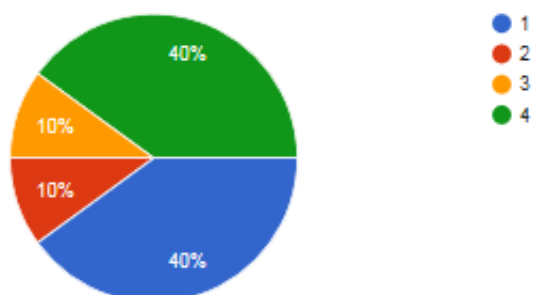
### 1.1.5.1 The menu screen

As we can see on the appendix 5, we created four different menu screens. We asked each participant to choose his favorite one and to explain why.

**Figure 41 – Most liked menu screen**

Which one of those menu screens do you like the most?

10 réponses



Source: Meak survey (2017)

Menus number 1 and 4 are the most appreciated ones. We will look closer at the reason why, in order to understand if some improvements have to be done and which one should be kept. To do so, we show in the table below the answers from participants who chose screens 1 and 4 to the question “why did you chose this screen?”.

**Table 19 – Most liked screen reasons**

<b>Participant</b>	<b>Screen chosen</b>	<b>Reason</b>
Alexander	1	Good general overview
Edson	1	Very refreshing
Mathilde	1	Reflex of the icons' recognition
Aziz	1	<del>Because it is the sexiest</del>
Léa	4	I'd chose the first one if there wasn't a blank square at the end. I chose the last one because every option has the same hierarchy
Catherine	4	Because it is more visually appealing than the others, all the options are accessible on one screen but are too small
Sarah	4	Pictures and colours
Gérard	4	For the homogeneity

Looking at the comments, we decided to validate the screen number 4.

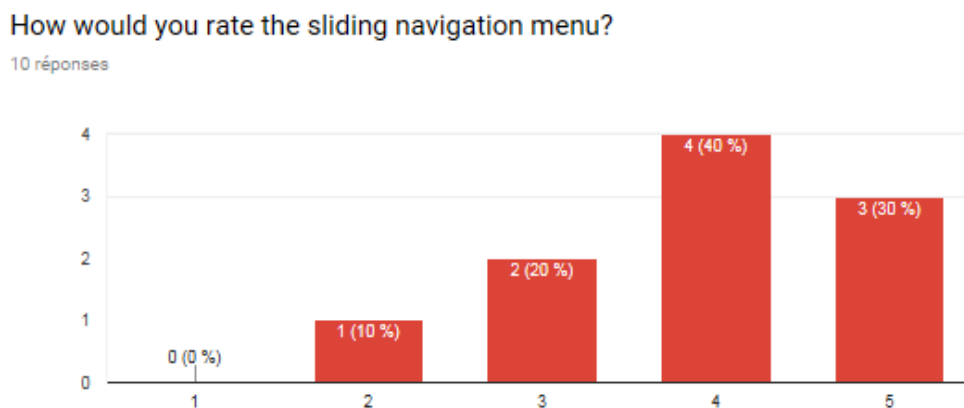
Indeed, Léa's comment is relevant as the odd number of features lead to a blank square in the corner.



### 6.1.1.1 The sliding navigation menu

As it can be seen on the appendix 5, our app will contain a sliding menu to access quickly the “My profile” menu, the settings and the “about us” section. We asked participants to grade it from 1 to 5, 1 being “completely useless” and 5 being “totally useful”.

**Figure 42 – Rating of the sliding navigation menu**



Source: Meak survey (2017)

As we can see, 70% find it useful. Therefore, we will keep it.

### 6.1.1.2 The “Find” menu

The “Find” menu is the feature that allows users to find people near them, according to their languages and hobbies preferences. The first screen shows the finding in process. The second one, the result of the research. As we can see, a summary of users’ profile is shown in order to display more than one match at a time.

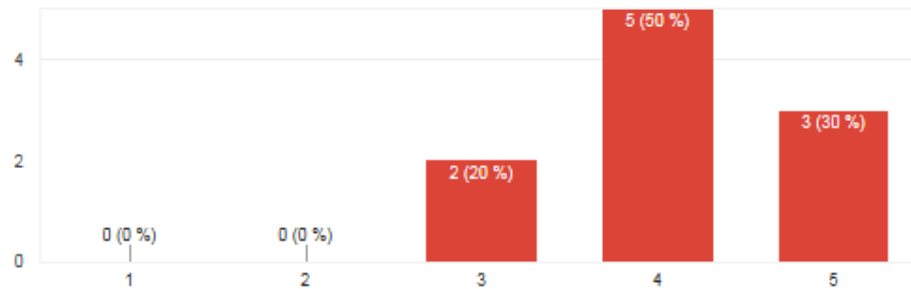
For all of the next screens, we asked respondents to give a grade from 1 to 5, 1 being “I hate it” and 5 being “I love it”.

The following question was always “Why did you choose the previous grade? Please detail”. We summarized the answer and the grade given in the tables.

**Figure 43 – Rating of the “Find” screen**

How would you rate the "Find" screen?

10 réponses



Source: Meak survey (2017)

Most of the participants liked it, as can be seen on the graph above. This screen will be kept but some adjustments are maybe needed depending on the comments below:

**Table 20 – Reasons of the „Find“ screen grade**

Participant	Grade	Reason
Alexander	4	Looks a lot like other apps
Edson	4	<del>I love this number</del>
Mathilde	4	I would add the age
Aziz	4	Menu is too big / looks like Tinder. Please invent.
Ines	4	It's straightforward – the basic information are there. Languages and hobbies are put forward. Maybe name and age should also be on there?
Jennifer	5	Because it seems easy to understand and it is clear
Léa	3	Sorry but it looks cheap
Catherine	3	As a previous Tinder user, I would really prefer to have the full screen about only one person and swipe left or right option if there is an interest. I like the main info that is showed about the person (language and key interests) but it is overwhelming to see many people on the same screen

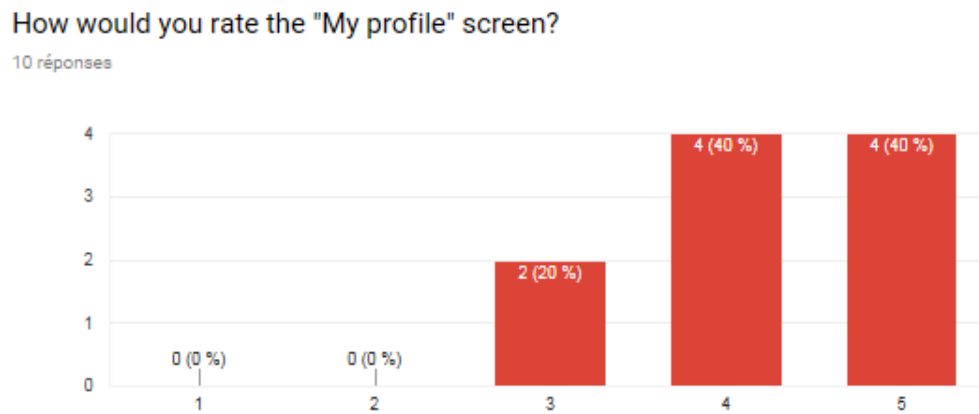
Sarah	5	I find it very useful
Gérard	5	Simple and efficient

According to the comments, we will add the name and the age on the research result. Otherwise, the screen matches with our participants' expectations.

### 6.1.1.3 The “My profile” screen

The “My profile” screen display all the information about the user. Moreover, if the user clicks on one profile from “Find” result, he will see the full profile of the other user.

**Figure 44 – Rating of the “My profile” screen**



Source: Meak survey (2017)

Once again, the “My profile” screen is validated as most of the participants love it.

**Table 21 – Reasons of the “My profile” screen grade**

<b>Participant</b>	<b>Grade</b>	<b>Reason</b>
Alexander	5	Original
Edson	4	I love the design
Mathilde	4	I would add the age
Aziz	4	Menu is too big / looks like Tinder. Please invent.
Ines	4	It's straightforward – the basic information are there. Languages and hobbies are put forward. Maybe name and age should also be on there?
Jennifer	3	I think the first “page” of the profile is enough. We shouldn't have the information. It should be part of the chat.
Léa	4	I think it looks good but the background is too visible which create a problem of hierarchy between the front and the background
Catherine	5	I love the interface, it is clear and has the main info that we need to know about another person to connect. I would be careful of the dark colours below but overall it is amazing
Sarah	5	I find it very useful
Gérard	5	Simple and efficient

According to the comments, we will add the age and review the design of this screen. Indeed, even though the information displayed are validated by our sample, Léa and highlighted a too dark/present background. As many information are shown, we will work on the background to avoid an overwhelmed feeling.

We will also add the age of the user in this screen.

**Table 22 – Suggestions of added information “My profile” screen**

<b>Suggestions</b>
Hometown, where she travelled etc
I'd had a location visual that you don't need to write on your profile
Your relationship status
This is just a suggestion but it would be interesting to show a rating system like in Airbnb, if a person has a nice contact with another he can rate the experience.
Maybe the gender, it is not always obvious
Maybe the possibility to add multiple profile pictures? Current activity like: student, where you work or other?
Marital status

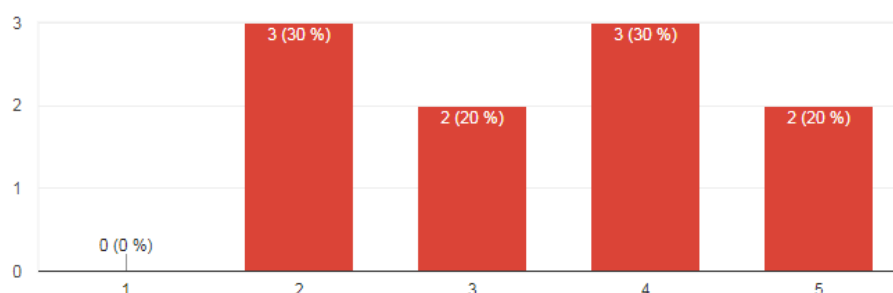
Two participants suggested to add the relationship/marital status. Regarding the aim of our app, we clearly do not want to give this information. Our objective is to enable local and exchange students to interact in order to improve a language. This kind of information could alienate the primary function. However, we agreed on the possibility to grade other users. It would also prevent from some abuses and help us maintaining a good quality service. Indeed, if a user has only low grades, we reserve the right to delete his account.

#### 6.1.1.4 The “Meet” screen

**Figure 45 – Rating of the “Meet” screen**

How would you rate the "Meet" screen?

10 réponses



Source: Meak survey (2017)

The “Meet” screen obviously disappointed our sample as most of the grades given vary between 2 to 4. The table below will help us to understand what has to be changed.

**Table 23 – Reasons of the “Meet” screen grade**

Participant	Grade	Reason
Alexander	2	I do not really understand the use of it
Edson	4	It is clear
Mathilde	3	I would give the possibility to the users to add a picture, or a symbol that would be automatically attributed according to the type of activities (besides I would add a searching tool by type of activities with maybe a filter by languages...)
Aziz	5	Clear
Ines	4	It's nice but could be a little more colorful with some images related to the type of event
Jennifer	2	I do not really understand it
Léa	3	It lacks of images, also that would be good to add things directly from facebook
Catherine	5	It is simple and looks like the event pages that I am used to in social media (facebook)

Sarah	4	Useful but it misses colours
G�rard	2	Find it a bit sad due to dull colour

The first issue, and the main one, is the problem for two respondents to understand the function of this screen. In order to be successful, an app has to be easy to use and intuitive. As mentioned in the environment canvas, half of the app downloaded are deleted directly. If a user does not understand a feature, it is a high threat for us.

In order to make it clearer, we will add a banner “events nearby”, on the top of the screen. Moreover, the usage of pictures to illustrate each event can also decrease this lack of understanding.

The last comment that is recurrent is lack of colors. We agreed with that and will redesign this screen.

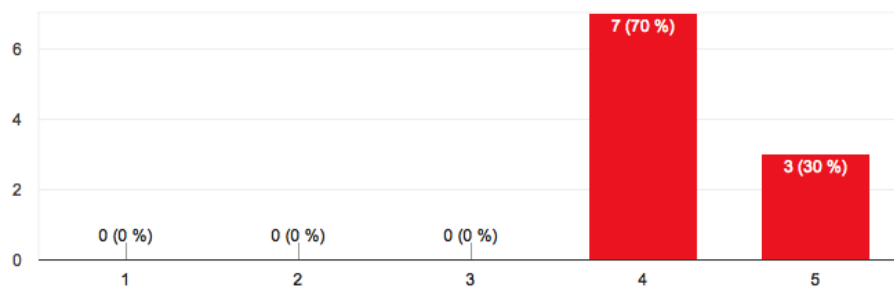
#### 6.1.1.5 The “Learn” screens

As we can see on the appendix 5, the “Learn” menu contains two screens. The first one allows the user the select the situation in which he find himself, and the second one display the most useful sentences for this situation. An audio version of the sentence is also available by clicking on the loudspeaker symbol.

**Figure 46 – Rating of the “Learn” screen**

How would you rate the "Learn" screen?

10 r ponses



Source: Meak survey (2017)

The participants have been satisfied by the “Learn” menu as no one gave a lower grade than four.



**Table 24 – Reasons of the “Learn” screen grade**

<b>Participant</b>	<b>Grade</b>	<b>Reason</b>
Alexander	4	Always useful to have basic sentences in the pocket
Edson	4	It seems easy to use
Mathilde	5	Good
Aziz	4	I prefer a black text.
Ines	4	Maybe for each different sections, the background could change with an image related to the sections. For example: when clicking on at the restaurant, the second screen would have a picture showing a restaurant setting?
Jennifer	4	Good sections but maybe missing some
Léa	4	I like the fact that you can choose depending on the situation and the fact that you can listen. I still think the design is not elaborated enough
Catherine	5	It is organized by situation which is very cool, it makes interaction very easy and on the spot
Sarah	4	It's clear and useful
Gérard	5	Clever and useful

Regarding Jennifer comment, not all the categories are shown in the picture. Indeed, it will be a scroll down menu and more situations are to come. According to Léa, the design is not elaborated enough. We will wait until the end of the feedback form, where a question regarding the overall visual aspect is asked in order to decide if some modifications are needed.

Otherwise, we can notice that this section is highly appreciate by those potential users in terms of content. Indeed, our first survey allowed us to validate our feature and, as we can see, it has been efficient.

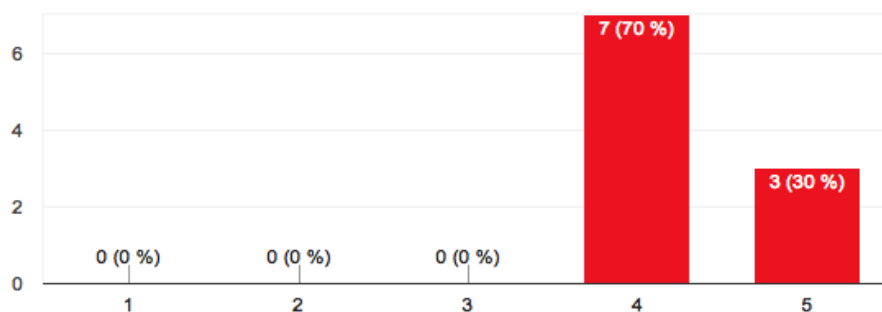
#### **6.1.1.6 The “Grammar” screen**

The grammar section only shows the first screen for now. Indeed, it displays the different grammar categories. The content of each category is complex and has to be created by professionals. Therefore, we could not present it so far.

**Figure 47 – Rating of the “Grammar” screen**

How would you rate the "Grammar" screen?

10 réponses



Source: Meak survey (2017)

As for the previous menu, the grammar section is validated by the respondents. They all gave the grade of four or five.

**Table 25 – Reasons of the “Grammar” screen grade**

Participant	Grade	Reason
Alexander	4	Very useful
Edson	4	Complete
Mathilde	5	Good
Aziz	4	I prefer a black text.
Ines	4	You could add below that little examples of what each of those grammar aspects relate to.
Jennifer	5	Seems to present all the grammar subjects
Léa	4	Same as before
Catherine	5	Clear and concise
Sarah	4	It's clear and useful
Gérard	4	Basic

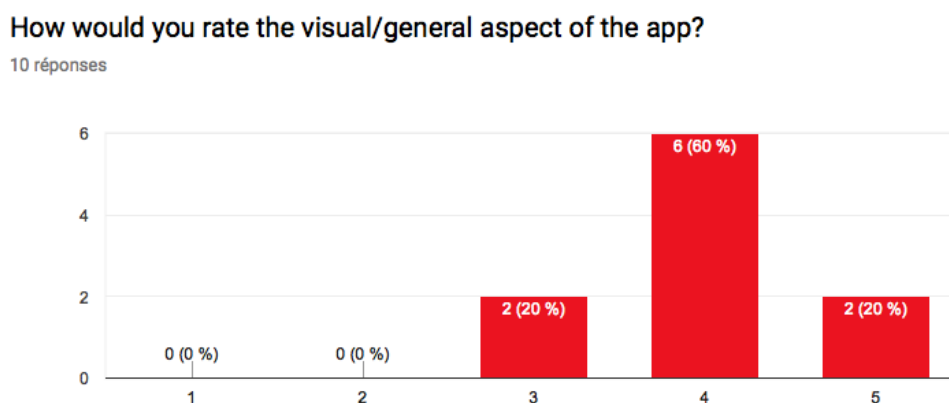
Regarding Ines comment, we decided not to validate it. Indeed, we want this menu as clear as possible and a picture in the background could alter it.

Moreover, we can notice than two participants highlighted the fact that they liked it clear. Regarding Léa's comment, once again, we will wait until the next question.

### 1.1.5.2 General aspect

This question aims to understand if the general visual aspect of the app matches with our segments' needs and wants.

**Figure 48 – Rating of the general aspect of the app**



Source: Meak survey (2017)

Most of the participants like it. However, we can notice that some improvements can be done.

**Table 26 – Reasons of the general aspect grade**

Participant	Grade	Reason
Alexander	4	Because it is original
Edson	3	Can be better. The design is a bit up to date
Mathilde	4	I would not use that much, or not at all pictures for the menu screen. I would keep it simple as the other parts of the app but I would standardize the font, symbols, etc
Aziz	5	/
Ines	4	It's nice and modern overall - could use a little bit more of images and maybe choose some less basic symbols to make them match with the modern overall look. (for example the loudspeaker on the language section look a bit outdated compared to the rest)
Jennifer	4	Nice, trendy and simple
Léa	3	Because I know it's from a free app creator and I think you really need to think about the brand visual identity. If it's mainly for students you may use more dynamic colours. The background is too present and it does not seem really interactive.
Catherine	4	I love the design but I am not a fan of the darker colours on apps, the background is nice but maybe overwhelming colours depending on the phone.
Sarah	5	I love the general aspect of the app. It's nice, easy and useful. Colours are great. Good job.
Gérard	4	Good design

Mathilde comment is relevant. The menu screen style does not correspond to the overall visual aspect of the app. We will simplify it and make it more graphical.

As we would like to create a more graphical app, symbols will be redesigned too. Moreover, the background which is too present will be changed in order to rebalance the hierarchy between the different elements of the screens.

Otherwise, the overall design of Meak seems to have seduced the participants of our feedback.

### 6.1.1.7 Usability

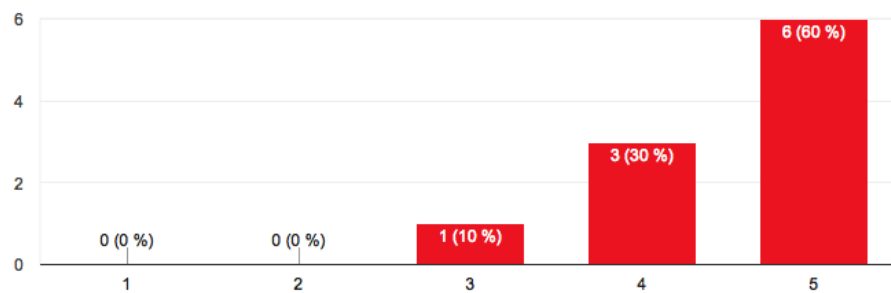
A really important point for us was to ensure Meak is a user friendly app. As the market is saturated, it is major to be able to keep customers once you attract them. To do so, the use of the app has to be a pleasant experience for the customer.

We asked our sample to grade from 1 to 5 the usability of Meak, 1 being “not user friendly” and 5 being “user friendly”.

**Figure 49 – Rating of the usability of the app**

For you, the app looks:

10 réponses



Source: Meak survey (2017)

We obtained really good results as 60% gave the grade of 5 and 30% the grade of 4.

**Table 27 – Reasons of the usability grade**

<b>Participant</b>	<b>Grade</b>	<b>Reason</b>
Alexander	4	Yes
Edson	5	Very simple to use
Mathilde	4	Pretty good
Aziz	5	/
Ines	5	Very clear and not too crowded with information. That's always easier to use.
Jennifer	4	I think the design is nice
Léa	3	Because it does not look interactive enough as told previously. It needs to be more dynamic.
Catherine	5	Everything is clear and does not have too many options and buttons. The menus are clear and answer to questions that I would ask.
Sarah	5	I love it! It's a very good idea!
Gérard	5	Simple and straight to the point

Looking at the comments confirms the app seems clear and easy to use for 9 out of the 10 participants. Therefore, we will not try to simplify it more.

### 6.1.1.8 Comments or suggestions

**Table 28 – Comments or suggestions**

I think you should meet with a graphist that could help you make the visual identity better and more marking. It needs to be more dynamic, have a logo etc. To design first the app button or logo could be a good idea.
should promote the "meet" section more. Not sure people will use it.
I think you did a great job! I would love to use it to practice my Spanish, let me know how it goes!
I love it !
I would add settings or a searching tool by languages/age/gender/hobby
You could have a "listening" section with audio medias of different type of conversations so that there is also an option for users who learn by listening. In the long term, organization of events hosted by the App could be interesting, to create sort of a community by cities.

Finally, to close our feedback form, we asked the 10 participants if they wanted to mention something more. Here are above the comments we gathered. The graphical improvement has already been mentioned on the previous questions.

Regarding the comment on the “Meet” section, we will take it into account. Indeed, our added-value compare to the competitors is to increase the interaction and to enable face-to-face meetings. Therefore, we will highlight the “Meet” and “Find” section in the main menu and put them at the center of the screen to bring attention to them.

## 2. Conclusion

Throughout this project, I could have realized that, after some adjustments, Meak could be a viable and adapted tool for our customer segments to learn a language.

Indeed, the first part of the study made us understand the characteristics of the Millennials. They are multicultural, international, digital natives, skeptic and finally they value more experiences than assets.

We also learnt that the way to learn languages changed over the years. Indeed, the communicative approach is now the most used one and the digital evolution enable language learning to be possible anywhere and at any time. In this context, an app could be an adapted business for Millennials.

Thanks to the environment analysis, we could determine that the app market was mature and profitable but saturated. It told us that we should focus on marketing and communication in order to stand out from the crowd.

Regarding the whole market study, it allowed us to validate the features of our app and to add the ones that were needed in order to match with our segments' needs. Moreover, we discovered that there is a real desire from both of our segment to have more interactions and to share more. This is a great opportunity for us.

Finally, thanks to the financial part, we could ensure that this business model would generate an income.

The overall study enable us to determine that yes, Meak would be a viable and adapted tool to enable Millennials learning and improving languages.

From a personal point of view, I really appreciate realizing this project. Despite the challenges, it allowed me to put into practice what I have learnt during those three years of HEG.



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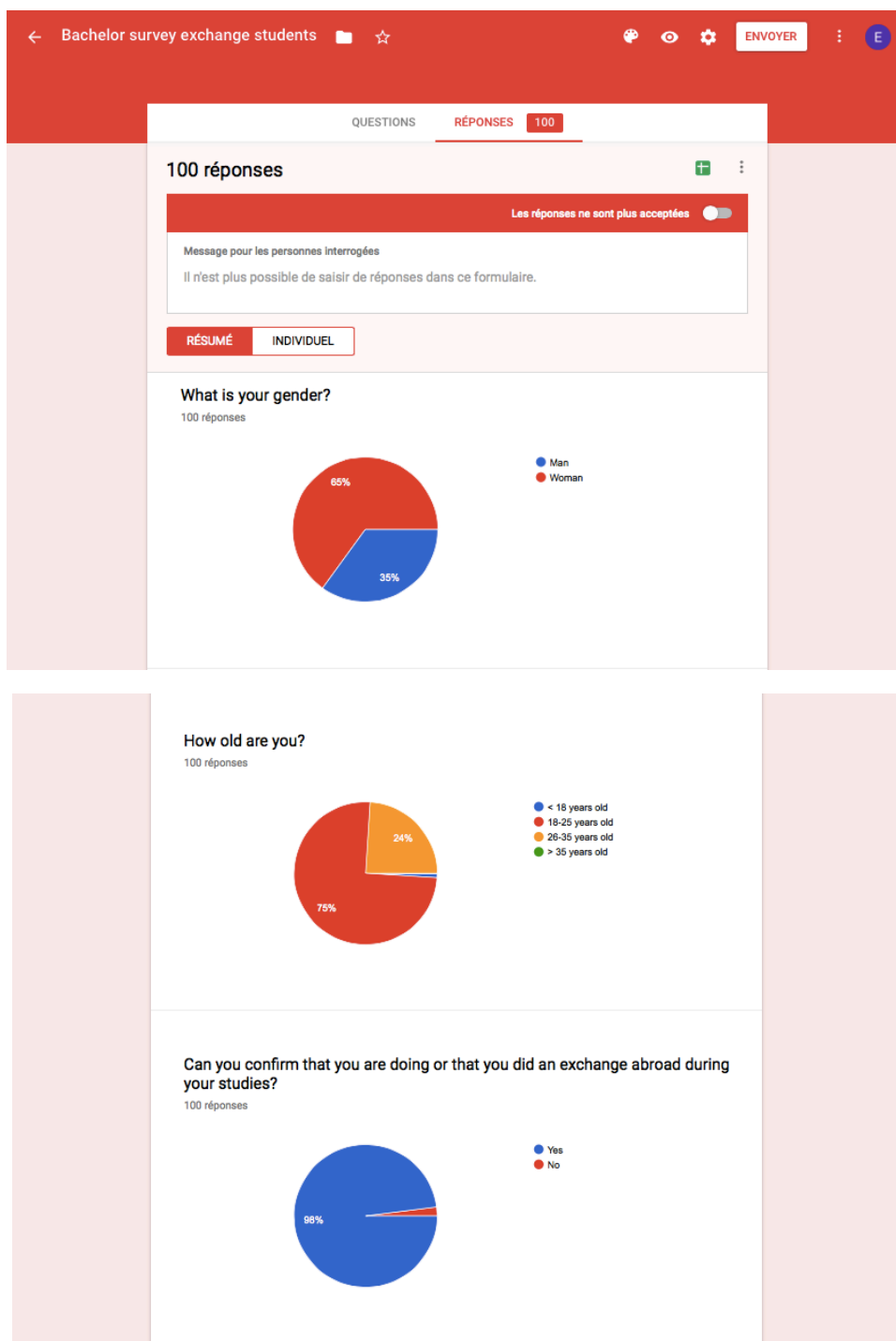
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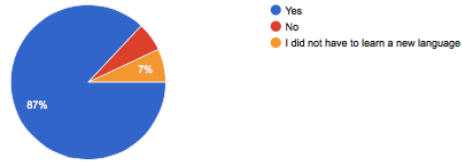
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# Appendix 1: Exchange students survey



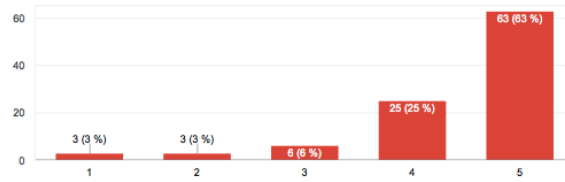
During your exchange, is/was it important for you to learn or practice a new language?

100 réponses



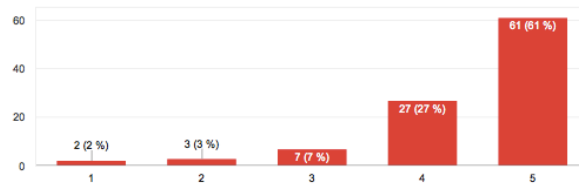
For you, learning/practicing a new language is important to meet local people?

100 réponses



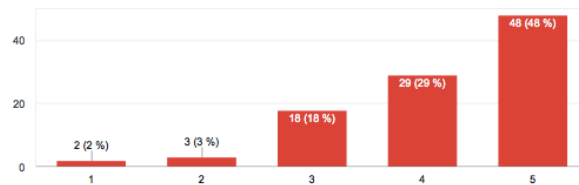
For you, learning/practicing a new language is important to be more open to a new culture?

100 réponses



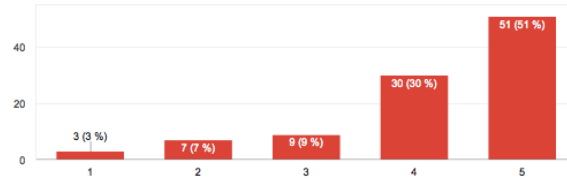
For you, learning/practicing a new language is important to increase your self-confidence?

100 réponses



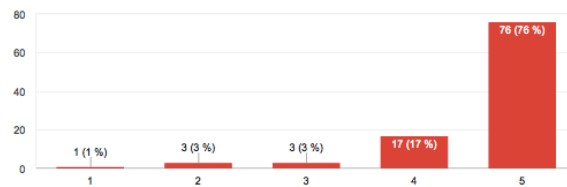
**For you, learning/practicing a new language is important to avoid complicated situations due to misunderstanding?**

100 réponses



**For you, learning/practicing a new language is important to be more attractive on the job market?**

100 réponses



**For you, learning/practicing a new language is important for another reason I did not mention?**

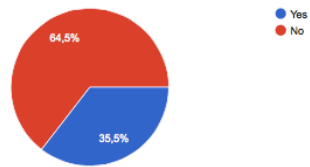
18 réponses

- Respect for the host country
- Carrer perspective
- Pour pechooooo!
- An another language gives me the oppertunity to live overseas and gives me a better perspective about my own culture.
- Learning a new language helps learning an other one
- For the love of it.
- It's important in your daily life. For example, if you want to go to a supermarket, a hairdresser etc.
- To understand a culture and the way of thinking
- Bonne chance! Stéphane. :)
- Every girl loves a guy who speak several languages
- Expanding your worldview
- Learning/practicing a new language shapes new thinking abilities. It is a very meaningful experience in terms of reasoning and cognitive developement.
- To be able to read, watch movies etc. in their original language = to have access to the "real" thing and not a translation, which is never exactly the same
- For the pleasure and the pride
- Merging into the culture and meeting local people, discovering the city/country with locals.
- It eases the integration process by a lot.
- integration
- make out with brazilian guys

## Language App

While abroad, did you use a mobile app to improve or learn a new language?

93 réponses



If yes, which one? Did it fit your expectations? And why?

31 réponses

Duolingo (4)

Smartshanghai (2)

Reverso

Babel, yes Easy to use and learn

Google traduction, mtn duolingo

Duolingo. It did, you can learn vocabulary easily

Duolinguo

Quizlet, cards vocabulary

Doulingo

Only dictionary app' like linguee when I needed a special word.

Duolingo, yes it's a good app to start to learn a new language

Duolingo. It did not help as much as intended because the focus was made on the vocabulary and almost nothing was made to improve your grammar and your oral expression. However, it can be a good complement if you are following a "usual" language course.

Duolingo, yes it was good for daily situations but not for grammar

Google translator

DuoLingo, yes and no

Obenkyo

Pleco, first step

Google traduction. No it didn't because often the traduction wasn't correct. It didn't take in account expressions etc so the traduction is too literal

DuoLingo, not bad for basics

Talk to me in korean. Yes, because it has all sorts of podcasts for all levels with grammar explanations et examples of sentences.

Google Trad to check meaning or vocabulary

Duolingo, no, it did not match my learning style

I don't remember the name unfortunately, but it did help me to learn Mandarin, especially to write Chinese characters.

Quizlet. Perfect: learning cards always available

Duolingo. Helped for the basics.

Dictionary is necessary, of course

### If no, why not?

40 réponses

No need (2)

Because I used a book to learn which is called Assimil

I used an application before I went abroad

I had courses

I didn't think it was really useful

I didn't think about it

Didn't think about it, maybe I should..

prefer good old fashioned books

I don't like using an app for learning.

I never found one that I like it.

Too slow

did not feel the need to use one

No need as I spoke English

Speaking with roommates was better

I didn't need it

Parce que je les apprises à l'école et donc pas besoin

I was subscribe to courses already

Did not need it

It was good at the start but then the app wants to make you learn things you learn in class and you are forced to do it, eventhough you want to jump to a more advanced level, so I stopped using it after a month or so

I did not think

Other than a dictionary app, I did not see use to it

It depends on your level of the language you are actually practicing. If you are purely new to the language, the mobile app is clearly more than useful as if you are already comfortable with the language.

Interaction Missing

I used a dictionary sometimes?

Not necessary

I didn't have a smartphone at the time :)

I prefer books

I did not have access to a smartphone at that time.

I went to a language course instead

No need I practiced everyday anyway, just used a dictionary app

It was not very popular at the time (2012)

It's easier to learn language from listening to people talk.

I had enough knowledge of the language to understand local people and to communicate with them

Because I use a computer program instead. Also, I didn't use the computer program that much because learning a language is a little bit about learning words and sentences and a lot about being able to use them.

I'd rather use some more conventional methods (eg. Books, social interaction, films/shows)

had no smartphone at the time

J'étais en échange en Allemagne, et mon niveau (C1) était suffisamment bon pour ne pas nécessiter l'assistance d'une application

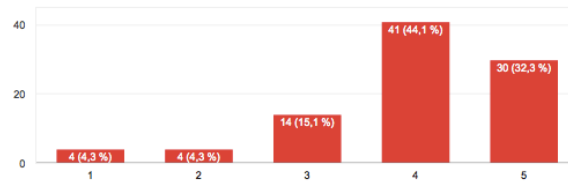
I did not have a smartphone at the time

I used Duolingo and Memrise on my laptop.



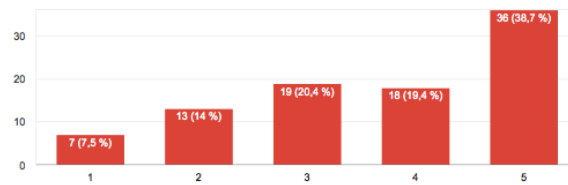
Language App features: would you like to have access to vocabulary by situation? (restaurant, shopping,...)

93 réponses



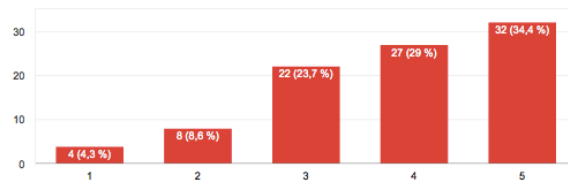
Language App features: would you like to find people near you to practice a language ?

93 réponses



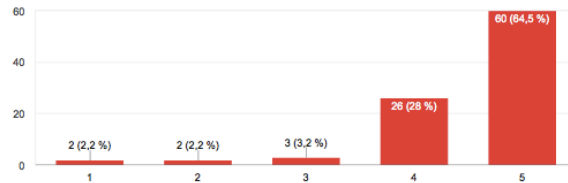
Language App features: would you like to create or join events via the app to practice a language? (can be as simple as having a coffee)

93 réponses



Language App features: would you like to have access to a dictionary/translator?

93 réponses



### Language App features: would you like another feature that the ones mentioned above?

15 réponses

No (2)

The app needs to trigger me to learn another language. Besides the original idea maybe the app can have some sort of game in it.

Live translation via camera (like the App Google Translator)

n/a

The app I tried (Duolingo) didn't explain anything about the grammar. A section where someone can check grammar rules would be great.

It would be nice to have some articles about the news that are easy to read

Sport activity.

\*than

not that I can think of

Pronunciation practice

Aspects culturels / mentalité du pays étranger

Easy articles that are read aloud so I can follow and have access to a dictionary in case I dont understand a word. Like the Deutschewelle App but simpler

Games and sounds

Grammar and conjugation basic rules and tables

### Any comments or information about this subject that you would like to add?

4 réponses

if the feature "meet people" "participate to events" is set, the app should have a "people" "personality" filter otherwise people won't take the risk to have a boring coffee time with someone weird or go to an annoying event

Nothing more to say

n/a

I think an app to meet people is the best way to learn a language. The app that helped me improve the language the most was Tinder. Jodel was also quite useful in the cities where it is active, because you get to learn "street language" and expressions rather than "by the book". The language in question was Spanish and I was learning mostly in Pamplona.

By the way ask Daniel to contact me if you have any other question. I don't really care about being anonymous bruh. He will know who I am by reading my answers.

Exchange is love, exchange is life, amen

## Appendix 2: Interviews & tables

*Interview of Jur Raedts, from The Netherlands, doing an Erasmus in Madrid. 8th of April  
2017*

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Me: Jur, when did you arrive in Spain?

Jur: Approximately three months ago.

Me: And what was your level of Spanish when you arrived?

Jur: Well, I had some Spanish courses back in Holland but my level was pretty low.

Me: And did you improve in three months?

Jur: To be honest not really.

Me: Why not? What kind of problems did you face to learn or improve your Spanish?

Jur: I was disappointed to realize that it was actually complicated to make local friends. In my university here, we are a lot of students in one class and Spanish people already know each other and do not need to meet exchange students. And in the apartment we only speak English as we are all international students.

Me: Is there something you could do fix this problem?

Jur: Once a week, there is this "Meet & Speak" event. It is in a bar and you go there, you get a badge with the language you speak. Then, people who wants to practice this language can come to you and have a discussion.

Me: And were you satisfied with this solution?

Jur: I think it is nice because you meet people. The problem is that it is just the time of the event and then you do not see each other again. Moreover, you would be really lucky to find someone with the same interests as you and with who you can have a real discussion. Most of the time, it is just basic chit chatting so you do not really improve. And it is only once a week so...

Me: But do you think it is a good way to meet local people?

Jur: Not that much actually because it is an event organized by an exchange students' association. It means that most of the people there do not even speak Spanish. Last time I went, it took us 30 min to find a Spanish guy and everybody wanted to speak with him so it was not really helpful.

Me: So what kind of solution could be better for you?

Jur: Well, I do not really know. I wish I could take Spanish class but unfortunately it is too expensive for me. I rather spend my budget to travel a bit around Spain.

Me: Thanks for your time, is there something you would like to add or mentioned?

Jur: No I think I said everything.

*End of the interview*

Me: Carla, when did you arrive in Spain?

Carla: In January.

Me: And what was your level of Spanish when you arrived?

Carla: It was B2. In France, we have Spanish classes and I am studying Spanish at the University too.

Me: And did you improve in three months?

Carla: Yes, because I have my courses in Spanish here in Madrid. I would say I specially improved my writing and listening thanks to that. But I wish I could practice more my speaking.

Me: What kind of problems did you face to improve your speaking?

Carla: We do not speak a lot during my classes at university as we are more listening to the teacher. And I speak Spanish with my unimates but when I am not at school I do not really practice. The thing is that I speak also Spanish when I am out, like when I go to the grocery store and so on but it's not real discussions and it is always the same basic sentences.

Me: Is there something you could do fix this problem?

Carla: I wish we would have a Spanish flatmate to practice on a daily basis but we do not. And on Facebook, there is a group for the Erasmus and I asked if someone wanted to do a French/Spanish tandem with me and the only person who answered me lives far away from the city center, so we finally never met.

Me: So what kind of solution could be better for you?

Carla: Maybe finding someone who wants to practice with me but who live nearby. And if I am lucky, this person would have the same interests as I have and we could become friends.

Me: Thanks for your time, is there something you would like to add or mentioned?

Carla: Yes, also that one of my problem is that I study here but I also do some babysitting to make a bit of money, so I do not have that much time to practice and I do not have a regular schedule so it is complicated for me to plan a moment in the week to learn Spanish.

Me: Ok, thank you Carla, I take note.

*End of the interview*

Me: Louise, when did you arrive in Spain?

Louise: It was 8 months ago, in September.

Me: And what was your level of Spanish when you arrived?

Louise: It was already pretty good. I had to learn a lot of vocabulary and sentences for my "Prepa" year in France. And I also had Spanish classes before that.

Me: And did you improve since you are here?

Louise: Yes, I did. The thing is that I am studying in Spanish here so I acquired a whole vocabulary I did not know before. A business vocabulary. I also made some Spanish friends so it helped me speaking more fluently than before.

Me: Did you faced any problem to learn or improve your Spanish?

Louise: Well, not really.

Me: Thanks for your time, is there something you would like to add or mentioned?

Louise: No I am ok, thanks.

*End of the interview*

*Interview of Dion Duighuisen, from the Netherlands, doing an Erasmus in Madrid.*

*8th of April 2017*

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Me: Dion, when did you arrive in Spain?

Dion: I arrived for the beginning of the second semester. So it was three or four months ago.

Me: And what was your level of Spanish when you arrived?

Dion: As Jur, I had some Spanish classes back at home but it is so different from Dutch so we did not learn that much.

Me: And did you improve since you are in Spain?

Dion: It is a pity but not really, no.

Me: What kind of problems did you face to learn or improve your Spanish?

Dion: I had not been able to make Spanish friends. My courses at the university here are in English and we speak also English at home. So I basically do not have the chance to practice.

Me: Is there something you could do to fix this problem?

Dion: I took a Spanish class here as there is a pretty cheap offer for exchange students at the University. The problem is that we are a lot of students in those courses and some have a lower level so they slower us.

Me: And are you satisfied with the content of those courses?

Dion: It is ok but we are sometimes learning some vocabularies or grammar that are not really useful for me on a daily basis. For example, some tenses that we do not use when we are having a conversation with friends or when we go out.

Me: So what kind of solution could be better for you?

Dion: Well, Spanish is not really a useful language in the Netherlands so I would more use it to travel or to meet people. So it is that kind of vocabulary and practice that I am looking for.



Me: Thanks for your time, is there something you would like to add or mentioned?

Dion: Yes, I forgot to tell you that before I came to Madrid, I wanted to prepare myself and improve a bit my Spanish skills so I bought a grammar book.

Me: And were you satisfied of this book?

Dion: well, at this moment I was pretty busy because I worked during the holidays and beside I was preparing my Erasmus trip. I used to take the train to go to work and I wanted to use this "lost" time to study but at the end it annoyed me to carry this big book around and I gave up.

Me: And could not you find another moment to study?

Dion: Yes when I was at home but honestly I did not find the motivation to do it.

Me: Ok, thank you Dion!

*End of the interview*

*Interview of Domien Declercq, from Belgium, doing an Erasmus in Madrid. 9th of April  
2017*

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Me: Domien, when did you arrive in Spain?

Domien: I arrived end of August.

Me: And what was your level of Spanish when you arrived?

Domien: I would say medium. I did a short language stay in Valencia but it was not really enough to really improve.

Me: And did you improve since you are here?

Domien: Yes a little bit but less than I expected.

Me: What kind of problems did you face to improve your Spanish?

Domien: I am a bit shy and it was not that easy for me to speak in Spanish with people I did not know in my class.

Me: Is there something you could do to fix this problem?

Domien: I tried to download the app called "Tandem". It is basically an app that find people all around the world to chat in order to practice a language.

Me: And did this solution fit with your expectations?

Domien: Well yes and no. Let's say that it is a good way to practice but it is not like meeting a person face to face. When you chat on the app, you have the time to think about what you want to write. So yes, I improved a bit but my conversation skills are still not that good.

Me: So what kind of solution could be better for you?

Domien: I think the language stay was a good way to learn for me. It fits with my needs. The thing is that it is expensive and I should have stayed longer to acquire a better level.

*End of the interview*

Me: Sarah, when did you arrive in Spain?

Sarah: I arrived at the beginning of September.

Me: And what was your level of Spanish when you arrived?

Sarah: My level was zero!

Me: Did you improve since you are here?

Sarah: Yes, I clearly did.

Me: How did you improve that much?

Sarah: I met a Spanish man and we are spending a lot of time together. We only speak Spanish as I forbid him to talk to me in English.

Me: Would you say it was a good way to learn Spanish?

Sarah: Definitely! On the first months here, I did not know him. I made an account on Babbel, which is a program to learn a language online. I first thought it was a good way to learn but then I realized it was really repetitive and I did not feel like I was learning stuff I could use in my daily life. And then, I met my boyfriend and we started to speak only Spanish. I improved way faster like this than before. He could teach me the real Spanish, the one you would use with your friends and family. The fact my Spanish improved that much also allowed me to discover a part of the Spanish culture and to be more open-minded. I can definitely say the best way to learn is to speak with a native.

Me: Did you faced some problems to learn Spanish?

Sarah: At the beginning yes. It was harder than I thought to meet locals and I was kind of disappointed.

Me: And did you find any solution to this problem?

Sarah: If I would not have met my boyfriend I do not think that I would have met a lot of locals.

Me: So what kind of solution could have helped you?

Sarah: Find a way to meet Spaniards that are also interested in knowing people from abroad and other cultures. I tried to look it up on Facebook, through a group or something but did not find anything really helpful. I also did not know how to do.

Me: Thanks for your time Sarah, is there something you would like to add or mentioned?

Sarah: I do not think so, no.

Me: Ok, thank you Sarah!

*End of the interview*

*Interview of Andy Magnenat, from Switzerland, doing an Erasmus in Madrid. 11th of April  
2017*

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Me: Andy, when did you arrive in Spain?

Andy: I am in Madrid for three months now.

Me: And what was your level of Spanish when you arrived?

Andy: Well I have learnt a bit before I came here. Also, as I am a football fan, I used to watch football games of Spanish team in Spanish. Therefore, I had more or less a B1 level!

Me: Did you improve since you are here?

Andy: Yes. I must be level B2 now.

Me: How did you improve that much?

Andy: I have not learnt at school. As a lot of Erasmus, I have class in English and we speak English with my unimate. However, I am lucky enough to live in a shared apartment with a Spanish girl. She cannot speak English or French so I have no other choice than to speak Spanish with her.

Me: Would you say it was a good way to learn Spanish?

Andy: I would say it is the best way. I also had Spanish lessons at University but with only one hour per week you do not really improve that much. Some of my friends were also following this class but only speak English outside the classroom and they did not really improve. Also, my goal was to be able to communicate in Spanish and to make myself understandable. I did not really want to learn an academic vocabulary or some difficult tenses that you will see only in books and that nobody uses on a daily-basis.

Me: Did you face some problems to learn Spanish?

Andy: Not really.

Me: Do you have any regrets or comments according to Spanish learning?

Andy: Maybe not to have more Spanish friends. I do speak Spanish with my flatmate but we do not have a lot in common. I know I will not keep in touch with her once I leave

Madrid. It would have been nice to meet people with the same interests than me and with who I could stay friend and stay in contact after my Erasmus. I am a bit afraid not to practice that much when I will be back in Switzerland and to forget everything I learnt here.

Me: Thanks for your time Andy, is there something you would like to add or mentioned?

Andy: Not really, thank you!

Me: Ok, thank you Andy!

*End of the interview*

*Interview of Erik Custers, from the Netherland, doing an Erasmus in Madrid. 11th of April  
2017*

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Me: Erik, when did you arrive in Spain?

Erik: I arrived at the end of August.

Me: And what was your level of Spanish when you arrived?

Erik: My level was close to zero! I could only say short and easy sentences.

Me: Did you improve since you are here?

Erik: Yes, I did. But not as much as I expected.

Me: Why not? What kind of problems did you face to learn or improve your Spanish?

Erik: Well I am on a shoe string budget so I could not afford Spanish lessons. I tried to find a solution to learn by myself so I uploaded an app called Duo Lingo.

Me: And was that a satisfying solution?

Erik: It was not bad. I think it teaches some basic vocabulary and grammar rules. At the beginning I was pretty motivated so I decided to schedule 15 minutes per day to practice. But after a while, the app is so repetitive that I got bored. The app makes you translate 20 times the same word and I felt like I was losing my time.

Me: So what kind of solution could be better for you?

Erik: I do not really know. Maybe to be able to choose the kind of vocabulary I wanted to learn. I do not specially need Spanish in the Netherland. I wanted to learn it to be closer to the Spanish culture and to travel. I also consider it is a kind of respect, when you leave for a while in a country, to learn its language. And it could have helped me to meet local people, which is for me the purpose of an Erasmus.

Me: And you have not been able to meet locals?

Erik: It was a bit difficult as most of people of my age in Madrid does not speak English, or only a little. It is hard to build relation when the communication is complicated or impossible.

Me: So what kind of solution could be better for you?

Erik: Maybe to find Spanish who could speak a little of English and with who I could speak Spanish and English when I would not know how to say something.

Me: Thanks for your time, is there something you would like to add or mentioned?

Erik: No I think I said pretty much everything.

*End of the interview*



*Interview of Lola Ducoront, from the Belgium, doing an Erasmus in Madrid. 20th of April  
2017*

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Me: Lola, when did you arrive in Spain?

Lola: I arrived September 4<sup>th</sup>.

Me: And what was your level of Spanish when you arrived?

Lola: I used to have a Spanish nanny. My level was something like B2 because I did not practice that much since I was a child. However, I could remember pretty quickly and I can speak fluently now.

Me: So you improved a lot since you are here?

Lola: Yes, I did. As I told you I used to speak a bit of Spanish with my nanny. Also, I had the courses in Spanish at the University here in Madrid. I become really good friend with a classmate who is from Valencia. Her English was pretty good but from the beginning I asked her to talk to me in Spanish. It really helped me a lot.

Me: Did you do something else to learn Spanish?

Lola: No, I did not really need to. I am hanging out a lot with my classmate so I am practicing with her.

Me: Great, is there something you would like to add or mentioned about the subject?

Lola: Well, I just want to highlight the fact that before I came to Spain, I started to watch series in Spanish. It helped me with the listening part but there is nothing like speaking to really learn.

*End of the interview*

*Interview of Ellie Henderson, from England, doing an Erasmus in Madrid. 20th of April  
2017*

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Me: Ellie, when did you arrive in Spain?

Ellie: Four months ago more or less.

Me: And what was your level of Spanish when you arrived?

Ellie: I could not say anything.

Me: Did you improve since you are here?

Ellie: I still cannot say anything. I mean, I can order a beer or food.

Me: Why did you not improve? What kind of problems did you face to learn or improve your Spanish?

Ellie: To be honest, I live in a shared apartment with people from anywhere but Spain and the friends I made are all English-speakers.

Me: Did you try to learn Spanish in a way or another?

Ellie: Not really. I have to study a lot to get my Master degree. I thought about taking Spanish class at the beginning but as soon as I realized how hard was my University here, I gave up the idea. I do not have enough free time for that.

Me: So what kind of solution could have been better for you?

Ellie: To be honest, learning Spanish is not my priority. As I have to study a lot, I want to enjoy my free time with my friends and travel as much as I can around Spain.

Me: Thanks for your time, is there something you would like to add or mentioned?

Ellie: If I would have more time, I would have loved to focus more on my Spanish. I love to travel and speaking Spanish is definitely a great asset. But I guess I will have other opportunities.

Me: Thank you Ellie.

Ellie: My pleasure.

Customer jobs				
Practicing language	Learn language	Adapting to a new country	Finding the right person to practice	Finding the good way/tool to learn
finding someone who wants to practice with me but who live nearby	I did a short language stay in Valencia	meet Spaniards that are also interested in knowing people from abroad and other cultures	you would be really lucky to find someone with the same interests as you	I did a short language stay in Valencia but it was not really enough to really improve
have the same interests as I have	I tried to download the app called "Tandem"		when I am not at school I do not really practice	I tried to download the app called "Tandem"
We only speak Spanish	I met a Spanish man and we are spending a lot of time together		it's not real discussions and it is always the same basic sentences	I made an account on Babbel
I have no other choice than to speak Spanish with her.	I uploaded an app called Duo Lingo		w It would have been nice to meet people with the same interests than me	I uploaded an app called Duo Lingo
. It would have been nice to meet people with the same interests than me			Maybe to find Spanish who could speak a little of English and with who I could speak Spanish and English when I would not know how to say something.	asked her to talk to me in Spanish
				I started to watch series in Spanish. It helped me with the listening part

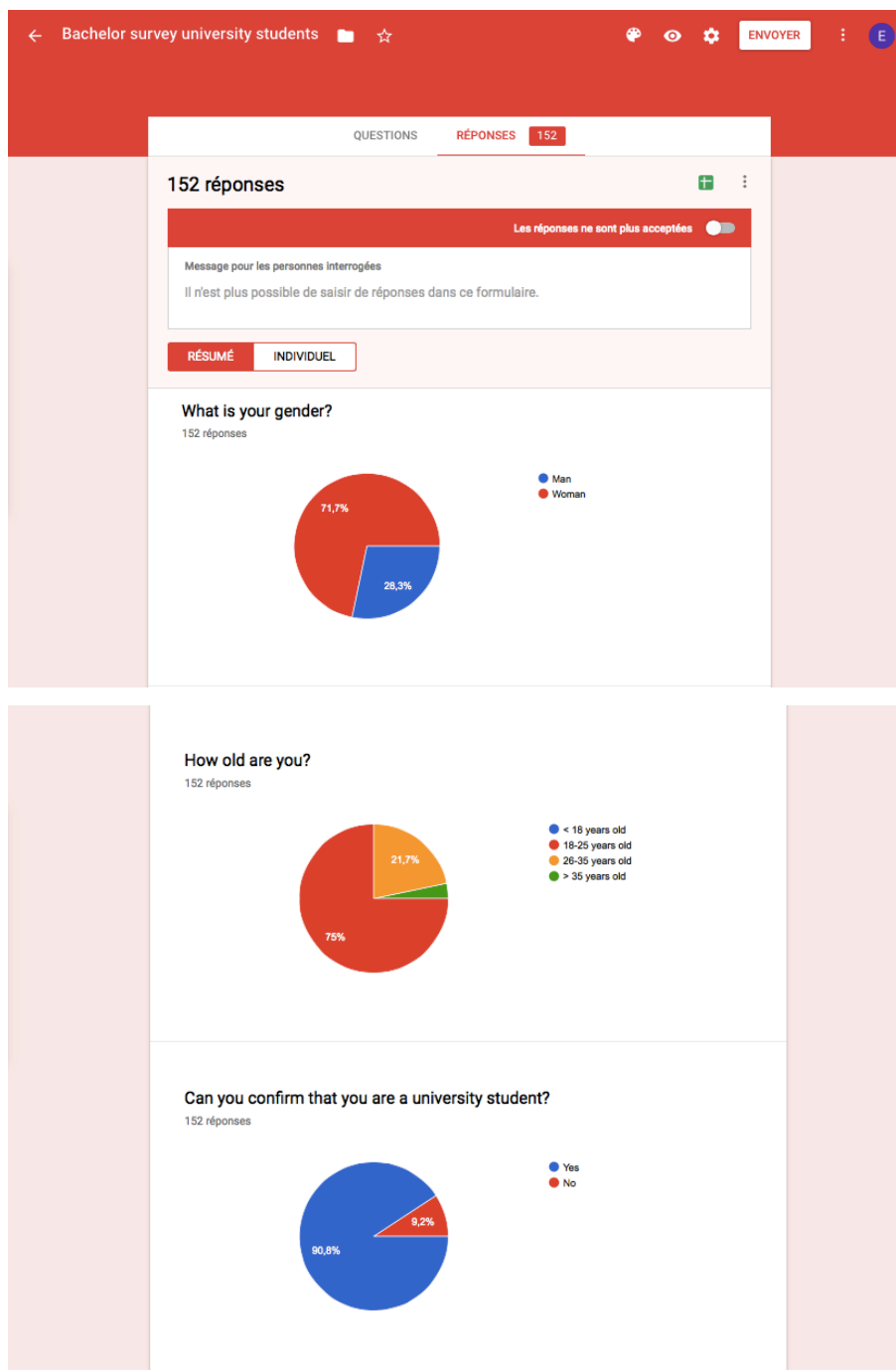
Customer pains						
Lack of time	Learning useless content	Learning to much theory	Restricted budget	Difficulty to meet locals	Being in an international environment	Unable to learn at his own pace
I do not have that much time to practice	we are sometimes learning some vocabularies or grammar that are not really useful for me on a daily basis.	tenses that we do not use when we are having a conversation with friends or when we go out.	Spanish class but unfortunately it is too expensive for me	it was actually complicated to make local friends	in the apartment we only speak English as we are all international students	The problem is that we are a lot of students in those courses and some have a lower level so they slower us
I was pretty busy	I improved a bit but my conversation skills are still not that good.	I did not really want to learn an academic vocabulary or some difficult tenses that you will see only in books and that nobody uses on a daily-basis.	The thing is that it is expensive	lives far away from the city center, so we finally never met	most of the people there do not even speak Spanish	
I should have stayed longer to acquire a better level.	it was really repetitive		I could not afford Spanish lessons	I had not been able to make Spanish friends	My courses at the university here are in English	
only one hour per week you do not really improve that much.	I did not feel like I was learning stuff I could use in my daily life			it was not that easy for me to speak in Spanish with people I did not know in my class.	we speak also English at home	
I do not have enough free time for that	the app is so repetitive that I got bored			It was harder than I thought to meet locals	I have class in English	

				Maybe not to have more Spanish friends	we speak English with my unimate	
				It is hard to build a relation when the communication is complicated or impossible	I leave in a shared apartment with people from anywhere but Spain and the friends I made are all English-speakers	

Customer gains						
Avoid complicated situations due to misund.	More open to new culture	Make it easier to meet locals	Better qualifications for a future job	Increase self-confidence	<b>Useful to travel</b>	<b>Being able to communicate</b>
	allowed me to discover a part of the Spanish culture and to be more open-minded	it is nice because you meet people			I would more use it to travel or to meet people	to be able to communicate in Spanish and to make myself understandable
	I wanted to learn it to be closer to the Spanish culture and to travel.	it could have helped me to meet local people			I wanted to learn it to be closer to the Spanish culture and to travel.	
					I love to travel and speaking Spanish is definitely a great asset	

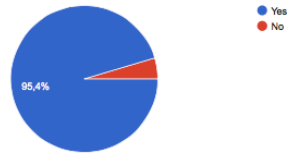
Customer gains						
Avoid complicated situations due to misunderstanding	More open to new culture	Make it easier to meet locals	Better qualifications for a future job	Increase self-confidence	Useful to travel	Being able to communicate
	allowed me to discover a part of the Spanish culture and to be more open-minded	it is nice because you meet people			I would more use it to travel or to meet people	to be able to communicate in Spanish and to make myself understandable
	I wanted to learn it to be closer to the Spanish culture and to travel.	it could have helped me to meet local people			I wanted to learn it to be closer to the Spanish culture and to travel.	
					I love to travel and speaking Spanish is definitely a great asset	

## Appendix 3: Local students survey



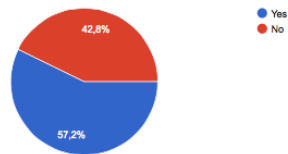
### Is it important for you to learn or practice a new language?

152 réponses



### Have you faced a/some challenge(s) while trying to learn/practice a new language?

152 réponses



### If yes, which one(s)?

66 réponses

English (2)

Grammar (2)

Espagnol (2)

You sometimes don't understand what the others say, or just not having enough vocabulary to be understood is difficult

Pronunciation, accent

English, Spanish

No real practice at school

Erasmus

Arabic

The grammar, the order of the words in a sentence, understanding what people say to you...

Learning grammar, speaking with strangers and forgetting your fear.

Language travel

It's hard to progress if you are not talking the language everyday

Talk! I think we are good to read or write but we don't practice a lot

TIME to learn after obligatory school.

J'ai du mal à m'exprimer dans la langue apprise par honte de mon accent ou autre

english, spanish

Hard not to confond

I mean... you don't learn it in one day.

complexity with some languages

not having someone to practice with

Pronunciation, learning by heart

writing, grammar



Issues with pronunciation

Chinese

difficulty to learn the vocabulary

Mixing different languages that i am trying to learn (for exemple mistaking spanish and italian), and not being able to practice it with someone else for too long

difficulté pour parler car beaucoup de jugement de la part d'autres élèves et surtout de certains professeurs.

to go to australia to learn english

French

English

Live abroad during six weeks

possibilité de parler la langue et mon implication

Alphabet, vocabulary

Forgetting the words and not having to use it because english is too present (even in your test...)

allemand, italien

Expression

The right pronunciation / understanding people while they are talking to their mates

One year in Norway

english

learn in two months for going in erasmus

The lack of time to spend in it.

french grammar

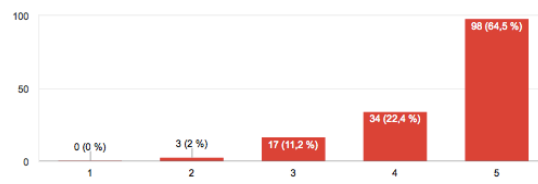
Humour

anglais, allemand, espagnol

/

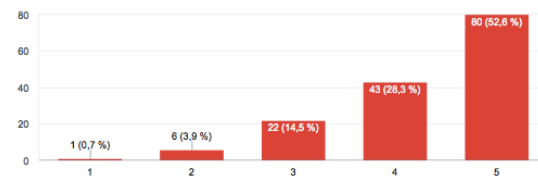
**For you, learning/practicing a new language is important to travel more easily?**

152 réponses



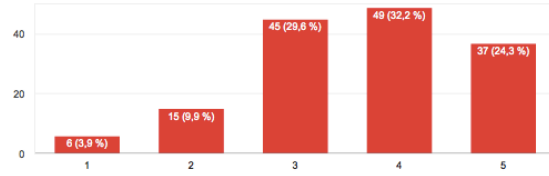
**For you, learning/practicing a new language is important to be more open to a new culture?**

152 réponses



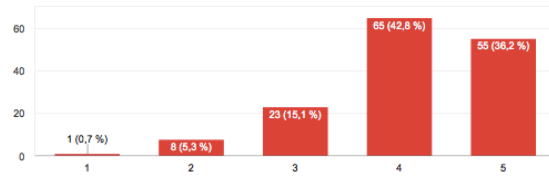
For you, learning/practicing a new language is important to increase your self-confidence?

152 réponses



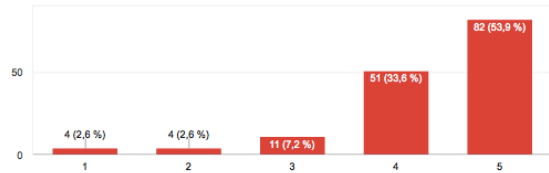
For you, learning/practicing a new language is important to avoid complicated situations due to misunderstanding?

152 réponses



For you, learning/practicing a new language is important to be more attractive on the job market?

152 réponses



For you, learning/practicing a new language is important for another reason I did not mention?

28 réponses

- Meet new people (2)
- / (2)
- No
- Yes, for convincing People to travel with me.
- No, you said everything
- being able to work and live in another country
- To connect to people more easily

To expand my knowledge and to meet new people

Better for personal development

Communication with my patients

self improvement. Learning a new language can help you in new ways you can not imagine.

To be able to talk with people who can't speak english/who don't meet many outsiders

pleasure to learn

To meet new people

Pour suivre mes études ailleurs

Communiquer avec sa famille ou pour pouvoir faire des rencontres

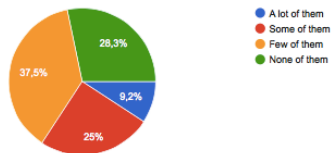
BE able to meet people and talk with them, learn the culture the way the people live... you don't really discover a contry if you don't speak with the people who live on it. (Order a pint of beer :))

To met some people

it's important for me first because i'm interested in it.

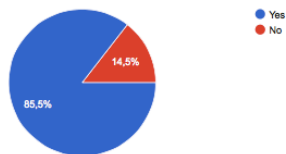
**During your studies, have you met exchange students? (for example Erasmus students)**

152 réponses



**Would you like to have more interactions with exchange students?**

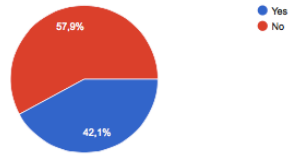
152 réponses



## Language App

### Have you already used a mobile app to improve or learn a new language?

152 réponses



### If yes, which one? Did it fit your expectations? And why?

56 réponses

duolingo (4)

Babbel (3)

Babel (2)

Babel (2)

Ne sais plus le nom

Duolingo, good for beginners

Duolingo, good but it is not a good way for learning

Vocabulary.com

babbel but not really useful, didn't really use it

Babel. But I'm not really motivated to learn a new language with a smartphone application. I would like to travel into the country to practice and learn the language.

Mesmerize

Duolingo, yes because I've already seen this application and know how it works or look like

Je m'en souviens plus

Traducteur FR-PL (français - polonais). Yes, it fits my expectations, because I could even hear the pronunciation.

Duolingo

English

Google translate

Babylon Duolingo

Duolingo, yes

Duolingo, yes because you learn basics

Duolingo, and no, not so much. I think it's more helpful to watch a movie/tv show in the language I am trying to learn.

duolingo, good application, easy one

Duolingo - great for improving writing skills

duolingo, not bad for beginners

Duolingo

google traduction, babbel, and a website <https://dic.lingala.be>

Duolingo, no it's not good, it only gives you some words and no real grammar..

memrise, duolingo

translator

Duolingo and yes, it was good for my needs. Could have been a little more difficult, though.

### If no, why not?

73 réponses

Don't need it (2)

I prefer books (2)

Because I have never thought of that and I use some other facilities to learn a new language, for instance lessons with a real teacher

Not interested

Not easy

Cause it's not enough, practicing with people is always better

I can't learn like that

It's often not easy to use or expensive

I don't think it's efficient.

why?

Because I believe in human relationship

I'm not sure it is the more efficient way

Not relevant

No time

I prefer books than mobile apps

Didn't know any

Don't need

too busy with school, not a priority right now

not the need

I preferred to speak with people

No time practice. Use Google translate if necessary for some words

I don't find them good

I never found the good one

Because I don't know a real application

I prefer to learn it and speak it

Never had the idea

not interested

I don't have time for that and don't have the idea of..

Old fashion way with a book seemed good to me

Prefer paper

I think it's better to learn with movies or website. You can have fun while learning a new language.

I'm not interested. I learn by other ways

I never thought about it

because I prefer in real

Rosetta stone - didn't improve language skills, boring, useless

Rosetta stone - didn't improve language skills, boring, useless

I don't know

Don't know any app

I didn't find one good

I prefer the classical way, it is more human and better to stay concentrated

I haven't decided to learn a new language since I finished my college studies.

didn't need it

No actual lesson.

Cause I prefer books

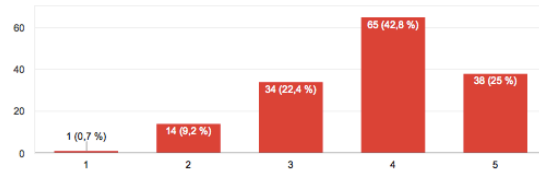
I read books in the language I'm learning

never thought about this

I don't know

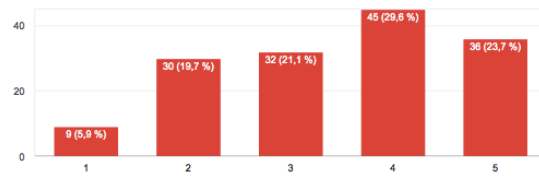
**Language App features: would you like to have access to vocabulary by situation? (restaurant, shopping,...)**

152 réponses



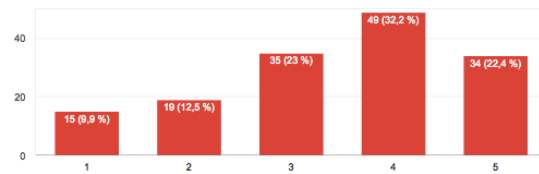
**Language App features: would you like to find people near you to practice a language ?**

152 réponses



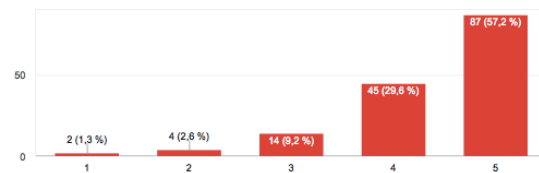
**Language App features: would you like to create or join events via the app to practice a language? (can be as simple as having a coffee)**

152 réponses



**Language App features: would you like to have access to a dictionary/translator?**

152 réponses



**Language App features: would you like another feature that the ones mentioned above?**

17 réponses

Vocal pronunciation, games to learn and help, tips for grammar etc, maybe a kind of Siri to talk to when you're afraid to talk to someone else

documents about subjects I care about, written in this language

Reminder to keep tout motivation on

Maybe something to help with the pronunciation

Phone numbers of emergency in the Land; Gesture you should not do in the Land; Indicators for calling with the phone from the Land to your home; Money used in the Land and rates

put words in an order to make a sentence

chatting through the app to other people

Grammar exercices and pronunciation

Have access to verb tenses and the way you make a sentence, question etc.

Have a outline and audio translator

conjugaison des verbes

**Any comments or information about this subject that you would like to add?**

9 réponses

No

the market of language app is saturated

In geneva, there is an event called mundo lingo, it's made to meet new people and speak different languages.

A system to correct the pronunciation could be very nice.

/

For me learn a new language is important but now almost all the people know a bit of english so it help a lot, but sometime it not enough.

I also learn the (Langage des signes) for my futur work.  
communication is not only buy the world, I have been able to learn a language by live during 2 month on my family town without knowing anything before. just talk and speak with your body.

non

Je suis étudiante HES

no

## Appendix 4: price quotation by WoloWeb

Price quotation WoloWeb		
Description	Quantity	Price
For which platform will be your app?		
Both	1	€ 4'000.00
For which device will be your app?		
Phones	1	€ 1'000.00
Which design is needed?		
I need a customized design	1	€ 1'500.00
Your app will have users who need to log in?		
Yes, with user/password and social networks	1	€ 2'000.00
There will be different types of users with different accesses?		
No	1	€ -
Your app will use information from a website or database?		
No		€ -
Select one, some or all the extra elements that need your app		
Geolocation	1	€ 500.00
Notifications	1	€ 1'000.00
Multilanguages	1	€ 100.00
Chat or messages between users	1	€ 1'500.00
How will you monetize your app?		
Advertisement	1	€ 1'000.00
I am a...		
Private		€ -
<b>Total</b>		<b>€ 12'600.00</b>

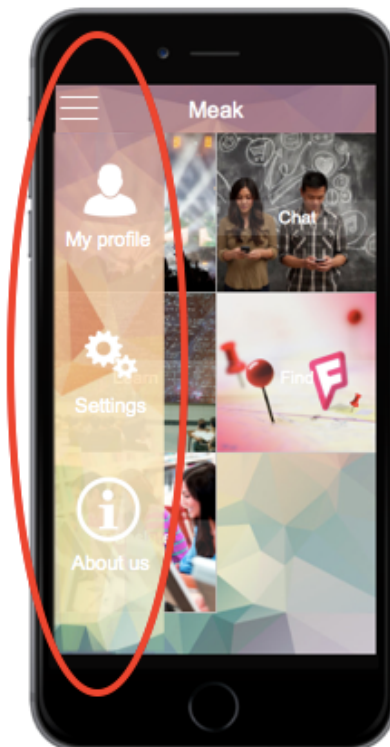


## Appendix 5: Meak prototype presentation

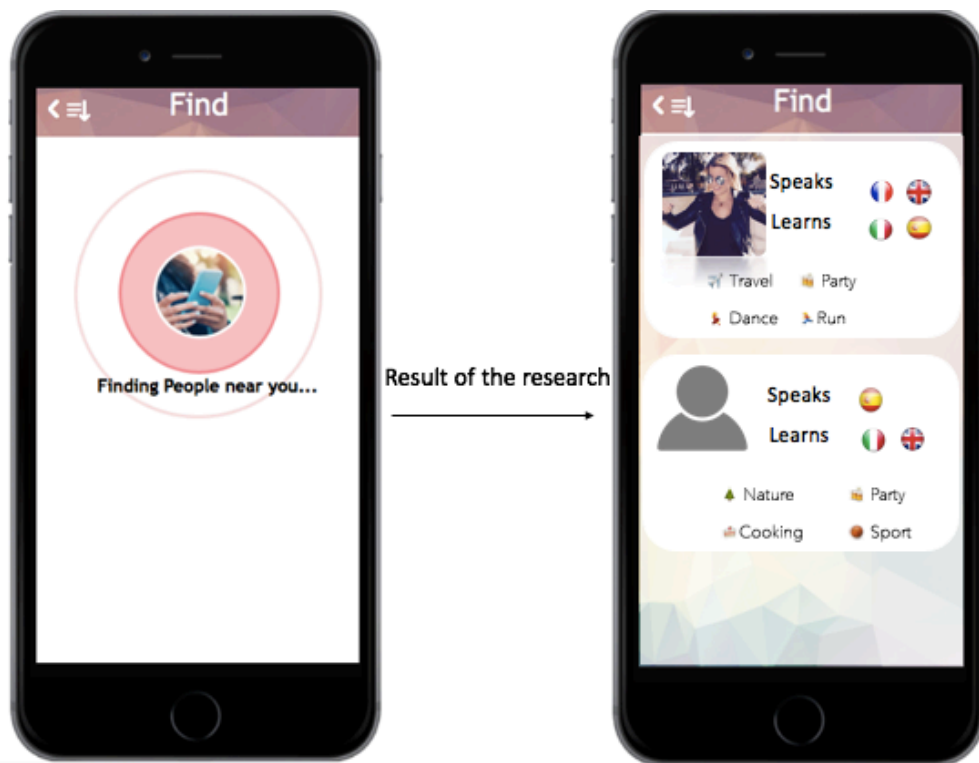
The Menu screens



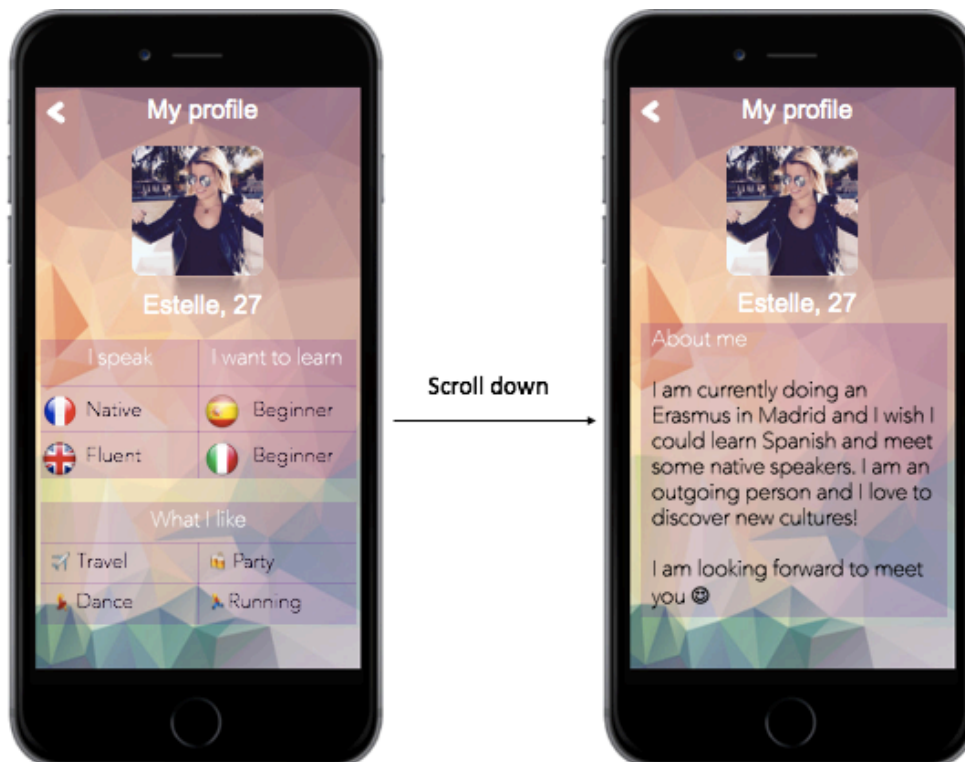
The sliding navigation bar



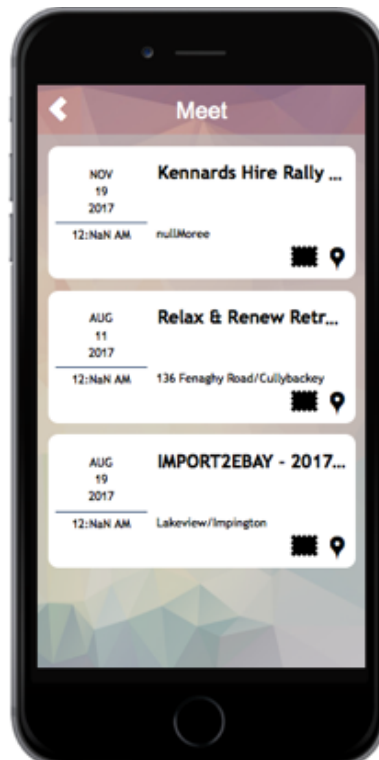
The "Find" menu



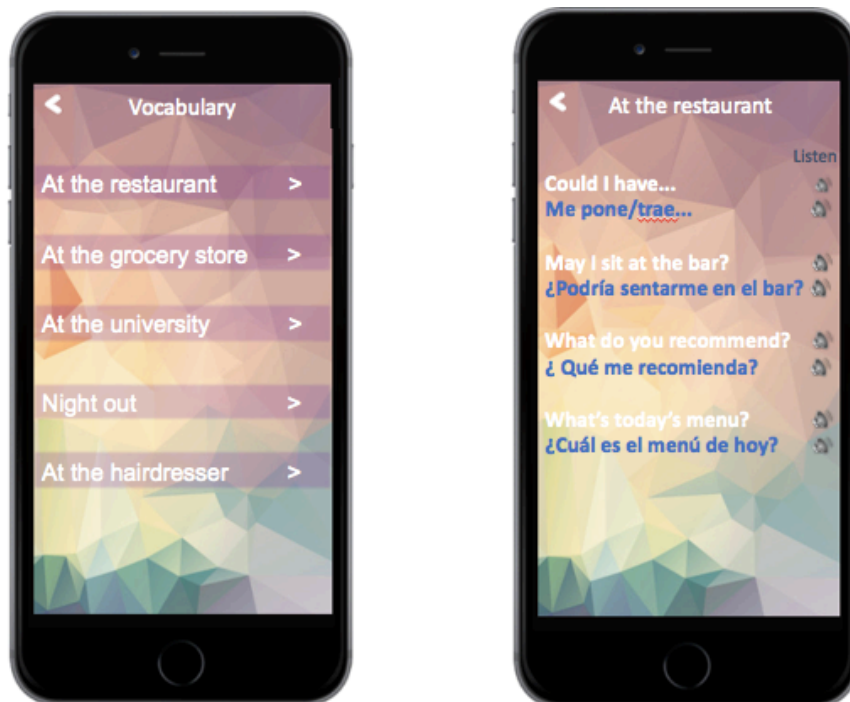
The "My profile" menu



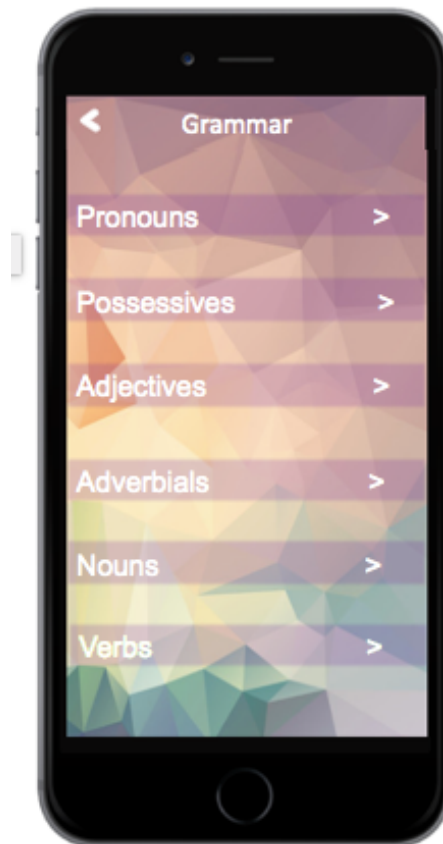
## The “Meet” menu



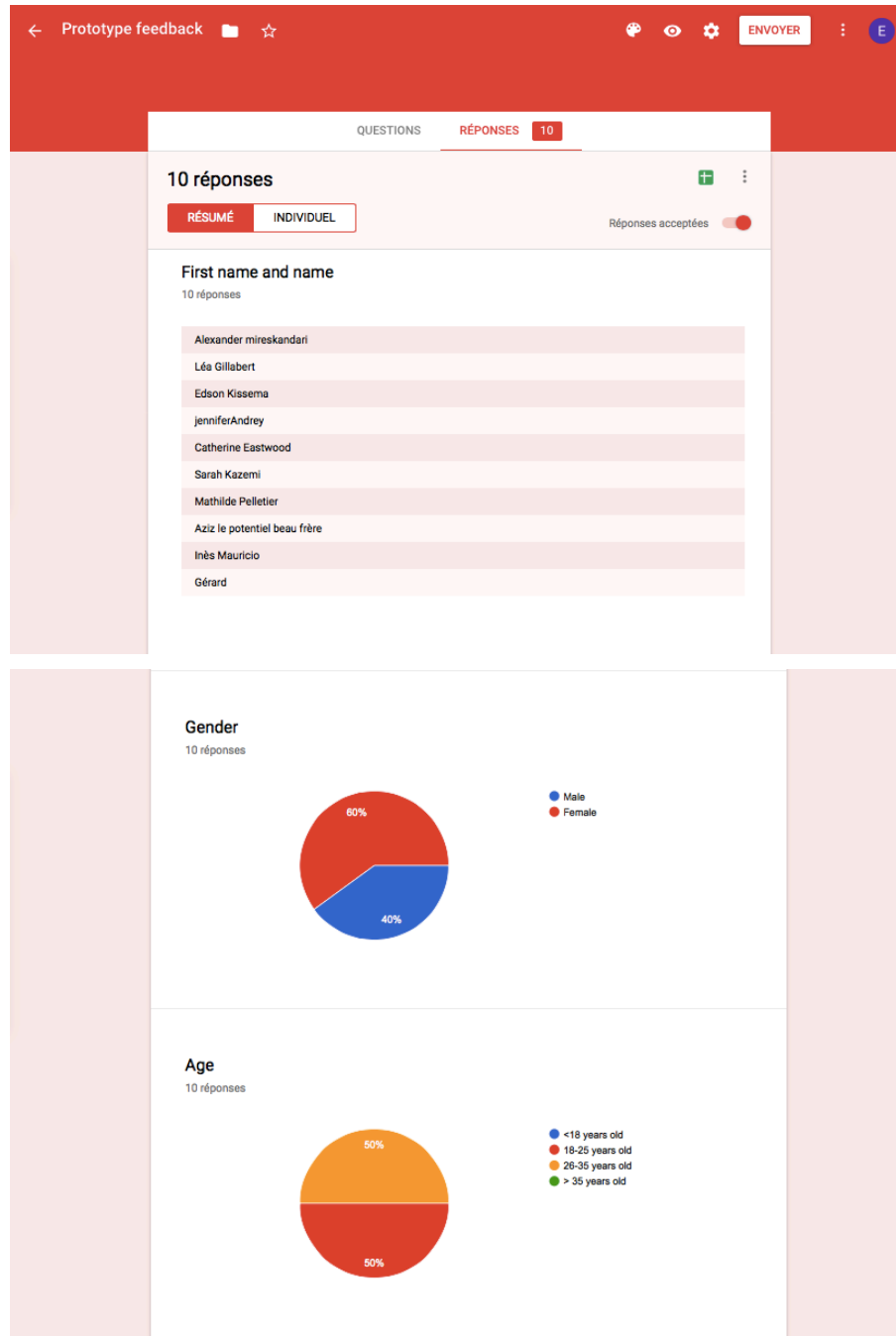
## The “Vocabulary” menu



## The “Grammar” menu



## Appendix 6 : Feedback form



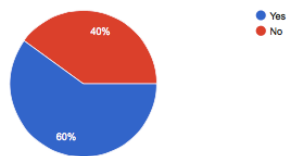
Are you a university student?

10 réponses



Have you done an exchange program during your studies?

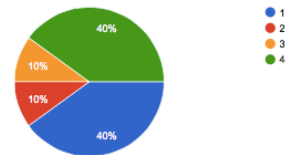
10 réponses



### The Meak app

Which one of those menu screens do you like the most?

10 réponses



Why did you chose this screen? Please detail

10 réponses

Good general overview

I'd chose the first one if there wasn't a blank square at the end. I chose those the last one because every option has the same hierarchy

Very refreshing

more simple

Because it is more visually appealing than the others, all the options are accessible on one screen but are not too small.

pictures and colours

Because it is more visually appealing than the others, all the options are accessible on one screen but are not too small.

pictures and colours

réflexe de reconnaissance des icônes

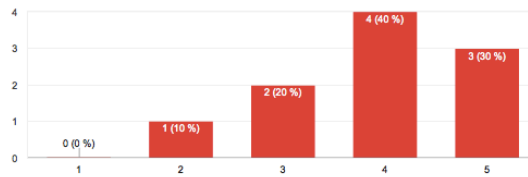
Because this is the sexiest

Design and because it puts forward the 'chat' aspect of this app. Also we don't see the background design which I think is nicer.

For the homogeneity

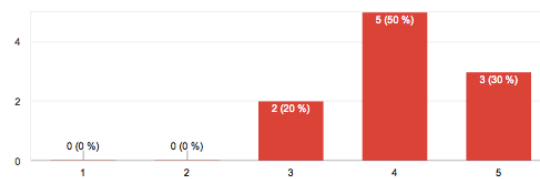
### How would you rate the sliding navigation menu?

10 réponses



### How would you rate the "Find" screen?

10 réponses



### Why did you choose the previous grade? Please detail

10 réponses

Looks a lot like other apps

Sorry but I think it looks cheap haha <3

I love this number

because it seems to be easy to understand and it is clear

As a previous tinder user, I would really prefer to have the full screen about only one person and the swipe left or right option if there is an interest. I like the main info that is showed about the person (languages and key interests) but it is overwhelming to see many people on the same screen.

I find it very useful

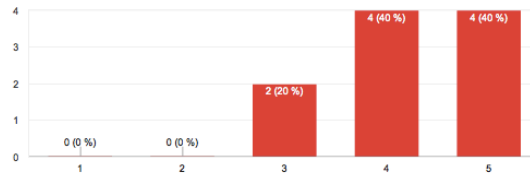
J'ajouterai l'âge

Menu is too big / look like Tinder. Please invent

It's straightforward - the basic information are there. Languages and hobbies are put forward. Maybe name and age should also be on there?  
Simple and efficient

### How would you rate the "My profile" screen?

10 réponses



### Why did you chose the previous grade? Please detail

10 réponses

#### Original

I think it looks good but the background is too visible which creates a problem of hierarchy between the front and the background

I dont want to die

i think the first "page" of the profite is enough. we shouldn't have the other information. i should be part of the chat.

I love the interface, it is clear and has the main info that we need to know about another person to connect. I would be careful of the dark colors below but overall it is amazing :)

It's very clear and useful

Je séparerai plus distinctement les colonnes I SPEAK et I WANT TO LEARN

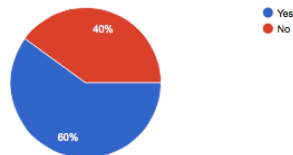
Need more contrast

Again the aspects of language clearly stated, with level for each of them. Having a little personalized text is always a good addition, to show some personality.

The header "What I like" is a bit "cucu" otherwise it's great

### Would like to see more/other information on the "My profile" screen?

10 réponses





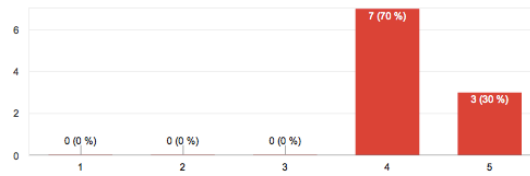
### Why did you chose the previous grade? Please detail

10 réponses

- I dont really understand the use of this page
- It lacks of images, also that would be good to ad things directly from fb
- It is clear
- i don't really understand it
- It is simple and looks like the event pages that I am used to in social media (facebook)
- Useful but it misses colours
- Je donnerai la possibilité aux utilisateurs d'ajouter une image, sinon une image ou icône serait attribuée automatiquement selon le type d'activité (d'ailleurs j'ajouterais une barre de recherche par type d'activité avec peut-être des filtres par langues...)
- Clear
- It's nice, but could be a little more colorful with some images related to the type of event.
- Find it a bit sad due to dull color

### How would you rate the "Learn" screen?

10 réponses



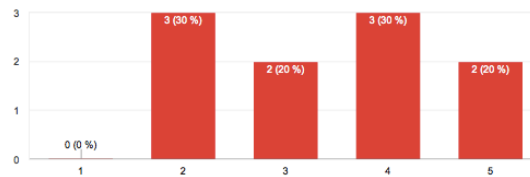
### If yes, which one(s)?

7 réponses

- Hometown, where she travelled etc
- I'd had a location visual that you don't need to write on your profile
- Your relationship statut
- This is just a suggestion but it would be interesting to show a rating system like in Airbnb, if a person has a nice contact with another he can rate the experience.
- Peut-être le sexe, c'est pas toujours évident...
- Maybe the possibility to add multiple profile pictures? Current activity like: student, where you work or other?
- Marital status

### How would you rate the "Meet" screen?

10 réponses



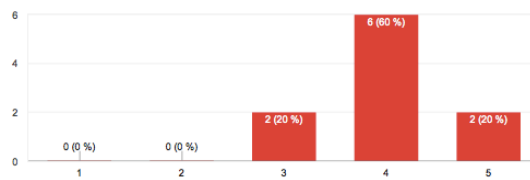
### Why did you chose the previous grade? Please detail

10 réponses

Vers useful
Same as before
Complet
seems to present all the grammar subjects
Clear and concise
It's clear and useful
bien
Black Panther again
You could add below that little examples of what each of those grammar aspects relate to.
Basics

### How would you rate the visual/general aspect of the app?

10 réponses



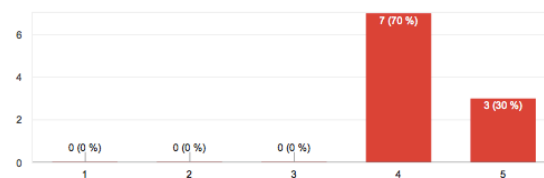
### Why did you chose the previous grade? Please detail

10 réponses

Always useful to have basic sentence in the pocket.
I like the fact that you can choose depending on the situation and the fact that you can listen. I still think the graphism is not elaborated enough
It seems easy to use
good sections but maybe missing some.
It is organized by situation which is very cool, it makes interaction very easy and on the spot.
It's clear and useful
bien
I prefer read a black text. Beause black live matter
Maybe for each different sections, the background could change with an image related to the sections. For example: when clicking on at the restaurant, the second screen would have a picture showing a restaurant setting?
Clever and useful

### How would you rate the "Grammar" screen?

10 réponses



### Why did you chose the previous grade? Please detail

10 réponses

Because it is original

Because I know it's from a free app creator and I think you really need to think about the brand visual identity. If it's mainly for student you may use more dynamic colors. The background is too present and it does not seem really interactive

Can be better the design is a bit up to date 😊

nice, trendy and simple

I love the design but I am not a fan of the darker colours on apps, the background is a nice design but maybe overwhelming colours depending on the phone.

I love the general aspect of the app. It's nice, easy and useful. Colours are great. Good job Tetelle

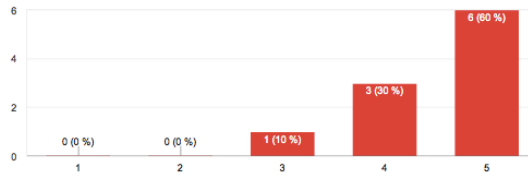
Je n'utiliserai pas autant voir pas du tout de photos pour l'écran d'accueil, je resterais simple comme dans le reste de l'app mais j'uniformiserai les typographies etc

Because you look like my girlfriend

It's nice and modern overall - could use a little bit more of images and maybe choose some less basic symbol to make them match the modern overall look. (for example the loudspeaker on the language section look a bit outdated compared to the rest)

### For you, the app looks:

10 réponses



I love it!

J'ajouterai des settings ou une barre de recherche par langue/âge/sexe/hobby

4 days left, need to work hard at UniMail with Fred

You could have a "listening" section with audio medias of different type of conversations so that there is also an option for users who learn by listening.

In the long term, organization of events hosted by the App could be interesting, to create sort of a community by cities.

### Why did you chose the previous grade? Please detail

10 réponses

Yes

Because it does not look interactive enough as told previously. It needs to be more dynamic.

Very simple to use

i think the design is nice

Everything is clear and does not have too many options and buttons. The menus are clear and answer to questions that I would ask.

I love it! it's a very good idea!

Plutôt bien

Why not ?

Very clear and not too crowded with information. That's always easier to use.

Simple and straight to the point

### Would you have any comments or suggestions about the app?

8 réponses

I think you should meet with a graphist that could help you make the visual identity better and more marking. It needs to be more dynamic, have a logo etc. To design first the app button or logo could be a good idea.

Trust in you Life is what you make it

should promote the "meet" section more. Not sure people will use it.

I think you did a great job! I would love to use it to practice my spanish, let me know how it goes!

I love it !

J'ajouterais des settings ou une barre de recherche par langue/âge/sexe/hobby

4 days left , need to work hard at UniMail with Fred

You could have a "listening" section with audio medias of different type of conversations so that there is also an option for users who learn by listening.

In the long term, organization of events hosted by the App could be interesting, to create sort of a community by cities.