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LIFETIME-VALUE CREATION THROUGH A CUSTOMIZED OFFER
ADDRESSED TO DIFFERENT LIFESTYLES

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0. Abstract

This paper purposes a method for marketing segmentation based on customers' lifestyle. A quantitative and qualitative segmentation established by the Whitaker Lifestyle™ Method was created in order to define a concrete and clear identification of the customer, by understanding the behavior, style and preferences of each segment. After conducting 18 in-depth interviews, it was concluded that four main personas characterize the customer base of the company. These four personas will be the support for the creation of 'quick-wins' that address to the expectations of each lifestyle, projecting a significant impact on the lifetime-value of the company's customer base.

Keywords: Customer identification, lifestyle, preferences and segmentation.

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1. Background and context

1.1. MyGon's problem

MyGon is a Portuguese Start Up founded in 2012 based on a website and a free smartphone app that provide information, photos, reviews, pricing menus and promotions from thousands of restaurants, spas, hairdressers and other local services. The platform allows users to discover real time information such as last minute deals to enjoy immediately. The business itself has a B2C and a B2B component: in one hand the application allows its users to have access, non-invasive and free of charge, to several deals that may be consumed in the same day; on the other hand the platform is a simple and inexpensive tool for merchants that attracts customers at times when they most need like, for instances, periods of low customer traffic to flow stocks, only paying per client received. Currently, MyGon works with more than 2000 merchants all over Portugal, and has more than 3000 active promotions. Most recently, MyGon was elected for an investment by Portugal Ventures following its submission to the 'Call For Entrepreneurship'. With this capital, MyGon wants to be the most complete lifestyle guide. The company wants to become the go-to app before people make any purchase at a local store.

Although MyGon has already over 126000 registered users, the value gathered from this customer base has been a challenge to the company. The main problem that MyGon currently faces is the low lifetime-value of its customers. Before analyzing the transactional database of MyGon, the CEO and the Digital Marketing Specialist identified four main actions that could minimize this problem in the short-term:

- (1) Increase the number of people per transaction;

(2) Increase the network added value per customer;

(3) Increase the number of transactions per customer;

(4) Increase the value per customer per transaction per merchant by, for instances, increasing the fees of the merchants or charge a fee directly to the user when booking.

After a couple of meetings back in February 2015 with MyGon's CEO and its Digital Marketing Specialist, it was evident that both showed more concerns regarding the engagement between the current active customers and the platform. For this reason, it was outlined that the pain-point with the greatest priority would be to increase the number of transactions per customer, and hence, increasing the incentives of current active customers to engage more frequently with the service. For this reason, it is imperative the creation of a database segmentation to outline future processes that are aligned and address the particular expectations and preferences of each segment. The following paper purposes the creation of a marketing segmentation that concerns the lifestyle of MyGon's customer base, following the portfolio of lifestyles presented by the Whitaker Lifestyle™ Method. This method has been used for thirty years to segment customers according to their perceived values and aesthetics, conceiving an accurate identification and understanding of who the company's customers really are. This segmentation was created and deployed with great success by its authors to benefit brands such as Calvin Klein, Wal-Mart, Tommy Hilfiger, Macy's, Ralph Lauren Home, and many others. It was introduced to Nova students through the Creative Customer Management Module and chosen for this project given the relationship between lifestyle and use of discounts like the ones provided by MyGon.

1.2. Literature review

The present research highlights the importance for a company to design its offer from the customer perspective. Customer centricity is about treating different customers differently (Pepper & Rogers, 1997). This implies that the product or service that a company offers must be customized enough in order to address the different profiles that its customer base gathers. How well a customer can recognize himself into a product will determine how much the company may influence the customer's commitment with the brand. This influence comes from the understanding of the customer behavior that will only be viable through the creation and management of a collaborative relationship (Britton & Rose, 2004), supported by the idea that both parties can derive value from a relationship that considers the motivations, expectations, costs and rewards involved for both the company and customer in the relationship (O'Malley & Mitussis, 2002). The accumulation of information about the preferences of a community of customers helps a company to anticipate what the customer needs, and for this reason data mining has an important role when tailoring a company's offer. Analyzing and understanding customer behaviors and characteristics is the foundation of the development of a competitive customer relationship management, so as to acquire and retain potential customers and maximize customer value (Ngai, 2005). A strategic segmentation supported by information extracted from a large transactional database is one approach to increase market penetration in specific customer profiles.

The analytical method supports the study from Miguéis et al (2012), in which the retailing market was segmented based on customers' lifestyle. From the data mining of a set of typical shopping baskets, customers were then assigned to the lifestyle segments by considering the history of their purchases. As a result, the purchased

products were grouped into six clusters, which later involved the inference of the lifestyle corresponding to each cluster of products, by analyzing the type of products included in each cluster. The final segmentation was later used to propose promotional policies that were tailored to customers from each segment, aiming to reinforce loyal relationships and increase sales.

At the other hand of the analytical effort specter, we find a lifestyle segmentation approach that Fátima Whitaker has been developing for the last thirty years: the Whitaker Lifestyle™ Method. This retail strategic planning approach looks past statistical patterns to find a new vision of defining consumers by style. The method categorizes customers within eight main lifestyles that identify and gathers people into communities. These different segments are not merely based on demographics or income, but it rather puts more emphasis on ones aesthetics, interests, values, behaviors and choices (see appendix 1). This lifestyle portfolio aggregates people who are similar in the way they use and perceived ones product, which allows a company to predict what a customer will need. The anticipation of the customer desires from the analysis of attitudinal and behavioral data (Pepper & Rogers, 1997) enables an organization to operate in a consistent way, reducing operation costs, promoting the relationship between the target and the brand and, hence, increasing the lifetime-value of the customer-base. Overall, the Whitaker Lifestyle™ Method allows the delivery of a complete and relevant offer to the customer across each lifestyle. Through the understanding and clear definition of the aspirational customer profile and awareness of this information by everyone who will interact with the customer, several large corporates, like the Portuguese Sonae and Salsa, were able to build a solid brand concept, develop an accurate product as well as to outline marketing strategies.

2. Methodology

2.1. Secondary data analysis – internal data

At the moment, MyGon presents a customer base divided in seven groups (see appendix 2). The criteria used to differentiate each segment were the number of transactions, the recency of login and of transaction. The usage of these metrics to segment customers are somehow reductive when the primary objective of the company is to increase the incentives of active customers to engage even more frequently with a lifestyle guide platform. Since these customers are already active, the push to turn them more engaged would drive from the customization of the service in a way that would anticipate ones needs. Overall, this current segmentation ignores important criteria regarding the preferences and lifestyle of each active customer.

Therefore, a new criterion is suggested specially oriented to the purpose of this project and aligned with the Whitaker lifestyles' portfolio. Microsoft Excel was used to undertake the processing and analysis of the raw data provided by MyGon. The sample for this new segmentation comprises 12 months of transactions (between March 2014 and March 2015) and only concerns the customers who have made at least 6 transactions. In order to categorize customers into different lifestyles it is crucial that the analysis is made upon a series of purchases and not upon a single event. Consequently, from the 10000 registered users that made reservations last year, the sample was restricted to 1085 active customers, representing approximately 11% of last year's customers and almost 35% of transactions in the same period (see appendix 3).

2.2. Primary data analysis – qualitative research

In order to attain a more accurate marketing segmentation, truthful to the customer lifestyle, and to complement the information gathered from the sample above, a qualitative research was conducted with a series of semi-structured in-depth interviews and projective techniques to MyGon's customers. These face-to-face interviews were of the most importance to discover ideas, to get insights into a decision-making process, develop hypotheses and define key variables. On the other hand, projective techniques are an ample opportunity for creating metaphors for customers associations in which the customer was instructed to describe the brand in terms a celebrity. This way, unconscious associations of MyGon may surface. The key inputs taken from this research are the customer's community lifestyle according to the Whitaker profiles' portfolio, the relationship with the company, the brand image, the customer's expectations, plus the feedback regarding the quality of the service and user experience (UX) and interface (UI) of the platform (both website and mobile application). These inputs are fundamental to the elaboration of precise processes and will later support most of the recommended "quick-wins".

After attaining the customers who would belong to a community, a script was created to contact by phone enough customers to get a sample of 5 interviews per community (see appendix 4). Beginning in mid-April, the customers started receiving phone calls from MyGon's office; any customer who accepted to collaborate would be rewarded with a voucher of 10 €, as established by MyGon itself. During one month, nearly 200 customers were contacted and 18 in-depth interviews were conducted. These one-to-one interviews lasted between 30 to 40 minutes, which were most conducted at

MyGon's office, although others were performed in a location that was more convenient to the customer.

Regarding the interview, after contextualizing it to the customer, omitting the subject of the project, the following question would be introduced: *Can you tell me about the last experience that you had using a promotion of MyGon, and why did you choose that promotion?* Once the customer described for as long as he/she could remember his/her last experience, the interview would end with the following projective question: *If MyGon was a celebrity, what celebrity would it be?* (Or, in case the person could not provide any answer: *If MyGon was an animal, what animal would it be?*) The answers to this question provided relevant information regarding the way customers perceive the brand.

2.3. Limitations

This project was closely monitored by MyGon which provided the necessary data related to the customer's history of transactions. Yet, some constraints were encountered along the research due to the records' (1) lack of demographic information of some customers (such as gender, age and location), (2) lack of some promotions' prices and (3) consistency between user ids. Plus, the qualitative research was set to have a sample of 20 participants nevertheless 18 were conducted, even though more 200 customers were contacted. These constraints added some limitations to the research which is why it is advised a complement exploration of the topic.

3. Results

3.1. Internal data

The following presented criteria are the drivers that will classify the customers in order to gather and allocate them into different communities. These are the critical aspects that, according to the Whitaker Method, characterize each different profile. The first one is the category most purchased. Within the six categories that MyGon offers, it is important to understand the ones that each customer uses most. Since restaurants represent more than 60% of total transactions made last year, two different behaviors were outlined: the customers who use MyGon more than 75% of the time to make a reservation at a restaurant and the ones who use less. Overall, approximately 73% of the sample used MyGon more than 75% of the time to make a reservation at a restaurant (see appendix 5). The second aspect that was added to this analysis was the social character of each transaction. Within the Whitaker portfolio one can see that some profiles are characterized for being introvert (e.g. the 'Intellectual') but there's also people that are more out-going (e.g. the 'Modern') (see appendix 1). Therefore, two different profiles were defined: people that prefer to make reservations for 1 or 2 people and the ones that prefer for groups of 3 or more people. Overall, one can see from appendix 5 that nearly 70% of the customers present more than 75% of reservations for groups of 3 or more people. The third and final quantitative metric is the purchase power that the MyGon customer presents. According to the Whitaker Lifestyle™ Method, a certain lifestyle is not always determined by how much money an individual has, however it is important to keep in mind that a service that charges more than other signals a certain level of quality that might be indispensable to one profile and indifferent to another. In the past year, MyGon's promotions presented an average of

nearly 10 € per person. Because of this, 10 € was set as the expenditure which one can approximate a customer to be more affluent. In general, the sample presents a 50% weight for each of the two profiles (see appendix 5). From these quantitative metrics for developing the new segmentation (number of transactions, category most chosen, number of people and purchasing power) four main communities were encountered according to its differentiated characteristics (see appendix 6):

- Community A (~ 27% of the sample): People (mainly men) who use MyGon to do reservations at a restaurants for groups of 3 or more people, spending an average of more than 10 € per person;

- Community B (~ 42% of the sample): People (mainly men) who use MyGon to do reservations at a restaurants, being the absolute majority for groups of 3 or more people, spending an average of less than 10 € per person;

- Community C (~ 20% of the sample): Women who use MyGon less than 75% of the time on restaurants, being most of the times experiences within the Health & Beauty category, making reservations for 1 or 2 people who spend an average of more than 10 € each;

- Community D (~ 10% of the sample): People who use MyGon less than 75% of the time on restaurants, being most of the times experiences within the Health & Beauty category, making reservations for 1 or 2 people who spend an average of less than 10 € each.

From this quantitative analysis it is clear that the Restaurants and Health & Beauty categories are the most used by MyGon's customers: while in the first one the customer likes to use MyGon to make group reservations, in the second it is more convenient to book for a single person. These two categories are also perceived in a

different way when it comes to value: some people are willing to pay more for the service whereas others may not find it something as appreciated to pay for. For Community C it is very clear that the majority of customers are women, which is in fact aligned with what the category offers; in other communities this trend is not as obvious since some users' ids lack this information. As mentioned before, many demographic data is missing on MyGon's transactional database like age, location and gender, which would add more value to the findings of this research.

3.2. Qualitative research

Regarding the demographic information of the 18 customers interviewed, the communities are characterized as the following (see appendix 7):

- Community A (5 customers): 3 men and 2 women with a higher education degree, from age 26 to 42 years old, with a median of 32; 4 out of 5 single;

- Community B (5 customers): All men, most with a higher education degree, from age 26 to 65, with a median of 37; 4 out of 5 married (3 have children) ;

- Community C (5 customers): 1 men and 4 women, most with a higher education degree, from age 27 to 60, with a median of 40 (this community presents an interviewed sample too heterogeneous in regards to marital status);

- Community D (3 customers): All women, 1 with a higher education degree, age 29, 36 and 44 (the sample is too small to comment on marital status).

When answering to the introductory question, customers would usually describe their experience from the moment they made the reservation at the platform (what filters did they used, what kind of promotions do they prefer) until the moment that they left the merchant. Regarding the platform usability itself, the research showed that the

mobile app is used more often than the website, being the most used filter the location one, followed by the category and finally the tag (see appendix 8). Some interviewed also mentioned the utility of a few features: when it comes to reviewing the experience, half of the sample admits providing his/her feedback when receives the request by email 12 hours later; on the other hand only 3 customers mentioned to use the favorite list. In general, customers appreciate the simplicity of the layout from both the mobile app and the website.

Overall, the research shows that people associate the brand with celebrities that have a major impact upon a limited spectrum (see appendix 9). The majority of the interviewed justified their choice based on their beliefs that MyGon is a practical commodity, underlining the platform's convenience, practicability, versatility and amusement. To them, MyGon presents a beautiful design and great potential. Nevertheless the majority believes it lacks brand awareness, variety of offers plus some other features that hold MyGon to become an impeccable tool.

Concerning the full interview, every so often the customer's dialogue would provide indications about what kind of interests and values the person had. These hints are very subtle insinuations that together complete a lifestyle profile. There are some pointers that help to identify the lifestyle of a person, for instances if the person mentions his/her friends or family quite some times, if he/she likes to go out often, if the person likes to discover new places or prefers to go to the same place every time; these are aligned with the outlined lifestyles of the Whitaker Method (see appendix 1). The indications together with the appearance and posture of the interviewed allowed the interpretation of the person's lifestyle. As a result, from the 18 interviews it was identified five different lifestyles (see appendix 10). From the findings, one may

observe that the ‘Neo-Traditional’ is present in communities A, B and C, whereas the ‘Trendy’ can be identified in community D. This identification of the most represented lifestyles found in which community supports the creation of a marketing segmentation that gathers the historical track of customers from MyGon’s transactional database plus the lifestyle and expectations of each customer collected from the qualitative research.

3.3. The personas of MyGon

The proposed segmentation is presented as the persona that one may find within MyGon’s customer base, aligned with the communities presented and the behaviors, interests and values founded in each community, as the Whitaker Method suggests. This way, the marketing segmentation promotes a better understanding and a clear identification of MyGon’s customers, which will support the creation of initiatives that meet the needs of each persona. Although communities A and B are mostly composed by men, these personas descriptions will have no gender, since there are still a significant number of women within the two communities.

- *The Explorer* (‘Neo-Traditional & Modern’): This person comes from a conservative family; however he/she sees life in a lighter, much more practical view than his/her parents did when he/she was growing up. *The Explorer* has finished college a few years ago, and is currently working in the city. At the moment, the priority and most important things in this person’s life are his/her professional career and his/her financial establishment. After this, his/her objective is to be with someone and have a family. But for now, he/she is enjoying single life and his/her friends. *The Explorer* likes to go every now and then to dinner with his/her colleagues from work and friends at a gourmet ‘hotspot’ in the city. Food is very important because *The Explorer* loves it, thus this person is very picky when it comes to dining out. He/she likes to select the

restaurants carefully, not only because he/she cares about the food but also because he/she wants it to have a nice ambiance. So, he/she goes through every review, checks some other more at the merchant's webpage and at other online review pages like, for instances, Zomato. Occasionally, *The Explorer* likes to go on a date at a restaurant with a nice jazz music in the back and an incredible view, where both can talk and have fun enjoying one another.

Before moving to *The Deal Seeker's* description, it is important to emphasize that the depiction of this lifestyle was constrained by the fact that more than 418 customers compose this group and only 5 were in person interviewed, presenting 3 different lifestyles. Although the three are very similar regarding some characteristics, there are aspects that distinguish one from another (see appendix 1). Nevertheless, there are some values that are equally perceived by these customers, but for a more broad description it is suggested that MyGon carries on a study of its own to complement this valuable segment.

- *The Deal Seeker* ('Neo-Traditional'): *The Deal Seeker* also comes from a conservative family although he/she has always been more opened to changes, new experiences and more social. Family and friends are important to this person, and from time to time he/she likes to dinner out with 3 or 4 friends just to chat a little and eat. He/She is a 'foodie': this person loves to eat, but he/she prefers to book a table for all his/her friends at a time that they can all get together than going to the hottest restaurant in town; especially because he/she does not like to spend too much money. *The Deal Seeker* is a promotion-driven person and enjoys most of all quality for a good price: according to his/her circumstantial appetite, he/she will always choose the restaurant with the better promotion. *The Deal Seeker* likes to know exactly how much is going to

pay at the merchant and schedule it in advance to warn he/her guests, thus “20% discount in invoice” promotions are a no go to this person.

- *Modern-day woman* (‘Neo-Traditional & Modern’): This woman personal priorities have always been to establish herself professionally, earn her own living, find someone who loves and have a family. Presently she is a senior level employee at her company in the city. Although she enjoys the city, presently she lives in the suburbs since she could not afford to raise a family in the center. *Modern-day woman* really has to make an effort to streamline her own day and her responsibilities, between picking up the kids and grocery shopping, which by the way is something that she likes to do herself since *Modern-day woman* cares a lot with what the family eats. Every now and then, when living the office, she may have to stop at a take-away that specializes in prepared meals, which are healthy and nutritious; all she has to do when she gets home is heat and serve. Regarding her looks, the keys are low-maintenance, convenience and easement. Her personal look is very practical, but still professional. Her makeup and hairstyle are simple but still polished. She does appreciate a local hair saloon that it is easy to make an appointment, either near her office or her house, where she can get a haircut every 4-6 weeks. The price is not the first thing she looks at when booking a haircut: she prefers a hairdresser that gives her a color that lasts many days and a quick good-looking cut and brushing. Staying fit is also a very important part of this persona life: she is completely dedicated to keeping healthy and fit because she has no time to be sick. Once in a while, she likes to give little gifts to herself like massages, a day of beauty at a spa or a yoga class to release the stress.

- *Trendspotter* (‘Trendy’): This person absolutely loves fashion. The way this person looks it is important to him/her and he/she likes to spend time with other people

that are like him/her. *Trendspotter* meets his/her friends at all the latest hot spots around town: clubs, openings, galleries, restaurants and parties; he/she is on every mailing list for new arrivals. This person really enjoys taking care of his/her body and dressing in great clothes, although he/she does not really work out or do any exercise. Although *Trendspotter*'s true passion is fashion, he/she believes that you do not need to spend a fortune to be in fashion: with all the great imitations at affordable prices, his/her life is a breeze. And after all, it is always those finishing touches and little details that make the difference in getting the look just right like, for instances, a teeth whitening, or a manicure. Every now and then he/she goes to the hairstylist to keep him/her looking 'cool' at a very affordable price. He/She has no problem to change his/her lifestyle once in a while, just to be in style. Sometimes the hair saloon is a neighborhood store, and in that case *Trendspotter* makes sure that no one he/she knows is nearby when he/she enters the saloon, since it is not very known within the fashion community.

4. Conclusions and recommendations

This project has the fundamental purpose of fostering the engagement of MyGon's personas, which would promote the increase of lifetime-value of this active segment and increase MyGon's profitability in the long-run. The descriptions of the four identified personas can be further developed to a more detailed version as long as the company follows each customer behavior and retains as much information as it can from his/her engagement with the platform. For this motive, it is important that in the future MyGon makes its customers understand that providing data will improve their experience with the platform, by reinforcing a trusted relationship with its users. To conclude this project, a series of suggestions for 'quick-wins' were drawn (together with Key Performance Indicators that help MyGon run each initiative) based on the expectations, values and needs of the four personas found.

- *Bundling Products*: There are some products from different categories that may be bundled in a way that the set fulfills the needs of a specific lifestyle. For instances, in general, *Modern-day woman* uses MyGon for category Health & Beauty, but a campaign on take-away may be the kind of promotion that introduces her to the restaurants category. This bundle can be presented on the the promotions listing as a pack, on newsletters or at the check-out of a reservation; this last one could be presented as a suggestion of promotions that were bought by people who also did that particular reservation. This allows MyGon to not only extend their product line within the same lifestyle but also to promote other categories that the customer might never noticed that existed but has a potential interest of it. This last aspect meets the lack of awareness of already existing promotions, which were mentioned by the customers during the interviews as new categories that MyGon should add (33% of the in-depth interviewed

mentioned existing categories concerning new categories that MyGon could add to its platform).

Key Performance Indicators: Customer lifetime value, sales per visit, average order value and cart abandonment rate.

- *Merchant's profile*: Since MyGon aims to become a lifestyle guide, the creation of a merchant's profile on the platform would be an easement for *The Explorer*, *The Deal Seeker* and *Trendspotter*. The first one is a person who does enough research on the web to make sure that the chosen promotion will be in a pleasant place where the food will not be a disappointment to him/her. Thus, it is suggested the creation of a merchant's profile that includes the description of the current dishes at a promotion plus of the physical place, with high quality photos and videos to complement (containing its perks like balcony with a view, sports channel, etc.). Concerning *The Deal Seeker* and *Trendspotter*, who present a promotion-driven profile, a merchant's profile with indication of its pricelist would give a better perception of how much these people would spend if they choose a "- 20 % off on invoice" promotion. Although MyGon already presents a brief description of some merchants, it lacks reliability, quality and, most important of all, congruence between what the service offers and what the personas are looking for. For instances, if *Modern-day woman* is looking for a haircut promotion, she will be more attracted to a promotion that exhibits a photo of the hairstyle that she is looking for (a straight, 'Modern' one, perhaps). Thus the promotional photo should be aligned with this expectation. Overall, this profile page would not only foment trust but also create a channel to publicize the merchant.

Key Performance Indicators: Customer lifetime value, cost to serve, sales per visit and service page conversion rate.

- *Filter by number of people*: The great majority of customers who make reservations at restaurants usually book a table for groups of 3 or more people. In order to give to the customer a listing according to the number of people that the promotion hosts, it is suggested the addition of a filter in which customers can select how many people they want the promotion to host. This way the person does not spend so much time searching for promotions that are suitable to his/her expectations.

Key Performance Indicators: Time spent on site and pages per session.

- *Newsletter Quiz*: In order to help to collect more information about the user, it is suggested the creation of a special newsletter edition during one month that would contain a small quiz with five to seven questions, inquiring the reader about his/her preferences concerning a particular category. Each week the newsletter would introduce the reader to one category, containing stats such as the merchant with more transactions so far, the merchant with the biggest promotions, etc. At the bottom, the reader would find a short quiz asking him/her questions like “Do you prefer a restaurant with a view or with live music?” or “What’s better: appetizers or dessert?”. At the end of the quiz, the reader would be matched to a specific merchant, who meets the majority of the customer’s choices (e.g.: “You are Osaka! Check Osaka’s promotions here”); a link to make a reservation at the merchant would also be provided in case the customer would like to try it. This would not only allow the collection of information from the answers given but would also a way to introduce other categories to customers.

Key Performance Indicators: Email open rate, email click through rate and form abandonment rate.

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Appendix 1 – Guidelines of the 8 main lifestyles of the Whitaker Lifestyle™ Method

	Appearance	Interests	Values	Behavior
Modern	Big geometric shapes will be constantly surrounding this person; go-anywhere-anytime style; enjoys practical and comfortable clothes and simple make-up.	Art and museums; enjoys dinner at the latest fusion or gourmet ‘hot spot’ with friends, travelling; fitness, spas and preventive medicine; beautiful technology; art.	Not attached to traditions, for instances, marriage is something that this person does not foresee as a necessary think in his/her life; staying healthy and eating right.	Enjoys discovering new places and meeting new people; this person has the amount of stuff necessary to keep him/her comfortable; enjoys life in the city.
Artist	This person loves wearing bright colors and comfortable fabrics; their houses usually tell a story through the color of each room and the furniture chosen: everything has to have some meaning.	Creative and fun activities; spending time with whom they love either at home, or in a garden, or a museum: wherever they feel like it; sculpture, painting, music.	Carpe Diem; family and friends are very important.	People that appreciate life and live it as a celebration; Artists do not plan things, they decide at the last minute.
Romantic	Loves pastel colors and flowers prints; long, flowing curls is the preferred hairstyle; likes to be surrounded of soft, sweet, sensual things; enjoys handmade things; cashmeres, soft cottons and microfibers.	Sewing, knitting; bake cakes and cookies; loves sweets; gardening; invite friends for a visit; family vacations.	This person celebrates love and romance; finding the ‘charming prince/princess’, get a beautiful wedding day and starting/taking care of a family will be the most important things.	Everything he/she does is tender, is sweet, because this person cares a lot about who he/she loves; the ‘Romantic’ likes everything schedule and planned, especially when regards family routine.
Traditional	This person wardrobe contains few pieces but of excellent quality; he/her favorite colors are navy, red and white, hunter green, camels; does not like jeans; women like pearls and both genders like leather shoes. Usually this person house has several family photographs, oil paintings, artifacts and dark wood furniture; china table set.	History; antiques and artifacts; reading; golf; tennis; sailing; philharmonic concerts; family vacations.	Family traditions are the most important thing to this person; very attached to the past and heritages; starting a family of his/her own is very important and marriage is the first step towards it.	Usually leaves near his/her family; concerning the traditional women, she will probably believe that her life profession is to raise her children and the traditional men will run the family business.
Neo-Traditional	This person look is very practical but still professional, something that takes low-maintenance and that is convenient but still sharp. This person wardrobe is not as traditional as the previous one: is lighter, more colorful presenting a more updated style, but still have some similarities.	Work; family; pets; cooking; to friends but also eating; reading books; listen to jazz music; family vacations.	Family and traditions are important, but so is his/her professional career. Trying to balance this two things is this person life purpose.	Works hard to be successful at his/her career; wants their children to have the best example of balancing family and work.
Trendy	Everything this person wears or uses are pieces from the this season well-known brands; although he/she may use imitations but really good ones; size 0; uses clothes that call for attention because he/she wants to see and be seen; must have a ‘cool’ hairstyle.	Loves fashion, shopping and celebrities; modern medicine; openings, fundraising events, clubs, restaurants, parties.	Everything this person does has to be to be noticed, get others attention and be popular; food and fitness are secondary; this person keeps always her/his phone with her/him and has a emailing list for every new arrival.	His/Her friends are just into fashion as she/he is; spends the majority of her/his income in wardrobe; enjoys meeting new people; does not have an equipped home to receive friends; usually the ‘Trendy’ does not have a committed relationship.
Glamour	Gold will be the election color for this person and that is why the Glamour loves jewelry; always wearing big brands from international recognize designers like Prada, Gucci; enjoys mixing many styles, pattern and colors in the same room; loves animal prints; leather.	Travelling to luxurious places; stay at famous hotels; shopping on the most exclusive stores; jewelry; fashion; keeping in shape at the gym; plastic surgery; entertainment; go-out with friends for cocktails.	His/Her image is very important to this person; but working a lot to achieve his/her own things is also very valuable to this person; puts a lot of emphasis on entertainment though.	Works hard to support his/her luxurious lifestyle thus takes business very serious; workaholic and ambitious; very talkative and social; probably does not cook or cleans.

Por isso, gostava de convidá-lo/la a participar neste processo. Este estudo consiste numa entrevista presencial de aproximadamente 35 minutos, na qual o/a <nome> terá apenas de responder a uma pergunta acerca da última experiência que teve com a MYGON. A/O <nome> estará livre para me dizer o que vem à sua mente sobre o assunto. Caso esteja interessado/a, a MYGON oferece um vale de 10€.

Portanto, o/a <nome> estaria interessado em marcar um dia para nos encontrarmos-nos?”

- In-depth interview:

Warm-up:

“Obrigada por aceitar participar neste estudo da Mygon sobre os seus clientes. A MyGon solicitou os serviços de consultoria da NovaSBE para conduzir este projecto, e por isso eu estou a colaborar com este estudo no âmbito do meu mestrado. Para esta pesquisa e entrevista eu estou a utilizar uma técnica particular: o método não-directo; isto significa que eu não irei fazer-lhe questões específicas sobre o assunto, como num questionário normal. Após a primeira pergunta, que irei fazer de seguida, o/a <nome> estará livre de dizer o que está na sua mente sobre o assunto. Esta entrevista é confidencial e a informação recolhida será apenas utilizada para o propósito deste projecto. Se não se importar, eu irei gravar a entrevista que terá a duração de aproximadamente 35 minutos.”

Initial question:

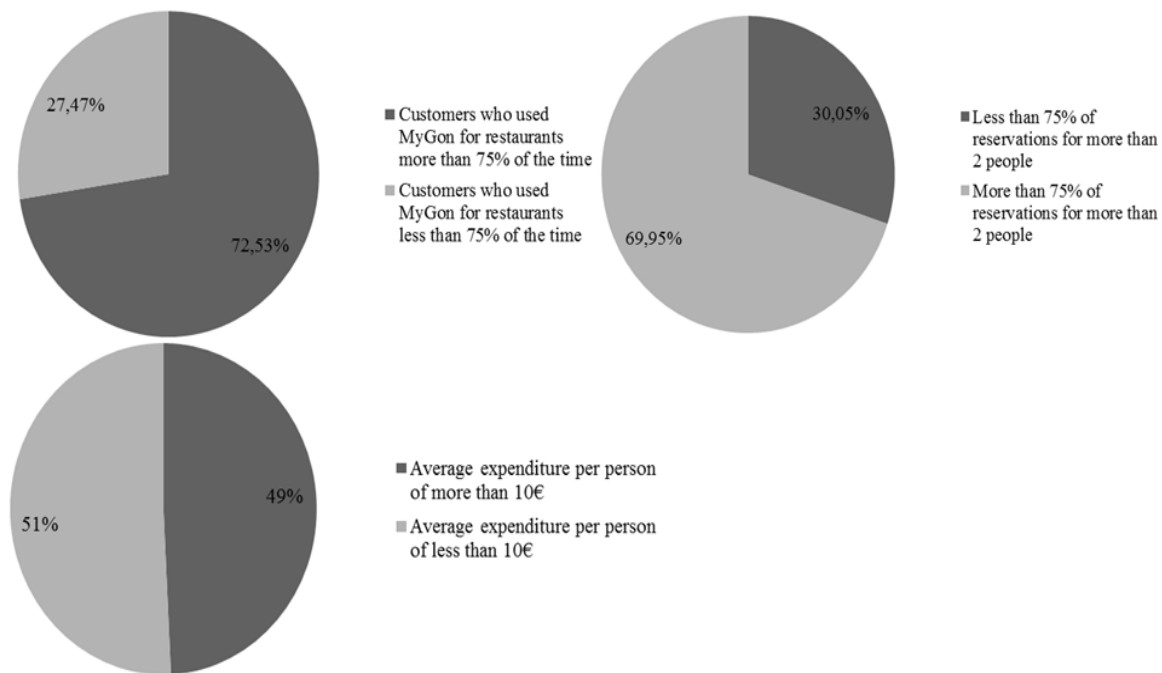
“Poderia falar-me um pouco sobre qual foi a última promoção que comprou, e porquê, na MyGon?”

Projective technique:

“Se a MyGon fosse uma celebridade, quem é que seria?”

“Se a MyGon fosse um animal, que animal seria?”

Appendix 5 – Sample’s behavior regarding reservations in restaurants, number of people per reservation and expenditure per person



Appendix 6 – Communities A, B, C and D and its respective characteristics

Restaurants	3 or more people	Average price per person	TOTAL (n° customers)	Gender ^A	
A	>75%	>10 €	267	Men	42,91%
	<75%	>10 €	19	Women	35,47%
B	> 5%	<10 €	418	Men	50,22%
	>75%	<10 €	38	Women	2,68%
C	<75%	>10 €	13	Men	13,18%
	<75%	>10 €	207	Woman	67,27%
D	<75%	<10 €	13	Men	36,61%
	<75%	<10 €	100	Woman	54,46%

^A The sum of percentages do not equal 100% since within the community there are users id's that lack information regarding gender

Appendix 7 – Demographic information of the customers interviewed

Community	User id	Marital status	Gender	Age	Occupation	Education
A	1	Single	Male	32	Bank Sector	BSc
	2	Married	Male	42	Project Manager and Analyst	12°
	3	Single	Female	32	Physiotherapist	BSc
	4	Single	Male	31	Consultant	BSc
	5	Single	Female	26	Architect	MSc
B	6	Single	Male	26	Unemployed/Design Student	MSc
	7	Married w/ children	Male	37	Product Manager	12°
	8	Married w/	Male	65	Teacher	BSc

		children				
	9	Married w/children	Male	32	Sales Assitant	BSc
	10	Married w/children	Male	55	Business man	9°
C	11	Married w/children	Female	60	Administrative assistant	9°
	12	Single	Male	27	Engineer	MSc
	13	Married w/children	Female	40	Architect	BSc
	14	Single	Female	30	Consultant	MSc
	15	Married w/children	Female	48	Real estate manager	BSc
D	16	Married	Female	36	Business advogate	12°
	17	Single	Female	29	Store Manager	9°
	18	Married w/children	Female	44	Air Hostess	BSc

Appendix 8 – User experience and platform usability of filters, the device and features

	Filter			Platform		Features	
	Location	Category	Tag	App	Website	Review	Favourite list
N° of people who use it	17	14	10	13	8	6	3

Appendix 9 – Projective technique results

Celebrity	Animal	Obs.
Fernando Mendes		"...everyone likes him but everyone's knows he is not the best host of the world, he's good but there's something missing."
Stephen Fry		"...for his culture is Stephen Fry, don't ask me why but I believe we can trust sometimes on out intuition."
Could not mentioned one		"Someone who is versatile and with a lot of options to choose. MYGON should be someone very practical."
Could not mentioned one	Leopard	"...it's assertive and people choose exactly what they want."
Music bands	Endangered species	"those music bands that appear launch a really good song, but then no one talks about them anymore."
Obama		"I believe he is discrete, he looks nice and I think he does well his job, on my opinion. MyGon is the same, although maybe is a little bit too discrete. It should be more publicized."
Tom Cruise		"..because of the multiple characters that he already played"
Angelina Jolie		"...because she has claws and although it's a small company it has been growing, and it looks attractive, very pragmatic"
Syndicate		"because a syndicate is always trying to find the better solutions to people, but sometimes there can be a little counter time with the merchants (...)"
Cristiano Ronaldo		"...because I like to see him playing and I like MyGon because of its promotions; it could have more restaurants though"
Could not mentioned one	Bird	"...because it allows to fly to many places."
Angelina Jolie		"From 0 to 10 I would say a celebrity level 7-8 (...) because there are some partnerships missing, and the website could have another disposition"
Ana Moura		"...she's a good 'fadista', with some good songs, but Amália is more recognized"

Could not mentioned one	Dog	"...it's a companion, I like to spend time with my dog"
Sandra Felgueiras		"...I think she is a good journalist but no one gives her the deserved spotlight"
Beyoncé		"She is very beautiful and I like her style"
Angelina Jolie		"In one hand she likes to help people and that's wonderful, on the other she never won a Oscar for lead role"
Julia Roberts		"She has a couple of great movies but the other are not quite as good"

Appendix 10 – Whitaker lifestyles present in the sample

Community	User Id	Whitaker
A	1	Modern
	2	Neo-Traditional
	3	Neo-Traditional
	4	Neo-Traditional
	5	Modern
B	6	Intellectual
	7	Neo-Traditional
	8	Traditional
	9	Neo-Traditional
	10	Neo-Traditional
C	11	Neo-Traditional
	12	Modern
	13	Neo-Traditional
	14	Modern
	15	Neo-Traditional
D	16	Trendy
	17	Trendy
	18	Trendy

Appendix 11 – Raw data from in depth interview

All interviews were conducted in Portuguese, recorded and later transcribed to English.

User id: 1

Appearance: The customer was wearing a suit, black tie, a Casio silver watch, his shoes were pretty classic and his hair and beard was shaved; we met at lunch time, that is why he had a suit.

“I already have a list of my favorite restaurants and it’s already programmed, so I just go there and choose the favorites, so I don’t search much. Or I just search for restaurants in the area, and food category sometimes Vegetarian, Sushi. I always used MyGon just for restaurants; I've never used for outdoor activities and so on. The last that I used it was for the Asian restaurant called Osaka. I know Osaka for quite some time, because before I used to work at a consultant company in Saldanha and sometimes I would go there. I usually go with a group of friends like 2, 4, 5 people and spend 20 € maximum. Because since it is a group I can't choose a campaign that's too expensive. Sometimes I go during the week and other times I go during the weekend, because it's always a very quick thing so it's no problem to go during the week. Usually I go to restaurants that I already know and I'm familiar with. I like the food, it's good. I know the place and I'm comfortable with it.

My advice would be that MyGon should take pictures of the whole thing that is included in the menu, because sometimes I may not like the food and that way I am prepared.”

Celebrity: “I'm not very familiar with celebrities but if I have to peek one I would peek Fernando Mendes because everyone likes him but everyone's knows he is not the best host of the world, he's good but there's something missing.”

User id: 2

Appearance: The customer was wearing a checkered shirt brown, beige and blue, with jeans trousers and blue shoes. His hair was almost shaved, grey and blond and his beard was the same size as his hair. No accessories. Short and clean nails. He has an iPhone 6. I believe he must have left work dressed like this.

“The last promotion that I bought was at Sakura in Entre Campos, it’s not the first time that I buy in the same restaurant. I bought through MyGon because I can pay after the reservation is made, plus I can make a reservation and go to the merchant in the same day and also because it has a lot of variety of restaurants. Usually I just go with my girlfriend. The reservation at the site and app is easy and simple. The dinner was very nice, very pleasurable and welcoming. I just have to provide the code on my phone, although in some restaurants the merchant already has the code and the name. It would be interesting if the merchant already had a back office where he could check the reservations that he has. So I went to the restaurant, paid and then I always receive an email to classify how the experience was, but I don’t always do it because I’m more engaged with Zomato, where I always do my reviews. I usually do this while I’m at the restaurant. I use MyGon between 2 to 3 times a month.”

“I like to go to Japanese restaurants and eat sushi, because it’s usually expensive but less with MyGon. Sometimes I check for new campaigns, better ones, but usually I like to go to Sakura. The ambiance is different; the decoration is better and intimate. It’s not so noisy, the light is indirect and it gives a better experience. General rule, I just eat out home when I can’t cook that meal, so I usually go for foods that are hard or expensive to cook. That’s why I usually go to Asian restaurants. I don’t have a preference for exotic food; I have a preference for good food. I’m Italian so, traditionally and genetically I like food.”

“I don’t use the favorite feature on the platform because I already know what my favorites are. “

“Maybe I wouldn’t show the merchants that don’t have campaigns.”

Celebrity: “Well, I don’t really like the term celebrity, I prefer personality. There are celebrities whose talent it’s overrated so I don’t really care for those. MYGON is not only a tool and a service but also a platform that provides knowledge. The first name that stands out in my head, for his culture is Stephen Fry, don’t ask me why but I believe we can trust sometimes on our intuition. I don’t think it’s because we look nice but because it’s a person that I look for, and whose work I follow.”

User id: 3

Appearance: The customer was wearing a purple coat of mesh, black pants, brown boots (“botas cavaleiras”), a scarf in pastel shades of pink, short beige nails plus she has straight brown hair and no make-up.

“The last time I used MyGon I did the same thing that I did on the other times. I always go to the same place in Telheiras with my colleagues from work or friends. I believe I've been there so many times because I really like the food. Usually we are a group of 6-7 adults and we go to this Chinese/Japanese restaurant. The platform works really well, but most of the times I just search for the merchant name and I make the reservation. The best thing that I like about MyGon is that you don't have to pay anything before the meal. You just pay at the moment. The merchant at Telheiras speaks poorly Portuguese but she is always aware about the process of MyGon. Surprisingly, the last time I didn't even have to provide my name at the merchant. She already had my name so I just had to pay for it. The restaurant is not the fanciest thing in the world but the food is great and the price is even better. For a group of so many people, it's good that we eat well and don't pay much. I've also used MyGon to go to the hairdresser. I don't believe that MYGON is much known and people don't know the brand. I believe

MYGON should invest in brand awareness. The platform is perfect: easy and very clean, but I only use the mobile application.”

Celebrity: “Someone who is versatile and with a lot of options to chose, but I can’t chose a celebrity, actually we are very badly served of celebrities, we have just pseudo celebrities. But MYGON should be someone very practical.”

User id: 4

Appearance: The customer was wearing a blue striped shirt with suit pants and classic shoes. He left work and came to MyGon. His hair cut was very classic, following any trend. He likes to play golf and he was really nervous at the interview, sweating a lot.”

“Well, I was feeling like eating somewhere in Lisbon, and so I checked on the platform what restaurants would be interesting. Not only did I look for restaurants but also for good promotions. Everything went really well, the merchant knew everything he had to do, and so it all went very well. This was a Brazilian restaurant, and I went with some friends. Usually I take 2/4 colleagues from work with me. I usually go on weekends to have lunch with some friends but sometimes I go during the week, and curiously I never plan to go on dinner with friends. Usually it’s a moment kind of thing: we feel like going out and I just check MyGon first to see if there’s an interesting promotion. During the week we tend to choose places that are near either our work place or our home, and during the weekend in places that we don’t go as often. In general, every time I have dinner out, I check MyGon first. I only use the app, it’s handier and many times I’m not even at home. Usually I don’t provide review, but not only to MyGon. I don’t do reviews.”

“One of the things that I would suggest is that MyGon should add a filter of how many

people is the promotion for. Sometimes you're looking for a reservation for 4 people and so you would like to see a list of promotions that works for 4 or more people. Since I only use MyGon to take other people with me, I believe this filter would be fantastic for me."

"Another thing I would add is something related to golf for instances, some kind of promotions."

Celebrity: "Well, I don't really know many celebrities, so it's difficult for me to create a match."

Animal: "Well, I would choose the leopard, because it's assertive (on the offers list) and people choose exactly what they want. Since I only use it for dinners/lunch, I think that I use it almost to find my victim and eat it."

User id: 5

Occupation: Architect

Appearance: The customer had short straight blond hair, a beige cardigan jacket with a dark green shirt below, dark yellow pants and short brown boots. She had natural make up and no accessories.

"So the last time that I bought a promotion on MyGon was for a restaurant called Real Nepal. I bought it because I like to know new places and at affordable prices, for me that's a drive to experiment new things. I usually don't buy other type of services because I believe that the quality control regarding those kinds of offers is at the moment not enough, I also don't know how those kinds of merchants are chosen to be on the platform, or if there's a criterion at all. Regarding the platform, I believe that both the application and the website work really well, although I believe it could be

more specific, for instances sometimes I put a filter and then the restaurants that appear are not quite a fit of what I inserted on the filter. Regarding the merchant, sometimes it happens that I provide the code to a merchant and the merchant forgets to apply the promotion which sometimes can be really annoying. My suggestion is that MyGon should have a feedback center where people could suggest other categories or restaurants that they really like, I don't know if you have something like this but I think it would adjust MyGon's offer to what the market wants. Regarding the restaurants, I really don't have criteria of what kind of food prefer, but usually I go more often to Japanese. As I told you, I like to know new places and I would appreciate if MyGon could have a filter of specific features of the restaurants like balconies or esplanade or live music.”

“I've done reservations for and also for more people, but it really depends on the kind of merchant: there are the ones that it's ok to give a call and ask for one more seat and then here are the ones that even though sometimes you have the reservation made, they get many people and have to cancel yours, which is also really bad. That's why it would be really cool if you guys had to the platform some kind of indication of the stocking of the restaurant.”

“I believe it would be nice if the platform had get-ways during the weekend.”

“I really don't use the favorite list because I like to know new places, and if I don't see any new place that I like, I just search for the name of one that I've been before.”

Celebrity: “Angelina Jolie, because it has claws and although it's a small company it has been growing, and it looks attractive, very pragmatic.”

User id: 6

Appearance: The customer was wearing a dark green sweat shirt, jeans and sneakers. No brands at all. His hair was shaved as his beard was.

“My last reservation was last week at a Japanese restaurant; I made the reservation at MyGon because the prices are lower. Actually on the last time that I made a reservation, it was required that I call the merchant and confirm my reservation, but besides that, everything went really well. This time I’ve choose Home Sushi near Amoreiras, and I’ve choose this restaurant because I like to experiment new restaurants. Usually, I prefer to search for restaurants that I already have been to, but since this one had a big promotion, I went for it. Nevertheless, at the moment I noticed that the promotion from MyGon was really good because on the restaurant’s website it said that the same menu would be 12€ but in reality it was 7,5€ (I’ve confirmed later during dinner) and since MyGon offered a price of 7,20€, in the end the discount wasn’t that good. I went to dinner with 3 friends; usually I go with a group of 2-4 people. Usually I search for “sushi restaurants” and then select the ones I’m interested by area. I don’t use the favorite feature, because I don’t think that it works that well. Another bug that I found is that whenever I click on the details of the merchants, it doesn’t load, and so I have to go back and click again. Oh and I don’t use the website, just the app. Although I believe that the app is outdated. I believe this was build using the iOS 6 and nowadays there are already apps with iOS8. I don’t there’s ever been an update on the application in the last 2/3 years.”

“I also believe that the website is not very user friendly. If you try to use the website on the browser of your mobile, you will find it extremely poor.”

“Regarding my last transactions, I usually don’t spend more than 7-9€, because I also believe that my friends prefer that way. My worst experience was some months ago when I went to a restaurants and the experience itself was great but then I received a message from MyGon accusing me that I didn’t showed up. I know that probably was a mistake from the merchant but I didn’t like it, even because then MyGon apologized I told me that they would confirm with the merchant and then give me the points but in the end, they never get back to me.

“I know that MyGon has other offers like spa and massages but I don’t think that those are as appealing to me as restaurants. But I think it would be nice if MyGon add a category for gyms and sports. Plus, add a category for courses and workshops! I really like those ones: programming, cooking, design.”

Celebrity: (couldn’t provide a name) “I would say someone that in the past had success for a while but then was forgotten. Like those music bands that appear, launch a really good song, but then no one talks about them anymore.”

Animal: “Following the same line of thought, I would say an endangered species, that still exists but it can be extinct”

User id: 7

Appearance: The customer was wearing a suit with a red tie. His perfume was really strong and he had shaved hair. In spite of being in a suit, he was wearing black pumps and a Hamilton watch.

“Well first of all I only use MyGon to make reservations to restaurants. I prefer MyGon to other similar platforms because you don’t need to print any proof and bring the paper with you to the merchant. It is much easier and the platform is very user friendly. I like

to have dinner on restaurants at every Friday or Saturday, and so I use MyGon to check if there's any promotion. The last time that I used MyGon I made a reservation to an Indian restaurant; I really like Indian food and since I was going out I thought of checking MyGon first to see if there was some promotions: and so I made a reservation to "Tamarin". The place was really nice, and the reservation was working as mentioned on the platform so it all went well. The place was not noisy, and the ambiance was really nice. Both service and food was really good, but at the end, when I ordered the check with my taxpayer number (which is something that I usually don't do, just because I don't have the patience to do it) the merchant told me that he couldn't give me because the machine was not working and thus it couldn't print the invoice. I thought it was really strange because it's not good for a merchant with such a prestigious restaurant to have a broken machine at the time, but ok. Regarding the experience itself, I went to "Tamarin" with my wife, but sometimes I do reservations for 2 or 3 couples. The reason why I only use MyGon to book dinners and lunch is because 2 years ago I bought a little house in Alentejo which is my refuge during the weekends, and since I like to eat very much, I focus on restaurants. The food that I like the most is Italian and Indian; sometimes Japanese. Regarding the platform, I use both the app and the website; and I always provide the review after the experience. Most recently I had a child, and that doesn't allow me to spend as much money as I would wish in restaurants, but I'll use it more often now. I always try to make a reservation at a new place, something that I don't know, rather than use the favorite list. I use the favorite list in a way that in case I see some restaurant that was appealing to me, I save it on favorite and later I'll take a look at it."

Celebrity: “Well, it must be someone discrete. This is difficult because I don’t watch movies, I don’t follow nor read those magazines of celebrities, neither do I watch TV or the news. I only use the internet. (Long pause) I don’t know why but I have Obama on my head. I believe he is discrete, he looks nice and I think he does well his job, on my opinion. MyGon is the same, although maybe is a little bit too discrete. It should be more publicized. Because if I ask to 10 colleagues about MyGon, no one knows.”

User id: 8

Appearance: The customer was wearing a grey suit with a black tie, he had classic shoes and his watch was a “Cartier” very basic and traditional.

“So, my car was having a big problem with the air conditioning and when I asked Citroen for a budget to fix the problem they wanted to rob me with a more than 700€ payment, and I couldn’t believe that I would have to pay that much; so I search for others workshops. Since I’m a user of MyGon I remembered to take a look on the platform. I knew for quite a long time that MyGon has restaurants and spas and hotels, but I got the feeling that MyGon also had services and other products. And so it went. I found a workshop in Sintra, which was the only one in Lisbon, and although it wasn’t very convenient for me, I went there. The best thing was that I made an appointment but then the workshop called me saying that I could pass by whenever I wanted, and that was even better. The people there were really nice and professional, and my air conditioning was fixed with only 30€. Although it all went really good, I didn’t received any message from MyGon to review the service, which was a pity.”

“I’ve been appreciating every experience that I had with MyGon; it’s really hard to for example, go to this place at Lamego where a meal is just 9, 20€, with a great service and

quality.”

“I’ve been using MyGon mostly for restaurants not for a specific kind of food but by appetite of circumstances. The reason why I like MyGon so much is because, first I don’t have to print anything (a voucher for instances) and be compromised with a specific date, and second because I don’t need to pay in advance. Nowadays I just go to other platforms when I don’t see the promotion I’m seeking at MyGon. For me MyGon is really practical; if I have a lunch with clients, I don’t have to be worried about how many vouchers I have on my pocket, and I don’t have to arrive at a restaurant and show in front of my clients how many vouchers I need to deliver, which I think could be a little be awkward. And so the commodity and the elegance of the MyGon process are very valuable to me. Usually I have dinner with large groups, of friends, family or clients, but usually they don’t recognize MyGon.”

“Usually I use the website because most of the time I’m in front of a pc and even when I use the tablet I make an organic search of MyGon instead of using the app, because for instances, when I was looking for the workshop to fix my car, I found it on the website but on the app I didn’t. I think the layout should be the same because people like what they are used to, and so since my first experience was with the website, I can’t stand the idea of educating myself to learn how to work with another layout.”

“I like to search on function of what I want to eat at that moment and so I don’t use the favorites list, I don’t see a great advantage on that, and also, I’m very promotions driven, so I always like to check those. But I don’t like the promotions that say “20% less on invoice” because I know that they charge higher prices and so the outcome is the same.”

Celebrity: “Tom Cruise, because of the multiple characters that he already played.”

User id: 9

Appearance: The customer had short black hair with gel, he was wearing a white shirt with no tie and brown/camel pants. He had an Omega silver watch and blue pumps like Vans.

“My last reservation was sushi, it is a merchant that I go many time and very frequently. I don’t have anything negative to tell you about it because it’s definitely a place that I like to go and that’s why I go so many times. The only inconvenient is the fact that you can’t pay with card because they don’t have an ATM terminal and the ATM machine is a bit far from the restaurant nevertheless that is a condition stated in the promotion at MyGon. The restaurant is very nice, the food is great and quality-price is very satisfactory. This reservation was for 2 people but is very common I made a reservation for 4/5/6/7 people and it’s not only during the weekend but also other days. I always search for the merchant on Google before I make the reservation, and so I think that MyGon could have something like a merchant profile page, in which I could not only see what the restaurant looks like but also see people’s reviews. I only use the mobile application and although I go many times to the same merchant, I don’t use the favorites list. The majority of the offers that I buy are sushi, Japanese. Usually I give reviews, but many times the review email ends up on spam and so I tend to forget. I’ve also used MyGon for hair salons, but it would be nice if MyGon could have promotions for flights and travelling internationally. It’s something that I really like to do.”

“The thing that I like most on MyGon is the simplicity of the application; it’s easy and intuitive.”

“I never spend much than 10 to 15 €.”

Celebrity: “I think it would be a syndicate and not a person, because a syndicate are always trying to find the better solutions to people, and sometimes there can be a little counter time with the merchants, but I think it could be a syndicate, because a celebrity...I can't really think about.”

User id: 10

Appearance: The customer was wearing a white shirt with a dark-blue pullover, jeans and brown sailing shoes. He had also blue coat for rain. His hair was short and grey.

“The first time I heard about MyGon was on the TV, I believe the founder was talking about what they did and I was curious about not having to pay before you make the reservation. But sometimes I still use Groupon or Goodlife.”

“My last experience was at Saldanha, at Osaka Sushi; I've just been delivering some furniture far from Lisbon and since it was very late I decided to dinner somewhere. I called my wife and made a reservation using MyGon at a sushi place that could have a nice promotion and was near my workshop. So I enter the restaurant, told the nice waitress that I was from MyGon and she already knew the whole process. The food was excellent, I paid and it was wonderful.”

“I used some filters for the research such us location, for restaurants of sushi. I search for the kind of food that I am in the mood to eat. I like to eat foods from all parts of the world! Generally I go for places that I already know but if there is a really good promotion I may go for it. I try to find something that price-quality is guaranteed. That's why I try to always check MyGon first before doing something.”

“I usually go with my wife; or sometimes with my son is with me, usually using promotion of 15-20 €, I never use the discount on invoice because I don't know the prices of the restaurant.”

“I think the favorite list is not necessary, but I would wish that MyGon would have a category to pets, and promotions to the vet, to cut the hair, nails, etc. That would be great for my dogs.”

“I have never had a problem with MyGon; except one time that my wife booked a haircut at a hair salon and she did it days before the schedule but when she was driving there they called saying that they didn't had time to take care of her because they were overcrowded; they even confirmed the appointment but then cancelled very late. MyGon didn't get me any warning or apologies.”

“I did review like 2 or 3 times and sometimes I like to check the reviews from others. I think the review should be sent during the experience because they only sent later and then I forget about it.”

“I lived many years at Philadelphia USA and I liked so much sushi, and here in Portugal didn't exist; but I'm always coming back there!”

“When I want to make a reservation I can either use my phone or the computer; maybe more the computer.”

Celebrity: I don't know, maybe Cristiano Ronaldo, because I like to see Cristiano Ronaldo playing and I like MyGon because of its promotions. They could have more restaurants though, because they have very few here at Saldanha; they have more far away; I think they should have more restaurants and others like Russian, Thai, Greek, Indian, Mexican, etc.”

User id: 11

Appearance: The customer was wearing a white/beige suit with dark-yellow shoes. She had matching yellow (flowers) small earrings and necklace. She also had a large geometric bracelet with multiple colors. Her hair was curly and grey and she had no make-up.”

“I’ve doing a couple of reservations recently and I find the service very functional. Basically I receive some divulgation through the email and then I go to the website and check the list of promotions that they have there, and usually I search by area, and so I check the promotions that they have in Lisbon. I’ve made a reservation 1st to one merchant but then I had to change because they told me they were overcrowded. Nevertheless, I really like the platform because you don’t need to pay before you go to the merchant. I’ve used other platforms before such as Plateau but the experience was worse, because we have a deadline to use the promotion and sometimes something happens and we can’t use it anymore. At the beginning I think that the platform wasn’t that good but now I believe things are better, although I would appreciate if they would send an SMS warning me about the hair saloon appointment as they used to do before. But in general I like the platform, the filters, etc. Even in restaurants is very easy to book a dinner“

“Regarding the experience at ‘Eduardo Beauté’, I think it was pleasurable, it was my second time at this merchant using MyGon; I already knew this place and was very satisfied. This time I was not received by Eduardo himself but the time before he even suggested some things to do with my hair.”

“I usually use MyGon for this kind of things regarding beauty, but I’ve tried restaurants 2 or 3 times with a small group”

“I really like the presentation of MyGon, but I think travel promotions would be amazing!”

“Once I had an unpleasant experience with a hair salon, because I thought I was paying for one service and then they were unprofessional and the service was bad. I paid a lot more than expected because I had to order extra things that at the platform were included in the promotion but actually it wasn’t; the promotion was wrong and I was very angry. That’s why I also provide reviews after each experience because it’s important to check the reviews before making a reservation.”

“I have a list of favorites and when I don’t see a good promotion prefer to see my favorites, and sometimes I like to check first my favorites, but always compare with promotions”

“I prefer to use the computer since it’s usually at the office where I make my reservations, and then I leave the office and go to the place”

Celebrity: “I think this question is...awkward, I don’t think you can compare one thing to another.”

Animal: “A bird; because it allows to fly to many places and it allows to have many options; a big option.”

User id: 12

Appearance: The customer was just out of office so he had a black suit, black pumps, white shirt and black tie; his hair was shaved and he had Prada silver glasses. He had a Calvin Klein watch.

“Well, I’m going to tell you about 2 experiences that I had. One was at Osaka in Saldanha: it wasn’t my first time there using the same promotion and I went there with a

friend. I paid less than I would have if I hadn't done the reservation using MyGon. Usually I use MyGon during the work-week. The thing I like about MyGon is that I can make a reservation almost immediately before I am having dinner. Even if I can't go, it's no problem because I didn't pay anything. It's easy and the price is lower. Every time I go to somewhere I use MyGon. I know that MyGon has good opportunities for sushi. And I like to get good things at the best prices. I'm a promotion driven person, and I enjoy getting things at a good price. Another experience that I also had was a massage. Usually I book in the same day that I want to get the massage and sometimes I can't book because it's already overcrowded and I have to call 5 or 6 places to get one for the same day. With restaurants it's easier. Well, but in general I use MyGon for massages and restaurants”

“Regarding the massages, it already happened places only have availability at the end of the month, and it also happened telling me that I don't need to book anything through MyGon because the merchant could make me a similar price.”

“Usually I take a group of 3, 4 or even 5 people, and I usually make the reservation in the same day or the day before; I search for the best promotion on the website in Lisbon or I just insert a tag like sushi or massage. When is a restaurant or a place that I already know, I don't call them but if it is my first time, I always call to confirm”

“Usually I use the website on my office, and I check for promotions every week and sometimes is nice to experiment new things using the suggestions of MyGon”

“In general I book Japanese but it happened to book seafood and steak; the thing is that MyGon has nice Japanese restaurants and plenty of them so I always end up on those”

“I think it would be nice if MyGon had international get-ways of hotels, etc.; but also, it would be great if they had promotions for cinema”

“The only time that I had a bad surprise from MyGon was this one time that the merchant told me that since it was my second time I had to pay more 2€, which was not stated on the promotion description; I didn’t contacted MyGon stating this situation, I just crossed this restaurant from my list.”

“I don’t read any newsletter, unless the title states something regarding a big discount; for some people, reading reviews from restaurants are really nice, but for me the promotion is the most important think.”

“Regarding the points, I have a couple of them, but the only reason I’ve never used it yet it’s because I don’t know how they work, and I wanted to talk to you about it.”

Celebrity: “I think that MyGon is more used by younger people 20-35 years old. I old say that is a younger brand. I think that MyGon could create more partnerships or more promotions at luxurious places because it is MyGon that most of the times suggest what to eat and where, and many times it’s a new place. But well, about the celebrity, from 0 to 10 I would say a celebrity level 7-8. Because I think the platform is good for the advantages that I already told you, but I wouldn’t give a 10 because there are some partnerships missing, and the website could have another disposition. Regarding the partnerships, maybe they could have something related to adventurous thing, like parachute, canoeing or karts.”

“But it can be Angelina Jolie; I think she’s an 8. She isn’t the greatest start in Hollywood but she is satisfactory, plus she supports humanitarian causes. MyGon also tries to help people find things at a lower price, in the same way that Angelina does help.”

User id: 13

Appearance: The customer had a black rectangular dress with a white shirt below, brown summer sandals and small gold earrings with a large gold and silver bracelet. Her hair has straight, blond and long. She had mascara and pearl eyeshade.

“I met MyGon about one year ago when I went with a group of friends to Osaka in Saldanha. I was surprised because my friend told us that we would go to this restaurant since she had a promotion for our group and after we had dinner I asked her how she got the discount: that’s when I heard for the first time the name MyGon.”

“The last promotion I bought was a body waxing in Odivelas, where I live. It was very easy as usual: I just inserted waxing on the search bar and it appeared a couple of nice promotions. This one was near my house, and I already knew it so I just made the reservation and in the same day I went there.”

“But on another day, I scheduled a haircut in Sete Rios and the service was terrible. I did a review complaining about it because when I arrived, the hair saloon was overcrowded and I after I wait for about half an hour I gave up and left. But other than that, I’ve been happy with the service.”

“Now, every time I think it’s time to fix my hair or waxing I just grab my smartphone and check if there’s some promotion for me; it’s easy and practical.”

“Regarding the last promotion, I don’t know what else I can tell you: they were already expecting me and it was nice: the girl who attended me was helpful and careful; it was my first time there but I might go there again if a promotion is available, because it’s near my house.”

“Sometimes I make reservations at restaurants; I usually go with my husband or with my colleagues from work; I work in Bairro Alto and there are a couple restaurants there

that have a promotion at MyGon. It could have more though. I think MyGon lacks variety: they have too much sushi offers. But what I like about MyGon is that I can schedule what I want in the same day and I don't need to carry tons of vouchers."

"I think MyGon still has to be recognized by people, I think it lacks awareness. But it's growing; they could add promotions for everything like spending a night in Algarve or Porto."

Celebrity: "Well, maybe Ana Moura. I was just listening to her song in my car. I like her voice, she's a good 'fadista', with some good songs, but Amália is more recognized."

User id: 14

Appearance: The customer was wearing by ankle brown leather boots with a high heel, jeans, a white shirt and a long green necklace. She also had a Calvin Klein watch. Her make-up was very natural and her hair was brown and short. Her nails were short and skinned colored.

"So I usually have my manicure done every month. I don't do it myself because I prefer gel polish because it lasts longer and I don't have to keep fixing my nails every week. So I checked MyGon's promotions first before I go to the manicure. I've been to 2 or 3 different manicures using MyGon and so far so good. I book the hour that I want and then I just go and everything is ok; sometimes I have to call to 2 or 3 places because they can't attend me at the time that I have a slot on my schedule."

"So I went there at 7pm, I said I had a promotion from MyGon and they attended me right away. I just had to pay in the end because with MyGon is how it works: you only pay at the end and I prefer that way. It's faster when I book, and I think it's more secure. I don't usually shop only."

“Usually I use MyGon to fix my hair, last time I decided to change and cut it very short, because I had long hair; but I felt like changing, you know, is something that women sometimes do.”

“I’ve never answered the review email because my experiences have always been good; I also make sure that I don’t choose a very cheap place because I am afraid that the hairstylist may ruin my hair, I don’t think that MyGon does a screening on quality or a test, so I prefer to pay more for it; and it’s just once a month so it’s fine.”

“I usually go during the week because I am not in Lisbon during the weekend; I usually go to my boyfriend’s house in Mafra, although I’ve also used a couple of promotions there.”

“I know that MyGon has also restaurants but I’ve never used it; I hardly find the time to use these promotions and I prefer to invite my colleagues to my house if we find the time for it.”

“I think MyGon also has other categories; if I had to choose a new category it would be like the “A Vida é bela” packages of get-away weekends or one week.”

“For me, the most important think is quality. I like that the nail polish stays for a long time because I don’t want to have my nails half painted and the other half is gone from cleaning your house, cooking, washing. So far I’ve been very satisfied with all the experiences; a pay less for something that I would pay more, and at the end of the month, I’ve saved 20€-30€.”

Celebrity: “I don’t really know any celebrity that I can match with MyGon, it’s too hard.”

Animal: “I don’t know... I don’t see how I can match MyGon with something... Well, it can be a dog. Yes a dog! Because it's a companion, I like to spend time with my dog. And I like MyGon!”

User id: 15

Appearance: The customer had green baggy trousers with a white top and a black kimono with large red and blue flower prints. The look was complemented with stilettos. She had a ponytail and natural make up.

“Well, as every other woman with my age, we start to get these annoying grey hairs that I need to get rid of! So I was used MyGon to make an appointment at “Mais Você” in Benfica. I just searched what promotions in this category were available in the area and I chose this hairstylist because I already know the people there; I already went there a couple of times when I did not know MyGon, and now I just pay less for the service. So I booked before lunch and at 6pm they attended me. Well, the service was good as always, and what I like most is that they have many people booked at the end of the day, so they try to be as fast as they can to receive as many customers possible. So if I go at 6pm, usually one and a half hour later I’m ready to leave. They are always dispatching.”

“I’ve already booked at ‘Eduardo Beauté’ a couple of times, and I really like the treatment! It’s different: the place is very nice and you feel that you are in the hands of the best professionals, but for me it’s a little bit out of hand. So I prefer to go either to Benfica or Sete Rios.”

“I knew MyGon a couple of years ago when the hairstylist’s assistant told me that “Mais Você” had a partnership with MyGon. I think she wasn’t supposed to tell me that

but after all it's a win-win for everybody because I believe I go more often there. But my inner circle doesn't really know MyGon, and I never saw any kind of advertisement about the platform, which is a pity because useful for two reasons: you can book the promotion you want in the same day that you want to go to the merchant plus you don't need to pay for it first. And the promotions are the best part! Sometimes there are really good promotions! 'Eduardo's Beauté' is one of them."

"I usually book during the week, after leaving my office because I never have time during the weekend: usually it's when I dedicate my time to clean the house, do the laundry and spend time with the kids. Last Sunday we went to the zoo, but my husband bought the tickets through other platform because MyGon didn't have promotions to the zoo or the aquarium."

Celebrity: "I don't know if she is a celebrity, but I would say Sandra Felgueiras. Because I think she is a good journalist but no one gives her the deserved spotlight."

User id: 16

Appearance: The customer had a wide shirt with blue and white stripes, white pants that were torn at the knees and stilettos. Her hair was straight and layered and she had Ray Bans in her head. She also had silver bracelets and lots of rings in each hand. She had long nails with sparkles.

"I like to use MyGon for hairdressing and beauty! The promotions are very good and I get to do things that I would pay a lot more if I had to do in other place. From time to time I check the promotions in Lisbon that there are in the website and in the last time I found once again another good one: it was an application of gel polish in Alameda for only 6 €. So I made the reservation. At the day I went there, it was a little bit hard to

find the place because there was no signalization of manicures store. When I found it, I thought it didn't look as described in the photos, and I was a bit afraid of the area, because that's not exactly in Alameda. When I enter I told them I had an appointment through MyGon and they immediately knew who I was. Although both assistants kept talking in Russian or Ukraine to each other, my nails were impeccable! Usually manicures constrain the service to what's in the promotion, but this one even let me choose this sparkles. After all, I would go there again because the service was nice, I think my nails look amazing and it was very cheap. After I left the service I received an email from MyGon asking how the service was but I never open that email. I know I should but I'm perhaps I'm very lazy."

"I don't think that my colleagues know MyGon because they've never mentioned to me. I know for sure that they pay more for this kind of things. One of these days a friend told me that did her nail for 12 €; as you can see she paid double the price that I paid with MyGon! For me MyGon really helped me to find promotions in a market that does not have a sales period and also is something that you need to do every 2-3 weeks. And so MyGon gives the possibility to get this service a lower price; nowadays you don't have to pay a fortune to look feminine."

"I've used MyGon a couple of times for other things too, like sushi restaurants and cocktails at LX factory, but that's more occasionally because I have a friend that usually does the reservations."

"I like to keep my hair straight and everything sharp because I'm basically a salesperson and people may think this is stupid but the physical aspect that you present is very important."

Celebrity: “The only name that comes to my mind is Beyoncé. She is very beautiful and I like her style. She manages to do so many things and she is fantastic at all. I believe MyGon is also good in many categories.”

User id: 17

Appearance: The customer had a white sleeveless top with huge black letters stamped and a short tight black skirt with wedge black sandals. She had a big silver bracelet, and one of ears had 3 piercings. She had black eyeliner, mascara and a skinned tone lipstick. Her nails were long and red. Her hair was dark, very long and straight.

“Maybe I should tell you first how I found MyGon because nobody told me about it; I don’t think many people know about it. From time to time I like to shop online because usually the clothes are at a discount even if it’s not sales season. I don’t shop just in the website of known brands such as Bershka or H&M; I also like some things that are available on Facebook pages, where I order by private message and after I do the payment it is sent to my house by mail. But anyway, the first time I met MyGon was when I was in Google searching for discounts not in clothes but for hairdressers and then a promotion from MyGon showed up. I clicked and I saw that the platform had other promotions available. It took me a while to understand that I didn’t need to pay before making an appointment; I guess I couldn’t believe it. I tried also to search for clothes but then I realized that the platform was just for services like hairdressers, food, etc.”

“Regarding the last experience, I was planning for 2 or 3 weeks to do a hair smoothing because my natural hair is curly, but I prefer to use it straighten. As usual I went to MyGon to check if there were promotions at a place that was not far.”

“I had no problems, everything went as usual. I was there for about 2 hours and the people were nice but professional, they didn’t talk much which I actually prefer. I don’t like to made up those hair saloons’ conversations just not to be silenced.”

“As you can see, my hair is not curly now, so I was very satisfied with the experience. I paid 18 € which I think was a good price for a thing that usually is very expensive.”

“I like that the platform is so simple and easy to search for things and book them! It’s easy to find promotions because, at least for beauty, there are a lot of promotions at different places. I already booked manicures, haircuts, waxing. I think now every time I want to go to do this kind of things, I check MyGon first. It is very simple.”

“My only recommendation is that MyGon should also include discounts at local clothing stores, like “20% off in the new collection”, because if they have other categories, then why don’t they add a category for clothes? And maybe another one for sports or something for men.”

“I pretend to keep using MyGon in the future; so far I didn’t have any problem. I always get a confirmation email, and sometimes when the merchant has to change my appointment I get a call from them suggesting other hours so, I’m not forgotten.”

User id: 18

Appearance: The customer had a white shirt with black and white shorts. She was wearing beige stilettos and a handbag. She had a big silver necklace and a matching bracelet. Her hair was blond, straight and layered. Her nails were short and marine-blue. She also had blue marine sun glasses.

“So far I am quite satisfied with MyGon: I had one or two unfortunate experiences but many more positive. Last time I went to the manicure in Campo Pequeno. The assistants

were very nice and I chat with her the whole time. If another promotion appears from that place, I will definitely return. In 40 minutes my nails were fantastic: she removed the polish that I had before, she sanded my nails and applied the new gel polish. I think it looks great! Do you agree? My husband hated it but it's so fashion nowadays!"

"Starting with the app, I like it because the process itself it's simple, but I think the platform could have a little bit of improvement: sometimes it's too slow, other times I do retreat and my whole filtered searched is deleted and I have to do the same search all over again; but other than that, I like the promotion that are available. But last year the promotions were better: I could find so many different things and now it's too much of the same thing, for instances, you have so much sushi offers and nothing much from other restaurants."

"Regarding my two bad experiences, one was at a hairdresser about a year ago, where the assistant burned my forehead: at the time it really hurt and the owner told me that the assistant was inexperienced and I didn't had to pay anything for the service; I was very afraid that it would leave a scar forever!, but I took good care of it and now it's like nothing happened there. The second experience was at manicures: the woman doing my nails hurt me so much! I keep telling her that she was hurting me and although she was every time more careful, it still hurt. I almost told her to stop, but I just hold it on and got the nails done. But of course, I crossed that place out of my list."

"I accepted to come here because I think my experiences have to be shared with you because I already had a couple of bad experiences but nevertheless I still like MyGon very much: one can find good offers at low prices; you know how this things are expensive in Lisbon, and the app is an easy and direct way to find promotions in the city."

“I would like MyGon to have more variety, not only on beauty but also restaurants, music concerts, international flights; everything at sale of course! That’s what makes MyGon different.”

“I don’t use many features of MyGon: I don’t read the blog, I don’t use the favorite list because I prefer to check the promotions that they have at that moment, and in case I don’t find any new promotion I remember the name of a previous merchant that I liked or I just add the location filter. Although I use the points! The discount is even bigger.”

Celebrity: “Hum, I think MyGon is very simple and practical; I use it more often to do my nails or fix my hair, so I believe it must be a woman. Although I like the promotions, I think they were better before. I guess it could be Julia Roberts from Pretty Woman. Julia Robert is that actress that has a couple of great movies but the other are not quite as good. I like her, but the old movies were better than the most recent ones.”