

DESIGNING A FOOD-AS-A-SERVICE BUSINESS: MK

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Table of Contents

1. Sumário	3
1. Summary	4
2. Executive Summary	5
3. Literature Review	6
3.1 Food Industry	6
3.1.1 Distribution	6
3.1.2 Digital Marketing	9
3.1.3 Consumer Behavior	13
4. Methodology	16
5. Market Analysis.....	17
5.1 PESTEL Analysis.....	17
6. Industry Analysis	26
6.1 Porter Five Forces	26
6.2 Direct Competitors Analysis	29
6.3 SWOT Analysis	31
7. Questionnaire Analysis	32
7.1 Approach	32
7.2 Data collection and analysis	33
7.3 Conclusions.....	33
8. Strategy	36
8.1 Value Proposition	36
8.2 Business Model.....	41
9. Marketing Plan.....	50
9.1 Segmentation, Targeting and Positioning.....	50
9.1.1 Segmentation	50
9.1.2 Targeting.....	51
9.1.3 Positioning	52
9.2 Marketing Mix	54

9.2.1	Product.....	54
9.2.2	Price	55
9.2.3	Promotion	56
9.2.4	Place	58
10.	Financial Analysis	59
10.1	Investment Forecast	59
10.2	Sales Forecast	61
10.3	Profit & Loss Statement.....	62
11.	Conclusion.....	64
12.	References	65
13.	Appendixes.....	68

GLOSSARY

MILLENNIALS: Known as Generation Y, are the demographic cohort following Generation X and preceding Generation Z. Researchers and popular media use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years, with 1981 to 1996

QSR: Quick Service Restaurant - a restaurant which offer certain food items that require minimal preparation time and are delivered through quick services.

CSR: Corporate Social Responsibility - a type of international private business self-regulation that aims to contribute to societal goals of a philanthropic, activist, or charitable nature or by engage in or support volunteering or ethically-oriented practices.

GDP: Gross Domestic Product.

IRC: Corporate Income Tax.

POS: Point of sale -the time and place where a retail transaction is completed.

B2B: Business-to-Business)- the exchange of products, services or information between businesses, rather than between businesses and consumers.

B2C: Business-to-Consumer - the process of selling products and services directly between consumers who are the end-users of its products or services.

CRM: Customer relationship management - the approach to manage a company's interaction with current and potential customer.

BIG DATA: Term used to describe large volume of data – both structured and unstructured – that inundates a business on a day-to-day basis. Big data can be analyzed for insights that lead to better decisions and strategic business decisions.

EBITDA: Earnings before interest, taxes, depreciation, and amortization.

P&L: Profit and loss statement.

FIGURES INDEX

Figure 1: Porter’s Five Forces Model of Competition 26

Figure 2: Value Proposition canvas 37

TABLES INDEX

Table 1: Competitors Analysis 31

Table 2: SWOT Analysis..... 32

Table 3: Questionnaire Analysis 34

Table 4: Implementation Requirement Analysis 44

Table 5:Requirement Analysis 45

Table 6: Business activities and resource requirements 47

Table 7: Revenue stream analysis 49

Table 8: Segmentation variables for target analysis Source..... 50

Table 9: Target Analysis..... 50

Table 10: Elements and variables of 4 P’s, 54

Table 11: Product offering..... 55

Table 12: Product offering average pricing..... 56

Table 13: Marketing investment budget by weight 58

Table 14: Implementation Costs Source..... 60

Table 15: Implementation Costs.....	60
-------------------------------------	----

Table 16: Profit & loss statement	63
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APPENDIXES INDEX

Appendix I – Economic Factors	68
-------------------------------------	----

Appendix II – Social Factors	69
------------------------------------	----

Appendix III – Business Plan Factors	71
--	----

Appendix IV– Cost Analysis.....	71
---------------------------------	----

Appendix V– Questionnaire & Answers	73
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1. SUMÁRIO

Este projeto de mestrado tem como objetivo o desenvolvimento de um plano de negócios inovador que permitirá a criação de uma nova empresa, com o nome MK.

A indústria da restauração, como muitas outras, tem vindo a beneficiar da transformação digital que está a transformar a forma como as empresas entregam valor e a forma como os consumidores se relacionam com as marcas e os seus produtos.

Com exposição profissional à constante transformação tecnológica e digital, decidimos analisar e projetar um plano que transforma a forma como os consumidores tratam a sua rotina diária e consomem as suas refeições. Combinando experiência, qualidade e sentido de oportunidade a MK consegue, de forma inovadora, ir ao encontro das expectativas dos jovens adultos residentes na grande Lisboa, uma geração que se distingue pelas suas exigências, hábitos de consumo e adaptabilidade digital.

Com recurso ao conhecimento adquirido ao longo do mestrado em gestão de empresas, procurei aplicar conceitos chave e metodologias de referência de forma a analisar o mercado português e concorrentes existentes, que, combinado com a validação de mercado serviu o desenho de um plano de marketing capaz de suportar a criação deste novo negócio.

Palavras-chave:

- Business Plan
- Innovation
- Food Industry
- Food Delivery

JEL CODES: M10 General; M13 Startups; Y40 Dissertations

1. SUMMARY

This master's project aims to develop an innovative business plan that will allow the creation of a new company, named MK.

The catering industry, like many others, has been benefiting from the digital transformation that is transforming the way companies deliver value and the way consumers relate to brands and their products.

With professional exposure to the constant technological and digital transformation, we decided to analyze and design a plan that transforms the way consumers treat their daily routine and consume their meals. By combining experience, quality and a sense of opportunity, MK is able to innovatively meet the expectations of young adults living in Greater Lisbon, a generation that is distinguished by its demands, consumption habits and digital adaptability.

Using the knowledge gained during my Master's in Business Administration, we sought to apply key concepts and reference methodologies in order to analyze the Portuguese market and existing competitors, which, combined with market validation, served to design a marketing plan capable of to support the creation of this new business.

Keywords:

- Business Plan
- Innovation
- Food Industry
- Food Delivery

JEL CODES: M10 General; M13 Startups; Y40 Dissertations

2. EXECUTIVE SUMMARY

This work has as purpose, the idealization and project of a business plan that will enable a new business venture.

The business plan will explore and detail an innovative business model, entitled food-as-a-service within the food industry, traditional models are commonly known as either fast-food or take-a-way delivery.

MK, which stands for Margarida's Kitchen will explore the fast-growing socio demographic environment that, I believe, is changing the way consumers, especially *millennials* (adults born between 1981 – 1996), are defining food consumption habits and how these adults, that will represent most of the global workforce by 2020 choose food services.

The core business consists of mass food production, to serve the greater area of the district of Lisbon. Production of essentially Portuguese cuisine as well as a variety of choices that vary along seasonal and trending preferences of the final customer (ie. salads; holiday specials; vegan; pastry). However, the strategy should consider and predict three sequential initiatives: strategic distribution; grab-n-go locations and data aggregation. The second and the third initiative should be adopted with the maturity of the prior, as an assumption for success. Combined, the synergy between the three will make for an innovative food service with the potential to efficiently satisfy evolving consumer needs at the same time it creates value for all stakeholders.

This business plan will take into consideration key trends in customer experience, digital and physical, as well as evolving customer concerns such as: ingredient type and origin; waste generation and ethical standards, in order to create and promote high standards within the QSR industry at the same time it enables the brand to gather relevance and presence.

The purpose of MK is to serve local communities and *millennials* that due to modern constraints, do not have the possibility of appreciating the traditional meals they grew up having as well as the ones that lack the time to produce such demanding and time-consuming meals on a regular basis, without incurring mobility requirements or high-cost take-a-way alternatives.

3. LITERATURE REVIEW

3.1 Food Industry

Food industry is a sector that has experienced a large evolution over the past few years, and when we think about it, technology isn't always the first thing that comes to mind. However, technology has produced major changes in food industry, creating a new paradigm as how we produce and distribute our food, through applications, robotics, data and processing techniques (Day & Wensley, 1988).

Nowadays, with the help of technology, food production became more efficient for a growing world population, where food demand is higher each year. It helps improving processing and packaging, shelf life and food safety (Sparke & Menrad, 2011).

According to the ING's Food tech report: technology in the food industry, Robot offers the food industry a helping hand, "the rise of robotics in the food industry is a tangible example of food tech. The number of robots in the European food industry is well over 30,000, while the number of robots per 10,000 employees rose from 62 in 2013 to 84 in 2017. Although Germany is the largest market, robot density is relatively highest in Sweden, Denmark, the Netherlands and Italy" (ING, 2019).

Technology can also ensure quality and affordability, driving down the costs of keeping the food fresh and increasing productivity, also it can be used to improve safety, especially in dangerous tasks such as butchery. Robots, for example, can be used to cut difficult meats, saving many work injuries (ING, 2019).

Still, applications for technology in the food industry are not limited to food production and distribution. In the catering sector a noticeable evolution can also be observed in all processes.

3.1.1 Distribution

Food distribution is just as important as its production and processing and is becoming more important by the day. The driving factors are a growing population, scarcer resources, increasing attention to food security, and changing dietary habits. To address these challenges, food logistics has evolved on management methodologies to address specific problems of the food industry, such as sustainability, safety, and perishability, to considering the impact of food supply systems on the triple bottom line of economic, environmental, and social indicators (Stremersch & Tellis, 2002).

Distribution and marketing channels play a vital role in connecting the consumer to the food supply chain. The transportation of goods and marketing channels can reduce their impact and provide an important contribution to improving the overall supply chain efficiency and effectiveness. Overall, transportation contributes significantly to global greenhouse gas (GHG). Food distribution, retailing, and restaurants contribute to the overall environmental burden of the food supply (Aaker & Lee, 2001).

Several eco-friendly companies use disciplined routing and load-building practices to reduce total miles driven and fuel consumption. Regular monitoring, enabled by technology, helps review and optimize performance and routing opportunities, while a sustainability program touches many considerations, including an extensive approach to improve transportation and store operations (Gómez, Martín-Consuegra & Molina, 2015).

Take-a-way

Advancement in information technology and availability of labor force along with busy schedules have changed consumer's eating habits, creating demand and opportunity in the food delivery industry. Furthermore, in today's increasingly competitive world, companies are starting to embrace differential marketing and sales strategies to boost their businesses by directly delivering restaurant meals to their customers or creating takeaway options (Bech-Larsen & Scholderer, 2007).

Presently, we are witnessing an immense growth on takeaway food and delivery market due to people's busy lifestyle. Online platforms are playing a major role and becoming more popular among people who wish to have the quality of a restaurant meal without having to leave their home. Additionally, smartphone proliferation amongst consumers is having a clear impact on this growth (Rohm & Swaminathan, 2004).

Therefore, increasing demand for home delivery and fast foods, together with expanding urbanization, quick access to mobile phones, increasing use of m-Commerce, growing demand for hygiene fast foods, and expanding internet diffusion for ordering food online have driven the growth of delivery and takeaway food market (Rohm & Swaminathan, 2004; Ahani, Bahrami & Ahani, 2013).

According to the global data company, NPD Group (2015), In Britain alone, consumers are expected to spend 22% more on takeaway deliveries by the end of 2020, creating a market worth £5.8bn annually.

Nowadays, several food chain restaurants have adopted online distribution channels to increase their overall sales. Additionally, efficient supply of food delivery and consumer preference for cheaper on-the-go food, have boosted delivering growth along with online platforms supporting revenue but also increasing competition (Bech-Larsen & Scholderer, 2007).

However, having a better perception of fast food, consumers are pressing takeaways to introduce higher quality food, often using organic products in order to satisfy consumer demands for healthy food (Balasubramanian & Cole, 2002). Moreover, several restaurants have started to introduce healthier options to their menus reacting to consumer demand for low-fat, low-sugar and low-salt meal options (Sparke & Menrad, 2011).

Packaging

The increasing internationalization and globalization of business has forced many companies on food industry to reconsider what contributes to their competitive advantage (Coles & Kirwan, 2011). Despite the importance, packaging for this industry has received little or marginal research.

Structural changes within the European food industry are reinforcing a need for competitiveness where packaging can make the difference for many consumer products (Vignali & Vitale, 2017). Several studies underscore the importance of packaging and packaging design for fulfilling multi-functions in relation to logistics and marketing in the supply chain from filler to end consumer (Coles & Kirwan, 2011; Gómez, Martín-Consuegra & Molina, 2015; Estiri et al., 2010). New demands due to changes in consumption patterns and habits are requiring innovative packaging solutions in retail outlets (Rundh, 2005).

For Management the main implications of packaging in food industry work as a strategic weapon and marketing tool for the entire business, especially within a highly competitive food industry. This is important in every stage of the supply chain either for the transport packaging or as a consumer package in the supermarket (Ampuero & Vila, 2006).

Nowadays, consumers want packaged food products that are convenient and leave little waste (Marsh & Bugusu, 2007).

3.1.2 Digital Marketing

Electronic marketing, e-marketing, or digital marketing, corresponds to all methods and marketing practices on the Internet, using digital technologies: online communication (influence and social networks), optimization of electronic commerce, creation of traffic through all media digital (computer, mobile phone, podcast player, video games and digital signage - outdoor billboard and point of sale TV).

Digital marketing can also be defined as the set of marketing activities that an organization, a product or a brand achieves via digital channels. The three main channels are: natural referencing, social networks, paid ads or adwords. The term encompasses every discipline of e-marketing (e-marketing for internet marketing, mobile marketing for mobile device marketing, etc.) (Kotler, Kartajaya & Setiawan, 2016).

Digital marketing uses methods such as search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, data-driven marketing, e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, and optical disks and games (Fishkin & Hogenhaven, 2013).

These methods are becoming more common in our advancing technology. In fact, digital marketing now extends to non-Internet channels that provide digital media, such as mobile phones (SMS and MMS), callback, and on-hold mobile ring tones. In essence, this extension to non-Internet channels helps to differentiate digital marketing from online marketing, another catch-all term for the marketing methods mentioned above, which strictly occur online (Sen, 2005).

E-Commerce

E-commerce, also known as electronic commerce or internet commerce, refers to the buying and selling of goods or services using the internet, and the transfer of money and data to execute these transactions. Ecommerce is often used to refer to the sale of physical products online, but it can also describe any kind of commercial transaction that is facilitated through the internet.

Whereas e-business refers to all aspects of operating an online business, e-commerce refers specifically to the transaction of goods and services. E-commerce means electronic commerce. It means dealing in goods and services through the electronic media and internet. It involves carrying on a business with the help of the internet and by using the information technology like Electronic Data Interchange (EDI) (Chou & Chou, 2000).

E-commerce relates to a website of the vendor on the Internet, who trades products or services directly to the customer from the portal. The portal uses a digital shopping cart or digital shopping basket system and allows payment through credit card, debit card or EFT (Electronic fund transfer) payments. Nisha and Sangeeta (2012) provide a more complete definition of E-commerce. For these authors, it is the use of electronic communications and digital information processing technology in business transactions to create, transform, and redefine relationships for value creation between or among organizations, and between organizations and individuals (Nisha & Sangeeta, 2012).

The main types of electronic commerce are business-to-business (B2B); business to-consumer (B2C); business-to-government (B2G); consumer-to-consumer (C2C); and mobile commerce (mcommerce) (Chou & Chou, 2000).

Buying goods and services via E-Commerce allows consumers the freedom to choose when and where to shop and the opportunity to research the product, the seller, and any other available options. Shopping has been revolutionized through the availability of online information. The effects of e-commerce are already appearing in all areas of business, from customer service to new product design. It facilitates new types of information-based business processes for reaching and interacting with customers like online advertising and marketing, online order taking and online customer service (Nelson, 2013).

U-Commerce

In the last few years, e-commerce has become a popular word in many languages. Already, m-commerce (mobile commerce) is gaining popularity as cell phone owners acquire access to mobile services. Lately, the emergence of a multi-faceted u-commerce, where the u stands for ubiquitous, universal, unique, and unison has becoming the next generation of commerce.

U-commerce or ubiquitous commerce is used to refer to the wireless, continuous communication and exchange of data and information between and among retailers, customers, and systems (e.g., applications) regardless of location, devices used, or time of day (Roussos, 2006)

Ubiquitous Commerce refers to a variety of goods and/or services. Sometimes, it is used to refer to the wireless, continuous communication and exchange of data and information between and among retailers, customers, and systems (e.g., applications) regardless of location, devices used, or time of day. Sometimes, U-Commerce describes the generic term for all-encompassing business transactions through or by means of information and communications technology (Watson, 2000).

A distribution channel, also known as placement, is part of a company's marketing strategy, which includes product, promotion, and price. It works like a chain of businesses or intermediaries through which a good or service passes until it reaches the final buyer or the end consumer (Stern & Reve, 1980). Distribution channels can include wholesalers, retailers, distributors, and even the Internet

A distribution channel is the path by which all goods and services must travel to arrive at the intended consumer. Conversely, it also describes the pathway payments make from the end consumer to the original vendor. Distribution channels can be short or long and depend on the number of intermediaries required to deliver a product or service (Stern & Reve, 1980).

Goods and services sometimes make their way to consumers through multiple channels—a combination of short and long. Increasing the number of ways a consumer is able to find a good can increase sales. But it can also create a complex system that sometimes makes distribution management difficult. Longer distribution channels can also mean less profit each intermediary charges a manufacturer for its service. According to Yao and Liub (2005) channels are broken into two different forms—direct and indirect. A direct channel allows the consumer to make purchases from the manufacturer while an indirect channel allows the consumer to buy the good from a wholesaler or retailer. Indirect channels are typical for goods that are sold in traditional brick-and-mortar stores.

Generally, if there are more intermediaries involved in the distribution channel, the price for a good may increase. Conversely, a direct or short channel may mean lower costs for consumers because they are buying directly from the manufacturer.

Cross-Selling and Up-Selling

Upselling is the practice of encouraging customers to purchase a comparable higher-end product than the one in question, while cross-selling invites customers to buy related or complementary items. Though often used interchangeably, both offer distinct benefits and can be effective in tandem. Upselling and cross-selling are mutually beneficial when done properly, providing maximum value to customers and increasing revenue without the recurring cost of many marketing channels (Royal Cyber, 2014)

Cross-selling identifies products that satisfy additional, complementary needs that are unfulfilled by the original item. For example, a comb could be cross-sold to a customer purchasing a blow dryer. Oftentimes, cross-selling points users to products they would have purchased anyways; by showing them at the right time, a store ensures they make the sale. Cross-selling is prevalent in every type of commerce, including banks and insurance agencies. Credit cards are cross-sold to people registering a savings account, while life insurance is commonly suggested to customers buying car coverage (Royal Cyber, 2014.)

In ecommerce, cross-selling is often utilized on product pages, during the checkout process, and in lifecycle campaigns. It is a highly-effective tactic for generating repeat purchases, demonstrating the breadth of a catalog to customers. Cross-selling can alert users to products they didn't previously know you offered, further earning their confidence as the best retailer to satisfy a need.

Upselling often employs comparison charts to market higher-end products to customers. Showing visitors that other versions or models may better fulfill their needs can increase AOV and help users walk away more satisfied with their purchase. Companies that excel at upselling are effective at helping customers visualize the value they will get by ordering a higher-priced item (Royal Cyber, 2014).

Cross-selling and upselling are similar in that they both focus on providing additional value to customers, instead of limiting them to already-encountered products. In both cases, the business objective is to increase order value inform customers about additional

product options they may not already know about. The key to success in both is to truly understand what your customers value and then responding with products and corresponding features that truly meet those needs.

3.1.3 Consumer Behavior

Decision Making digital purchase

Consumer behavior has been investigated in order to identify the process of decision making and factors that influence e-commerce, which in turn has also been investigated in different contexts, such as mobile banking, auctions, ticket sales, coupons, call taxi and retail.

Several studies have investigated consumer behavior in order to identify the process of decision making as well as the factors that influence e-commerce. Among others, researchers have investigated e-commerce in different contexts, such as mobile banking (Luarn & Lin, 2005), ticket sales (Mallat et al., 2006), auctions (Wang & Barnes, 2007), coupons (Dickinger, & Kleijnen, 2008), call-taxi (Peng et al., 2014) and retail (Taylor et al., 2011).

Consumers' attitudes and usage in digital purchase apparently share some similarities with e-commerce and understanding these aspects of behavior intention towards technology adoption can help companies/retailers to anticipate customer reactions and needs.

Most studies on adoption and usage of information technology have embraced models derived from the Theory of Reasoned Action (TRA) (such as UTAUT and UTAUT 2), used to predict how individuals will behave based on their pre-existing attitudes and behavioral intentions (Dai & Palvia, 2008). TRA identifies five main components: external factors, beliefs, attitudes, intentions, and behavioral outcome, to explain the relationship between attitudes and behaviors within human action (Ajzen & Fishbein, 1980).

A cross-cultural study carried out by Dai and Palvia (2008) in order to investigate mobile commerce adoption in two different cultural contexts: China and United States. They identified ten factors affecting technology adoption in these two regions. Also, according the authors, they have found significant differences among the antecedents and their

impact on consumers' intentions to use e-commerce. Thus, for Dai and Palvia (2008) these ten major factors are significant antecedents of consumer intention to use e-commerce:

- Perceived Value Added
- Privacy Perception
- Security Perception
- Innovativeness
- Perceived Usefulness
- Perceived Ease of Use
- Perceived Cost
- Compatibility
- Perceived Enjoyment
- Subjective Norm

After analyzing several models that handled the acceptance and use of technology, Venkatesh et al. (2003) conceived the UTAUT model – Unified Theory of Acceptance and Use of Technology, which, from its publication, served as the basis for many other studies regarding technology adoption (Moran et al, 2010). Performance expectancy, effort expectancy, social influence and facilitating conditions were the main factors determining user adoption of technology on UTAUT (Venkatesh et al. 2003).

Performance expectancy happens when the individual believes that using the technology will help to improve performance in their work. According to Venkatesh et al. (2003), performance expectancy and this is the factor that most influences the intention to use. It is originated on the components of perceived utility, external motivation, work adjustment, relative advantage and results expectancy.

Effort expectancy is referred to the degree of ease-to-use associated with the technology (Venkatesh et al., 2003).

Social influence is defined as the individual's perception regarding the opinion of other people whether to use or not the technology. The authors argue that when the use is voluntary, social influence has a minor importance. When the use is mandatory, social influence has great amount of influence. This is due to the fact that in environments where

the use is voluntary, social influence only impact the perception about the technologies but do not have significant effect on its use.

With UTAUT being originally designed to analyze the use of technology acceptance of individuals in the work environment and due to lack of systematic investigation that could be applied to the consumer context, Venkatesh et al. (2012) introduced UTAUT2. New variables were introduced such as Hedonic Motivation, Price Value, Experience, Habit, and others such as Voluntariness of use were dropped, due to their low relevance. For example, in a consumer context when buying/using technologies such as mobile applications, consumers have to bear the costs of buying and implementing the service and therefore it was fundamental to include it in this new model.

It was concluded that the impact of Hedonic Motivation on Behavioral Intention (B.I) was moderated by age, gender and experience and the impact of Price Value on Behavioral Intention was moderated by age and gender. Furthermore, Habit had a direct and mediated effect on technology use and that effect was moderated by individual differences (such as age and gender). Therefore, it can be said that Hedonic Motivation, Price Value and Habit influence technology use (Venkatesh et al. 2012).

It is important to note that Habit and Experience are two slightly different concepts; habit can be defined as the extent to which people tend to perform a behavior automatically (Limayem et al. 2007), experience can reflect an opportunity to use a technology during a certain amount of time. According to Venkatesh et al (2012), experience is necessary but not sufficient condition for the formation of habit. However, with increasing experience, consumers have more opportunities to reinforce their habit and routine behavior become automatic (Jasperson et al. 2005).

Hew et al. (2015), explored UTAUT 2 in the field of mobile applications and found that the most significant predictor of behavior intention are Habit, Hedonic Motivation, Effort Expectancy, Facilitating Conditions and Performance Expectancy. Price Value and Social Influence have non-significant relation with Behavioral Intention, which further supports Venkatesh et al. (2003) findings that concluded Social Influence has a minor influence when the use is voluntary. Gender and Educational level were also found to be insignificant to influence Behavioral Intention on mobile app adoption – it is implicit that

the behavioral intention to adopt mobile applications does not vary across gender or educational level.

4. METHODOLOGY

In order to efficiently address all requirements, need to design a business plan, we followed a proper methodology.

A market analysis was undergone in order to understand and assess the Portuguese market, with focus in the capital, Lisbon. Through a PESTEL we were able to understand the external forces MK will be subject to, and how it can affect a proper approach to enable market penetration. The five forces of Porter helped us understand the industry, our competitors, and an efficient approach to design an offering capable of achieving competitive advantage across the industry, which is supported by a consequent SWOT analysis.

Through a dedicated questionnaire we did a market validation in order to understand the consumers concerns, behaviors, trends, pains and needs. This market validation supported the design of our strategy, value proposition and the business model that will enable market reach, sustainability and profitability.

A detailed marketing plan was then designed in order to project the best approach for launching the business and reaching our targets, which is reflected in our market strategy.

Ultimately a conceptual financial analysis was made in order to understand the investment needed to establish the business, a sales forecast to understand our sustainability and consequentially a profit & loss statement which determined the appeal of the financial dimension of the opportunity.

5. MARKET ANALYSIS

In order to efficiently address the environment, in which the business will operate in, I conducted a PESTEL analysis following its framework. PESTEL stands for Political; Economic; Social; Technological; Environmental and Legal, and in which each one of these is considered as an important factor to consider, analyze and evaluate, when opening a new business. The result of this analysis provides insight into the market context.

5.1 PESTEL Analysis

Political - Facts and factor that enable insights into how the Portuguese government operates.

The Portuguese Republic is a democratic state, based on the principle of respect and is a democratic rule of law, based on respect and guarantee of fundamental rights and freedoms with separation and interdependence of powers. The organs of sovereignty enshrined in the Constitution are the President of the Republic, the Assembly of the Republic, the Government and the Courts (AICEP, 2017).

Executive power belongs to the government in office, composed by the elected prime-minister, which in turn selects and appoints the ministers and respective secretary of states for supporting roles in office. The current government in office, was elected in 2019 for a period of 4 years, led by the central-left wing “Social Party”.

According to the Portuguese Public Finance Council, «the expected evolution of the (unadjusted) budget balance in an invariant policy scenario points to a 0.2 pp improvement in GDP between 2019 and 2023. Reduction of expenditure over the projection horizon provides the main contribution to the fiscal consolidation process, showing a reduction of 1.5 pp of GDP, while total revenue decreases 1.2 pp of GDP. Adjusted for temporary and non-recurring measures, the budget balance is projected to stabilize (ie a deficit of around 0.1% of GDP in 2023). », which points to a slowing but solid macroeconomic outlook.

Economic - Factors and metrics of how the Portuguese economy is evolving, enabling insights into demand expectations, consumers purchase power and efficient product pricing

The Portuguese GDP (fig.1, Portuguese GDP, Pordata, 2019) has been growing at a healthy rate since 2014, year that the country broke free from TROIKA supervision, entity responsible for supervising the financial aid provided to the country amid the recession that struck the world after the 2008 financial crisis. Economists project a growth over 1.6% of the GDP for the Portuguese economy for 2019 (Bloomberg, 2019), while Germany should contract (-) 1% (Eurostat, 2019). The GDP growth for Portugal remains above the estimate for the whole Eurozone, where analysts predict a average growth of 1.1% (Eurostat, 2019).

Portugal recorded the third largest public debt of the European Union (EU) in 2018, reaching 121.5% of gross domestic product (GDP) (Eurostat, 2019), which confirmed a budget deficit of 0.5% for the year. Comparing to the Eurozone which registered a deficit of 0.6% of GDP last year (compared with 1% in 2017) and a public debt of 85.1% of GDP (which in 2017 had been 81.7%) (Eurostat, 2019).

Interest rate applied to new loans for Portuguese companies, under 1.000.000€, (Fig.3, Portuguese interest rate on new corporate loans, Pordata, 2019) has been decreasing, January 2019 the average rate was 2.41%. MFI registered an interest rate average of 1.63% in the Eurozone for the first semester of 2019 (ECB, 2019) which confirms the low trend across the Eurozone. This reality is supported by the negative interest rates applied by the ECB and other central Banks around the world. This reflects in a sharp decrease in the cost of money and motivates corporate investment, more employment, and growth in wealth

Together, the trends mentioned above, shape a positive and healthy economy that motivates entrepreneurship, new business opportunities and business development for existing companies, in Portugal.

Social - Analysis of the Portuguese demographic trends, enabling insight into customer targeting as well as market penetration.

Unemployment rate in Portugal (fig.2, Portuguese unemployment rate, Pordata, 2019) has been improving alongside the GDP. Since 2013, the economy managed to drastically

reduce employment and achieve an astonishing low of 6.5% in February 2019, a number only last seen in the beginning of the century. This downward trend is verified along the Euro Zone, which has new minimums registered with a unemployment rate of 7,5% (Eurostat, 2019).

To complement and according to the Portuguese statistics institute, in 2017 the main economic indicators of the non-financial corporate sector posted positive developments compared to 2016, with turnover, GVA and Gross Operating Excess (EBE) growing by 8.6%, 7.7% and 8, 1% in nominal terms (2.7%, 6.0% and 8.4%, respectively, in 2016). Personnel employed increased by 3.8% (3.5% in 2016). Companies organized as companies showed higher increases in these indicators (respectively 8.8%, 8.0%, 8.9% and 4.9%). The apparent labor productivity of non-financial corporations increased by 2.8% to EUR 28 978.87 per person employed. GVA generated per company stood at 217.0 thousand euros, 4.7% more than in the previous year. Each company generated, on average, 902.6 thousand euros of turnover, 5.5% more than in 2016.

Considering the business scope, we believe the two fundamental social based metrics that should be analyzed are, the active population distribution (fig.4, Portuguese Active Population, INE, 2011) and the evolution of consumer spending.

The ageing index is "the ratio of the elderly to the young, usually defined as the number of people aged 65 and over and the number of people aged 0 to 14" (INE, 2019). That is, it is a measure of sensitive population aging while increasing the number of older people (in this case, the number of young people in the age pyramid) as a contraction of the number of young people (referred to in the age pyramid base). Portugal is one of the oldest countries, in Europe, in terms of total resident population according to data for the year 2018, with 157 seniors per 100 young people (Eurostat, 2019). Lisbon is no exception to this reality with 133 seniors per 100 young people) (PORDATA, 2019), however this trend is verified alongside Europe. According to United Nations population data, the continent is home to the oldest populations in the world where one in four of all Europeans are aged 60 and over (UN, 2019).

The MK business should be capable to satisfy any type of consumer, regarding of their age and sex, however, the targeted consumer will be the Millennials generation, individuals born between 1981-1996. Analyzing the pyramid shown on fig.4, I conclude our target consumers currently represent ~1/3 of the active population in Portugal and

will overtake the older generation in the short-term, becoming the dominant generation among active individuals, which subjectively points to the opportunities in directing services and products to these individuals.

We analyzed spending overtime to understand how much individuals are spending with current economic and social conditions. According to “trading economics” (2019), «Consumer Spending in Portugal increased to 29980.10 EUR Million in the first quarter of 2019 from 29882 EUR Million in the fourth quarter of 2018. Consumer Spending in Portugal averaged 26783.43 EUR Million from 1995 until 2019, reaching an all-time high of 29980.10 EUR Million in the first quarter of 2019». This observation supports the argument that the Portuguese society is spending more than ever before, stimulating the economy as well enabling incentives for new businesses and adherence to new and innovative products.

Technological - Analysis of technological and innovational landscape in Portugal, enabling insights into R&D (research and development) and disruptive opportunities.

Portugal on the last few years has been successfully developing and attracting innovative companies, specially start-ups, contributing to an innovative and technological landscape of reference. Example of this reality is Start Up Lisboa, which is a business incubator that began its activity on February 2012 and went from having 20% of foreign start-ups to 50% over the last three years, which point to the country’s ability to attract investment and talent.

Supporting this trend is the annual tech event “Web Summit” hosted in the Portuguese capital. The event showcases presentations & debates with renowned speakers from numerous industries as well as high-level members of political organizations and gives the opportunity for start-ups to showcase innovative value propositions and pitch to worldwide investors seeking new investment opportunities in the tech world. According to the organization website, in 2018, 69.304 participants attended the event and over 1800 startups were represented. Considered to be Europe’s biggest tech event, the Portuguese government reaffirmed the interest in this initiative by assuring the event until 2028, under a €110 million deal between the Irish company responsible for the event, with a buyout clause of €3 billion (AICEP, 2018).

Regarding internal Portuguese technology and innovation development, the country is a reference among European peers. Portugal gave birth to 3 unicorns, term attributed to a

privately held start-up valued at over \$1 billion (Aileen Lee, 2013). These start-ups are: Talkdesk, a cloud-based call center software provider; Outsystems, a software provider of low-code platform solutions and the last and worldwide known start-up, Farfetch, a luxury fashion retail platform dedicated to e-commerce, which is now public as a result of an IPO in 2018.

According to Portugal IN, a Portuguese government agency, the country has several competitive advantages that contribute to the development in the sector, they are:

- Personalized services with a wide portfolio of skills
- Innovation based on system design
- Integrated business solutions
- High standards of quality and professional values
- Highly qualified skilled labor
- Global recognition
- Customer focus
- Produced in an EU country
- International business culture

Another technology and innovation dimension that we believe should be taken into consideration, is the undergoing digital transformation of businesses and business models worldwide, where Portugal is no exception Firms will have to increment investments R&D of digital and IT, in 17.9% (International Data Corporation, 2018) in order to remain competitive, taking advantage of new technologies such as Artificial Intelligence and Data Analytics to increase both operational efficiency as well as service improvement. Customer expectations are also shaping a paradigm in every sector, derived from transformational customer experiences, our targeted consumer - the millennials, are now used to simple, yet personalized and innovative services offered by tech titans such as Netflix or Amazon. Regardless of the industry, or product a business is offering the end-customer is now aware of its relevance and what they're data is worth for companies, the fundamental enabler of such experiences.

Environmental - Factors about how environmental and ecological aspects can affect the business, enabling insight on how to efficiently reduce operational risks and assure a relevant CSR (corporate social responsibility) and sustainability.

Environmental factors have never been so relevant and important, with increasing awareness about climate change and its impacts, countries and firms have embraced several initiatives to both make a positive impact and improve consumer perception of respective efforts.

Corporate Social Responsibility (CSR) is the perfect example of businesses embodying environmental and ethical principles in their operations. In the last decade, the importance of CSR for the economy in general and for firms has attracted interest due to the competitive success and advantages it generates (Weber, 2008; Gallardo-Vázquez & Sánchez-Hernández, 2014). The business world is encouraged to work actively towards CSR because, in addition to providing a business opportunity in today's world, it frequently reflects the expectations of firms' customers, human resources, society and stakeholders (Mark-Herbert & Von Schantz, 2007).

An efficient way to address and promote a firm's CSR is by elaborating a yearly sustainability report. These reports have a positive impact, as companies demonstrate the transparency and commitment of their practices to their stockholders as well as rooting a new business culture and competitive advantage vis-à-vis their peers (Ernst & Young, 2013). This report should reflect environmentally friendly policies, carbon footprint, recycling standards and renewable energy adoption.

Regarding the food and restaurant industry, in the recent years there has been a significant up-rising in healthy food trends. According to the World Health Organization (WHO, 2002), chronic diseases such as type 2 diabetes, cardiovascular disease and cancer will be responsible for 73% of deaths in 2020, a significant increase over 2001 (60%). The same study states that 35% of Portuguese individuals choose diets that limit or replace sugar consumption and 32% fat consumption (against a European average of 22% and 20%, respectively). These numbers support the conclusions of a report by the Marketing Research Institute, a private organization based in Lisbon, that states that, now, more than ever, «you need to understand the needs and motivations of customers looking to eat and take care of their health at the same time, so that you can offer them a personalized service and achieve bulletproof loyalty». The same report states that in order to address these concerns and healthy trend, businesses should use healthy, organic and diversified products, in order to meet different customer profile demands and expectations.

Legal - Legal and compliance factors in which the business is subject to, enabling insight on how to efficiently comply with the Portuguese legal standards within the restaurant industry, and protect ethical values.

Within the restaurant and quick service restaurant industry, the main legal and compliance factors to be considered are regarding: necessary licenses; employment; health and safety; consumer protection and data protection, as well as specific requirements regarding sanitary and infrastructure aspects, which may vary across different business contexts

The main license to open a restaurant, or similar business activity, is the “licença de utilização” which can be solicited in the city hall. Alongside this license, business owners should seek an additional requirement in the city hall, the “declaração previa de abertura” which will enable the business to start operating while awaiting an official inspection regarding the compliance with the requirements identified in the Portuguese regulation (artigo 3º Portaria nº 215/2011 de 31 de Maio).

Employers have the obligation to comply with the laws in the “Código de trabalho” which states the rights of their employees, the main dimensions, that I believe are applicable to this business. The main employee rights are the following as follows:

- Work Contract (art. 11.º do Código do Trabalho)
- Working hours; rest hours (art. 203.º do Código do Trabalho)
- Rest intervals (art. 213.º do Código do Trabalho)
- Rest between working days (art. 214.º do Código do Trabalho)
- Weekly rest (art. 232.º do Código do Trabalho)
- Extra hours (art. 226.º do Código do Trabalho)
- Implications for extra hours (artigo 227.º do Código do Trabalho)
- Extra hours remuneration (art. 268.º do Código do Trabalho)
- Work absence (art. 248.º do Código do Trabalho)
- Holidays (art. 238.º do Código do Trabalho)
- Contract termination (art. 340.º do Código do Trabalho)
- Termination with cause (art. 351.º do Código do Trabalho).

Regarding health and safety compliance standards for the restaurant industry, the main dimensions applicable, according to the code 8211 of the UFCD, are as follows:

- Restoration safety and hygiene standards

- Safety signs of installations and equipment
- Equipment Handling
- Standards of personal hygiene, spaces, facilities and equipment
- Collective and individual protection
- Uniforms
- Hazardous products (labeling, storage and handling)
- Catering Mental Health
- Risks and Controls
 - Fires
 - Rail Risks
 - Work with machines and equipment
 - Manual and mechanical handling of loads
 - Organization and sizing of the workstation
 - Postures at work
 - Lighting
 - Hazardous atmospheres
 - Noise
- Risk management
 - Consequences of work accidents
 - Occupational Risk Assessment
- Emergency and risk procedures
 - Performance and orientation techniques
 - First aid kit

A consumer is an individual who purchases goods or services. In Portugal the consumer's rights and consumer protection depend on the existence of a consumer relationship, either through the conclusion of a contract or through a given moment designed to promote the supply of goods or services. The rights of consumers are enshrined in the Constitution of the Portuguese Republic and Lei n° 24/96, de 31 de Julho. The main rights, I believe should be carefully considered in daily operations are the following:

- Right to quality of goods and services
- Right to protection of health and physical safety
- Right to have information regarding consumption
- Right to the protection of economic interests

Any consumer has also the right to complain, according to the do artigo 2º do Decreto-Lei n.º 156/2005, de 15 de setembro, the tool most commonly used to exercise this right is the complaint book which is one of the tools that makes exercising the right more accessible by providing the consumer with the possibility to complain at the place where the conflict occurred.

Data protection is a serious concern for European authorities. On May 2018, the General Data Protection Regulation came into effect, and it was ingeniously designed to protect the personal data of EU citizens, considered by many the most relevant and significant legislation over the past decades. This legislation, affects every industry and business that process data in any capacity, being either for legitimate interest; operational requirement or voluntarily data given by the consumer. Entities now must be transparent and proactively share with the final customers, for what purpose their data is being treated and give them the right to refuse. These regulations, affect the restaurant industry in many ways, but from my analysis the main concerns regarding our business operations lie on the following activities:

- Online ordering
- Loyalty schemes
- Digital newsletters

Based on research of best practices among industry leaders regarding data protection, the main steps to ensure compliance are the following:

- Data Audits
- Acquisition and confirmation of consent
- Provide Opt-out options
- Transparent website's cookie and privacy policy

6. INDUSTRY ANALYSIS

6.1 Porter Five Forces

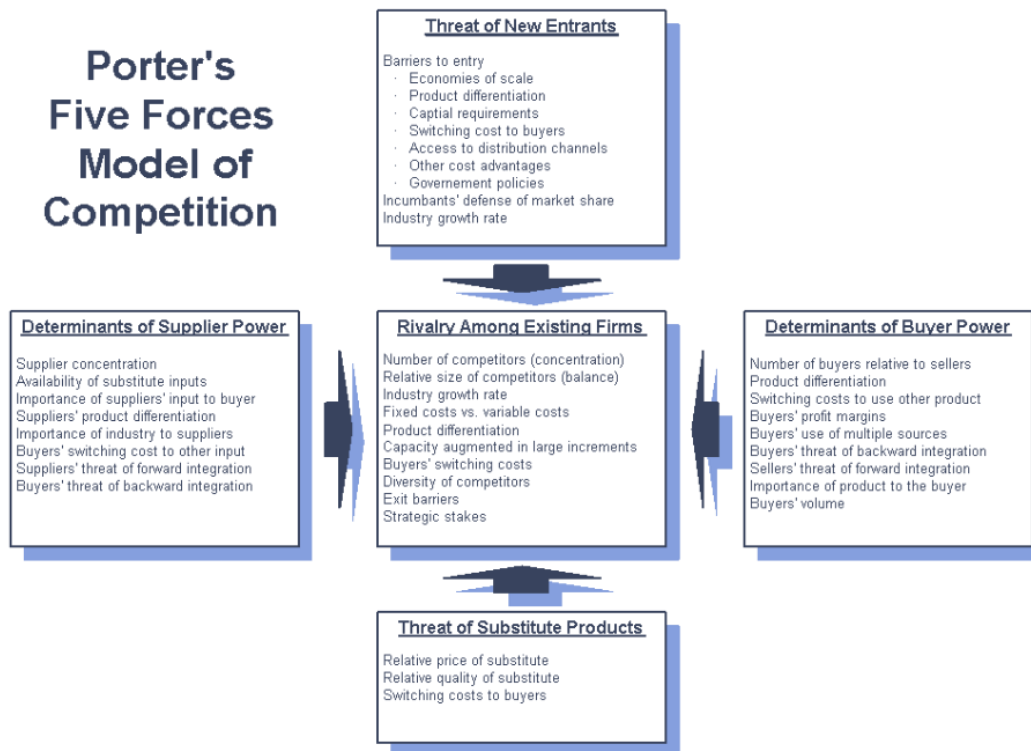


Figure 1: Porter's Five Forces Model of Competition, Porter, 1979

Porter five forces analysis is a framework designed to assess the competitive intensity of a specific industry, which allows an understanding of the attractiveness of that industry. The conclusions from this analysis, are essential to have an efficient overview of the pros and cons of entering the quick service restaurant/ take-a-way industry.

The five competitive forces that determine industry attractiveness and profitability are:

- Threat of New Entrants (Barriers to Entry)
- Threat of Substitutes
- Bargaining Power of Suppliers
- Bargaining Power of Buyers
- Intensity of Rivalry among industry competitors

6.1.1 Threat of New Entrants

The QSR industry, must comply with the regulation, laws and standards of the restaurant business, therefore demanding monitorization and control of the inherent requirements,

which, may represent a barrier to new entrants. However, this reality is seen across many industries and therefore cannot be considered a significant constraint.

Nowadays, in order to create a new business within this industry with the necessary capabilities to be efficient and meet customer demands, there are several requirements that must be met, such as: significant investment, a well-defined business vision and strategy, distribution logistics, compliance standards, production site (ie. factory) and human resources. These requirements and the effort they take to put in action may represent a barrier to new potential entrants, with certain degree of significance.

Product differentiation may also represent a challenge to new entrants, since new businesses must go through the process of acquiring new customers, there must be a significant investment in creating products that distance themselves, in some way, from established players. Product differentiation requires research, market validation and efficient marketing strategies in order to efficiently penetrate a market, acquire customers and work on they're retention. It is a challenge, that has low significance as a threat due to the fact that is not a requirement, however, business owners who choose to not consider product differentiation, may struggle to achieve significant market share and profitability.

In conclusion, the threat of new entrants in this sector must be considered a threat but with low severity. This conclusion is based on the low regulatory requirements necessary which then is balanced by significant operational capabilities necessary to run the business and research regarding product differentiation to penetrate the industry and its market.

6.1.2 Threat of Substitutes

The main elements of input that may drive the arise of substitutes are: new production technologies and new appropriate concepts that may serve future trends, that are always subject to change regarding customer preferences. The quick service restaurant industry suffers threats of substitute products that can be easily replaced by another kind of meals that meet the same needs. They are present in many and variety retail stores, even if not in the same type of cuisine. These substitutes, considered here as final products (ie,meals) have low time-to-market which itself represents a challenge for companies to compete with. The threat of substitutes within this industry is high, mainly driven by evolving and changing customer preferences, new market trends, innovative technologies and low time-to-market for new products.

6.1.3 Bargaining Power of Suppliers

The quick service restaurant business, regarding food suppliers is concerned to establish long-term relationships, driving confidence for suppliers and motivating attractive costs and supply deals, sustained by recurrent and high-quantity orders. However, due to the recent up rise in demand for organic products, and the limitation in supplying these products, organic suppliers have balanced the bargaining conditions.

Regarding technology, such as Point of Sale providers, as well as production requirements such as kitchen equipment, the bargaining power is limited due to global established providers and economy of scale-oriented business models in which these companies operate, therefore not existing influential bargaining power.

6.1.4 Bargaining Power of Buyers

Customers are a key factor in this industry. The purchase of products and services is made by a decision-making process highly motivated by the consumers concerns. The decision-making process which leads to the selection, or not, of a certain product and brand is sensitive to factors such as price, quality, emotions and values of a given business, which make customers exercise its power recurrently, in order to achieve satisfaction.

The millennials are a reference among this industry cluster of consumers, and more than ever they demand seaming less, high quality, fast and affordable meals. Because this industry is subject to low-margins and requires high amounts of products sold in order to be profitable, businesses must closely monitor consumers demands and satisfaction to remain relevant, therefore recognizing significant bargaining power.

6.1.5 Intensity of Rivalry among industry competitors

The quick service restaurants or take-a-way industry is saturated, you can find indirect competitors in every neighborhood in Lisbon, serving specialties from a certain cuisine or wide range of options selected from several types of food (ie. Italian, Indian; Vegan; Japanese). Evidence of this reality is the activity registered for the sector. Accommodation and catering companies stood out as those that presented the most expressive growth in 2017 in most economic indicators, showing 16.5% increase in turnover and 20.4% in GVA.

The rivals are numerous where they compete in both similar or distinct offerings which contribute to low-medium product differentiation; low switching costs and a relatively large market-size. However, the take-away and food delivery industry is growing at

substantial rates, a report by Morgan Stanley states the potential for food delivery can reach \$210 billion by 2020, driven by millennials and “generation Z”, together, these generations of individuals born after 1986, represent more than half of active workforce, who prefer this kind of services to cooking at home or eating out. This reality points to growing diversity among competitors that invest in alternative product offerings (e.g. Specialty cuisine or weekly meal planning & delivery) as well as innovative customer experiences to efficiently compete among the industry. There have been strategic stakes as well as mergers & acquisitions driving interest the industry, example of this is the investment of SONAE SGPS, one of the largest Portuguese operators in retail, on GO NATURAL with a 51% stake (Jornal de Negócios, 2016). The industry also shares relatively low fixed costs, having its margins impacted by high variable costs essentially affected by food production and distribution, subject to demand, however this may be ultimately attenuated over time by the increments of capacity driven by business growth and benefiting from economies of scale.

As a conclusion, the analysis of the 5 forces points to a competitive industry. However, the industry should also be considered for its multiple sub-industries with specific cluster of consumers. Today a quick service restaurant /take-a-way restaurant may distinguish itself from its industry-wide competitors by focusing on a particular need or demand, such food delivery or type of food produced, therefore benefiting from a context of indirect competition and perception of uniqueness by the consumer, changing the paradigm in which the wide-industry is analyzed. I believe that if new businesses take in account the 5 forces on the strategic plan, the rivalry within existing companies and industry competitiveness can be mitigated by both investing in differentiation and innovative value propositions that can enable competitive advantages, making consumers realize value-added services and therefore give our business the opportunity for both acquisition and retainment as well as the sustained assumption of growth potential and inherent insufficient supply to meet potential future demands.

6.2 Direct Competitors Analysis

Competitors are all firms which compete for our customers spending power. Kotler and Armstrong (2009) differentiate competitor types in four, brand competitors; industry competitors; Form competitors and Generic competitors. We focused on brand competitors which are assumed to be similar in size, with similar offering and serve

identical customer segments. They can be considered direct competitors since our potential customers may satisfy their needs through our competitors. In order to efficiently elaborate a winning strategy for the business, an analysis of our competitors was required. A competition array framework provides this insight, by identifying the scope, customers, and key success factors among direct competitors. Zimmerer et al., (2008) define Competitor Profile Matrix (CPM) as a tool which helps companies through a dedicated matrix to assess competition. A competitor is ranked by weighting each factor and attributing a final score so we can efficiently consider the threat of existing offerings as well as protect product differentiation in our value proposition. To support the matrix, Key Success Factors (KSF) should be identified and included for analysis. The ratings have been given from 1 to 4 considering their relative importance to the business success where 1 stands for major weakness, 2 stands for minor weakness, 3 stands for minor strength, and 4 stands for major strength. Then multiplication of the weight by the rating for each factor results in a weighted score to add up each competitor's weighted scores to get a total weighted score.

Using a focus group composed of 6 individuals, being 3 of the participants "millennials" and the remaining 3 "generation z" young adults, as well as a dedicated survey, analyzed in detail in the next section, 6 key success factors that affect customer perception of the service within the market were identified and respective weight:

- Customer Experience - 20%
- Price - 20%
- Quality - 20%
- Speed of service (i.e. delivery) – 15%
- Variety – 15%
- Portion of size – 5%

These factors were used to conduct quantitative competitor assessment, with the results identified on the table below: *Table 1: Competitors Analysis*

KEY SUCCESS FACTOR	Weight	Competitor 1	Competitor 2		Competitor 3		
		www.myfitmeals.pt	www.artesaosdacomida.pt	www.cozinhacomalma.pt			
	Score	Weight	Score	Weight	Score	Weight	
		Score	Score	Score	Score	Score	
Customer Experience	0,2	4	0,8	3	0,6	2	0,4
Price	0,2	2	0,4	2	0,4	3	0,6
Quality	0,2	4	0,8	3	0,6	4	0,8
Speed of Service	0,15	3	0,45	2	0,3	2	0,3
Variety	0,15	2	0,3	4	0,6	2	0,3
Portion of Size	0,5	3	1,5	3	1,5	2	1
Total Score			2,75		2,5		2,4

Table 1: Competitors Analysis

In order to gather input to assess each key success factor and respective score, we participated in the end-to-end customer journey of each one of the competitors identified. From the point of contact (e.g website) to the delivery/ pick up and meal consumption. This analysis was of major importance to assess the type of offering and value proposition each brand offers, as well as the relevancy each KSF has on the service.

The brand “myfitmeals”, scored 2,75, the highest weight score among the competitors. Although having customer experience that far outperforms its peers, the price of the food is higher than other brands, and speed of service is relatively inefficient mainly due to the scheduled delivery option offered, which we assume to disperse interest for on-demand meals. Also, as the branding suggests the firm essentially targets fitness users and customers who seek a healthy product, a reality confirmed by the relatively low product offering.

6.3 SWOT Analysis

The market and industry analysis serve many aspects of strategic planning. We believe it sustains the analysis, decisions, and actions needed to create sustainable competitive advantages through the enablement of a unique value proposition. Through the previous analysis we can sustain, through the collection of internal and external factors, what should be our strategic choice and how it impacts our vision and the business implementation. Stacey (1993) defines SWOT as a list of an organization's strengths and weaknesses as indicated by an analysis of its resources and capabilities, plus a list of the threats and opportunities that an analysis of its environment identifies. Porter (1985)

defends that the SWOT analysis should be considered by acknowledging competitor's strengths and weaknesses, sustained also by the fact that the opportunities and threats arise upon the collective landscape of the market and the industry, and the actions or inactions of its players. We realized the internal factors that MK should have in order to have an advantage over others in the industry (strengths) and what is likely to place us in a disadvantage in relative to other players (weaknesses), as well as external factors based on the market and industry analysis that helped us identify the external elements that can benefit MK (opportunities) together with the external factors that can represent hazards to the business (threats).

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Innovative concept • Superior digital experience • Affordable pricing • Healthy offering • Corporate subsidization 	<ul style="list-style-type: none"> • B2B and B2C interdependencies • Variable cost structure • Highly resource dependent (i.e. food ingredients)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • First digital experience of a kind • Upward trend in home delivery meal consumption • Partnership ecosystems uprising • Corporate subsidization for employee benefits realization • High demand for healthy meals 	<ul style="list-style-type: none"> • Threat of imitation by competitors • Economic slowdown • Substitute services • Competitive industry

Table 2: SWOT Analysis

7. QUESTIONNAIRE ANALYSIS

7.1 Approach

In order to efficiently understand the market and its customers, a research was undergone using a dedicated questionnaire and a focus group. This research aimed to validate key trends in the industry, using as a case study: home meal preparation habits and motivations for take-a-way food services, by adults with a compromised age range of 18-39 (i.e. millennials; generation Z). A case study research “aims to explore and depict a setting with a view to advancing understanding of it” (Cousin, 2005), therefore enabling relevant insights to the context in analysis.

The main research questions in scope of analysis were the following:

1. Do millennials and generation “z” individuals cook, with what frequency and complexity?
2. What are the barriers to cooking during work days?
3. What is the motivation, frequency of usage & satisfaction drivers of home delivery platforms (i.e. uber eats)?
4. What is the ideal meal type and preferences for after work meals?
5. When eating how often do customers choose take-a-way as a solution, why, and with what frequency?
6. What are the barriers and interest in ready-to-eat (i.e. prepared) meals?
7. What price are customers willing to pay for weekly (i.e. volume) orders of ready-to-eat meals?

7.2 Data collection and analysis

The collection of data for analysis was conducted through a quantitative method using an anonymous questionnaire to targeted individuals (1), which enables responses to be gathered from large numbers relatively quickly, and cost efficiently (De Vaus, 1991); and by a qualitative analysis with a focus group session (2) composed of 6 individuals, where the quantitative data was discussed in-depth.

All the main research questions were addressed in the questionnaire, offering the opportunity to seek and study statistically significant trends and main differences from published industry reports. The questionnaire was composed of 16 questions and was structured in order to efficiently understand the customers perspective, motivations and needs through an objective narrative, sequential order of dimension analysis, and simple multiple-choice answers. The results were analyzed in Excel and SPSS, tools that allowed appreciation of visual and statistical differences.

7.3 Conclusions

The research made possible the understanding of current habits around meal preparation, preferences and the main factors that contributed the surge in take-a-way as an alternative to cooking. The insights obtained from both the quantitative and qualitative analysis allowed for an objective answering of the main research questions, detailed below.

Table 3: Questionnaire Analysis

Question	Insights generated	Answer
Do millennials and generation “z” individuals cook, with what frequency and complexity?	<ul style="list-style-type: none"> ▪ % of people that cook regularly ▪ % of people that cook sporadically ▪ % of people that do not cook ▪ Average complexity of cooked meals 	Yes, 64% of Millennials and Gen. “Z’ers” cook regularly, while 33% cook from time to time and only 3% state they don’t cook at all.
What are the barriers to cooking quality grade meals during work days?	<ul style="list-style-type: none"> ▪ What is stopping families and individuals from cooking more often and better 	<p>The main barrier to cooking is time, it takes too much time to cook, specifically:</p> <ul style="list-style-type: none"> ▪ Time needed for preparation (43%) ▪ Time available to cook after work (35%) ▪ Lack of skill/interest (13%)
What is the motivation, frequency of usage & satisfaction drivers of home delivery platforms (i.e. uber eats)?	<ul style="list-style-type: none"> ▪ % of individuals that have used home delivery platforms for take-away meals ▪ How often individuals order food during the week ▪ Why people use Uber Eats ▪ Why individuals order food instead of cooking themselves 	86% of Millennials and Gen. Z individuals have used home delivery platforms to order food. A significant number of individuals (55%) use this solution at least once a week, while 15% use home delivery up to 3 times a week, individuals choose this service essentially due to convenience (82%) and because they believe they can use the time in other activities (50%). The main satisfaction drivers to use platforms like Uber Eats is because the service is quick, from the time they order to the actual delivery (34%); it’s simple to use (27%) and has a significant variety to choose from (21%).

<p>What is the ideal meal type and preferences for after work meals?</p>	<ul style="list-style-type: none"> ▪ What kind of food individuals like to cook/eat after work, for dinner, during week days ▪ What do individuals value when cooking/eating during work days 	<p>The ideal type of food to have for dinner, after work is typical Portuguese food (30%), however other options appear to have relevant appreciation:</p> <ul style="list-style-type: none"> ▪ Soups (20%) ▪ Italian (20%) ▪ Salads (16%) ▪ Vegetarian/vegan (8%) <p>Individuals value taste (35%) as much as they value healthy ingredients (35%), however convenience of the meal (20%) is also valued.</p>
<p>What is the interest; drivers of satisfaction and barriers in ready-to-eat (i.e. prepared) meals</p>	<ul style="list-style-type: none"> ▪ Do respondents buy prepared meals to have during the week ▪ What is stopping families and individuals from buying existent solutions (prepared meals) to have during the week ▪ What do respondents' value in prepared meals 	<p>89% of individuals stated they would be interested in receiving multiple meals at home, but only if pricing is appropriate [40% say they would purchase if pricing is within family budget requirements while 16% state they would buy if the price is inferior to that of their favorite restaurant] and if the food has quality [16% state interest if the quality is at the same level of their favorite restaurant]. Respondents stated that the 4 main drivers of satisfaction in providing this kind of service are:</p> <ul style="list-style-type: none"> ▪ Price (84%) ▪ Quality (81%) ▪ Delivery (67%) ▪ Variety (54%) ▪ Experience (30%) <p>The main drivers were confirmed when asking respondents why they do not choose to order prepared meals frequently, majority stated existent solutions are too expensive</p>

		(60%) while ~¼ say they do not like the quality and taste (22%).
What price are customers willing to pay for weekly orders (i.e. volume) of ready-to-eat meals	<ul style="list-style-type: none"> • Value customers are willing to pay for similar services 	Considering every different answer, the average price customers are willing to pay per meal is 6,36€.
Do individuals appreciate employers' initiatives to contribute to a work/life balance?	<ul style="list-style-type: none"> ▪ % of millennials and individuals that would appreciate their firms to subsidize prepared meals, relieving individuals from the time-consuming task of preparing and cooking dinner 	Yes, 82% stated they would greatly appreciate if their employer actively participated in improving their work/life balance by subsidizing prepared meals for employees and their families.

Table 3: Questionnaire Analysis

8. Strategy

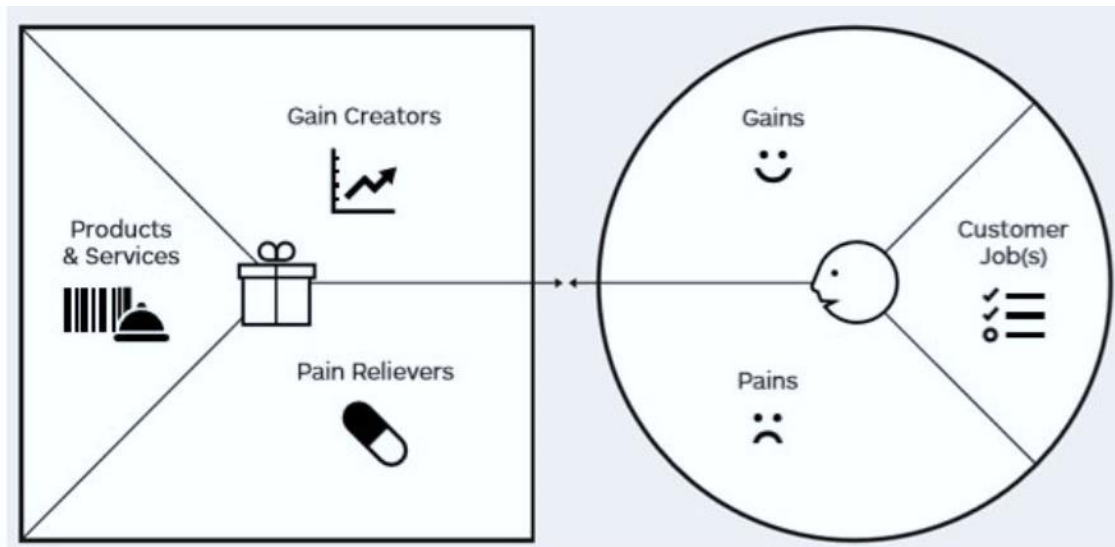
Whenever a business enterprise is established, it either explicitly or implicitly employs a particular business model that describes the design or architecture of the value creation, delivery, and capture mechanisms it employs (David J. Teece, 2010). A clear Strategy is needed to establish and run the business successfully, for strategy refers to the choice of business model through which the firm will compete in the marketplace (Ramon Casadesus-Masanell & Joan Enric Ricart, 2010). To efficiently design a successful business model, we believe there must be a clear value proposition that will enable the relationship between the firm and its consumers and the selling proposition which will serve the consumers and business model execution. This section identifies the unique value proposition; the business model and the unique selling proposition.

8.1 Value Proposition

Value propositions define the relationship between supplier offerings and consumer purchases by identifying how the supplier fulfills the customer's needs across different consumer roles (Band, 2000; Porter, 1998). The relationship between MK and consumers is supported by the value proposition, which translates into an essential requirement for the definition of a consumer-oriented strategy and consequent business model for e-commerce (Timmers, 1998).

Osterwalder's et. al (2014) tool (fig.8, business model canvas, 2014) was the framework chosen to efficiently assess opportunity and create a value proposition that allows customer value creation and creation of competitive advantage. Osterwalder's tool addresses customer needs identification through customers jobs, pains and gains and the opportunity for a specific service or/and product to address them by incrementing the gains and reducing the pains.

Figure 2: Value Proposition canvas, Osterwalder, 2014



The Value Proposition Canvas (Osterwalder et al., 2014)

8.1.1 Customer Jobs

By “job” we mean a fundamental problem in a given situation that needs a solution. All individuals must provide means to satisfy their physical needs which include food and nutritional value absorption in order to power our bodies with energy and critical nutrients that sustain life.

The main job we targeted is eating at home, which is a daily requirement among all living individuals. Regardless of its complexity, quality and form, meal preparations are required on a recurrent basis and most individuals cook (97% state they cook and prepare meals), and therefore we address the different sub-jobs/activities that vary, such as selecting the ingredients and preparing adequate meals. The analysis considers the most common activity that serves as an alternative to getting the “job done”, the choice to outsource prepared meals. This alternative has been seeing an increase rate of adoption and is predicted to grow year over year until 2026 (Global Food Delivery Services Market Report, 2019) therefore both were assessed and analyzed in this consequent order and

with a perspective of contrast to efficiently identify a value proposition that addresses the customers original needs (job) and the activities that are commonly undergone to achieve job completion.

8.1.2 Gains

Customers when they prepare, cook and consume meals they are not only fulfilling a natural intrinsic habit that is undoubtedly a gain, they also have an opportunity to fulfill specific desires for specific type and taste of foods, ingredients and nutritional values. When this job is subject to thought and careful planning the result may increment gains substantially by delivering pleasure derived from a specific craving or nutritional ingestion, both constitute a substantial opportunity for emotional and physical gain for the individual.

In alternative to cooking meals, individuals can choose to outsource these sub-jobs/activities (preparing and cooking) to providers such as take-a-way restaurants or surging innovative solutions, such as platforms for ordering and delivering food that has been an surging trend among millennials individuals, according to our market validation 86% of individuals have used this kind of solution to order and satisfy their needs, so far in 2019 56% ordered at least one time every week). This job alternative provides significant qualitative gains. Respondents to our market validation state the main key benefits when using this kind of service, is the speed of access and inherent ability to quickly address eating needs; the simplicity of using this service and possibility to avoid common burdens (e.g. preparation; cooking) of executing this job by themselves. Lastly, individuals stated variety as a beneficial factor since these solutions offer a wide variety of options (i.e. meal types) to satisfy they're needs.

8.1.3 Pains

When customers choose to prepare and cook meals, they are subject to innumerable requirements that the market validation classified as painful activities. The key pains that can also be considered barriers to undergo and complete this job more often, are: the effort necessary to efficiently choose all the necessary ingredients and prepare the meals customers want (43% individuals selected as the main constraint) and the cost of opportunity preparing meals represents after a busy work day (35% state they have little time after work) and therefore would rather invest the free time in other activities.

Customers that choose to outsource the meal preparation and cooking activities, are not exempted from painful factors, surveyed individuals state they face constraints and barriers that limit consumption and therefore the viability for recurrent selection as solution for this job. The key factors we validated to be classified as “pains” are pricing (60%), quality of food (22%) and practicality of delivery (10%). Ordering prepared food at prices practiced by restaurants puts a serious stress on the family/day-to-day budget when comparing to independently handling the end-to-end journey that begins at ingredient shopping and ends when you serve and enjoy your meal, essentially due to the fact that the costs of this journey, regardless of its complexity, are considered in the cost of living and commonly predicted in financial planning. This reality is supported by feedback from our market validation which states that 40% of individuals are interested in receiving prepared meals on a recurrent basis as long as it does not affect the family/day-to-day budget.

Customers face pains in regularly executing the cooking jobs and sub-jobs themselves, however, negative factors also limit adoption of existing alternatives to preparing and producing meals, which stop the consumer from choosing current providers, and they're products, on a recurrent basis.

8.1.4 Service & Product

In order to efficiently address the customers job and activities/sub-jobs, excluding or limiting the negative factors (pains) and maintaining and possibly incrementing value (gains) is necessary to successfully deliver value to the consumer. The new product must be characterized by innovative drivers and supported by a competitive advantage.

MK through a dedicated website and a seamless hybrid digital experience (i.e. browser and mobile) will enable millennials to register and access an innovative platform that will offer the possibility to subscribe to different plans of ready to consume meals, with appealing price-ranges and a wide variety of options for different personas, as an alternative customers can purchase listed meals on.-demand (i.e. sporadically or at irregular intervals purchases). The meal subscriptions are delivered in strategic locations or at the customer's home address within an agreed time-frame, depending on the subscription and volume ordered. This platform will be supported by modern and advanced technological capabilities that enable an enhanced digital experience and personalized offering to customers (i.e. suggestions based on consumers profile and historical data) therefore meeting high standards of millennials expectations motivated by

the experiences offered by digital leaders such as Netflix or Amazon. Modern technological capabilities are required to capture and retain our targeted consumers, as detailed in the literature review, there are numerous factors identified (Dai and Palvia, 2008) that will contribute to technology and e-commerce adoption. By investing on building the solution on these modern capabilities the perception of privacy; security; innovativeness; usefulness which will ultimately (i.e. end of the journey) be leveraged and stand out the perception of the value added to the execution of this critical, recurrent job which is eating. Consequently, and without attrition, the user will experience tasteful meals, reward himself with their favorite food or power their body with the right nutrients, just at the click of a button and affordable prices.

8.1.5 Pain Relievers

MK can efficiently relieve the key pains customers are subject to when executing the job themselves or the constraints they face when choosing available alternatives. By offering and delivering ready to consume meal plans, customers do not have to lose time on regular ingredient shopping, meal selection. preparation and its execution. The carefully design of subscription plans will enable an innovative business model that allow a reduced pricing for final customers, reducing significantly existent provider barriers and therefore not constraining family/day-to-day budgeting. Quality control is a core concern, with dedicated operational processes. All meals are to be designed with the best ingredients, assured origins and prepared by experienced professionals that co-design and test appropriate packaging to ensure quality and taste within ideal time-frame.

8.1.6 Gain Creators

The service will allow the final customer to choose from a variety of plans, that can satisfy any of the customers objectives, may them be the consumption of specific or favorite type of food, or choose to receive prepared meals that meet nutritional requirements of distinct diets. This attribute will enable both physical and emotional gains at the discretion of the user. The activities undergone by MK will ensure a prepared meal that consumers can eat almost instantly, the easiness and ready-to-use allows our customers to continuously and on recurrent basis invest and dedicate time to other initiatives or interests, directing the cost of opportunity to other customer jobs.

8.2 Business Model

For this business plan, a business model will be considered as “the rationale of how an organization creates value” (Osterwalder and Pigneur, 2010). The expression and conceptualization of the business model will enable the translation and execution of the value proposition.

I used a dedicated tool to envision, archetype and define an innovative business model. Innovation is necessary in order to compete with existent models and sustain create competitive advantage to address the market opportunity. The chosen tool is the business model canvas (Osterwalder and Pigneur, 2010), they state the canvas distills an organization's business model into nine interconnected components: customer value proposition (already detailed), segments, customer relationships, channels, key resources, key activities, partners, costs and revenues. This helps align profit and purpose to support more sustainability-oriented value creation (Osterwalder and Pigneur, 2011).

8.2.1 Customer Segments

MK targets and serves different customer segments (B2C & B2B), through a multilateral platform, dedicated to serving interdependent clients and delivering value to multiple stakeholders.

The business-to-consumer will reach mass markets but is designed to penetrate a segmented market (millennials) that would rather do other jobs and activities other than cooking every day. Millennials (adults born between 1981 – 1996) are a specific customer segment we target. According to UBS (2017), in 2020, they will be 2/3 of working force. The customer experience and the product design (i.e. meals) will be carefully planned according to emerging and ongoing trends set by this age group and inherent personas.

The business-to-business will support the B2C model. MK will target specific firms to offer value-added services that will enable the capture and retention of new customers (millennials). Initially the companies targeted will be medium-large organizations and health clubs with dedicated trainers. According to our market validation, 82% of surveyed individuals state they would like their employees to subsidize ready to consume meals, therefore contributing to a better work-life balance. By targeting and offering promotional prices for specific subscription plans to a firm, and their employees, we will promote relevancy of the employee among its workforce their satisfaction and at the same time

embrace the opportunity to reach and capture the inherent demand for quality food and therefore increase client base effectively. The other approach will be targeted at health clubs and they're personal trainers. Through commission based agreed partnerships, the personal trainers will direct they're clients to specific nutritional based subscription plans, that not only ensure the meeting of agreed diet objectives, they do it without the validated barriers to cooking activities. We will be able to increase the health club relevancy and rate of satisfaction of final customers regarding both services, by jointly giving final customers what they need, when they need it.

8.2.2 Customer Relationships

MK's relationship with clients will vary with their nature and differ during each phase of the dedicated customer journey, however its processes have core impact with proliferation across the company's business model. The term "customer relationship management" (CRM) emerged in the information technology (IT) vendor community and practitioner community in the mid-1990 (Adrian Payne et. Pennie Frow. 2005). CRM has kept its concept tied to technology and technology services, however for the purpose of this business I will focus on the customer centric perspective of CRM.

Our client relationships will be based on a multichannel integrated platform with dedicated processes to support the relationships with different targets (B2C & B2B). These processes are designed to meet different purposes: customer acquisition; customer retention and up/cross selling. The relationships will be mainly virtual with physical support whenever applicable. However, each stage of either customer lifetime value will be targeted with different relationship models.

B2C relationships consist of automized processes that can serve all purposes and stages of the relationship journey. Leveraging on modern technological capabilities MK can use data to power automated key processes and dedicated work-flows, successfully addressing e-commerce frameworks for capture, retention and up/cross-selling of final customers.

B2B relationships will have a dedicated personal relationship for acquisition (i.e. business development), a hybrid (personal & automized) relationship through personal actions (i.e. client account lead) for retention and virtual action for performance monitoring, and a co-creational relationship for up-selling and cross-selling products to our B2C customer centric perspective.

This multi-lateral development and implementation will sustain the innovative business model and enable cost-efficient operations that both manage B2C/B2B customer relationships at the same time it creates cross stakeholder value.

8.2.3 Channels

This block describes how MK will communicate and influence both customer segments. Choosing the right combination of channels to satisfy the way customers want to be reached is crucial to the presentation of any value proposition (Osterwalder and Pigneur, 2011). As a multilateral business model, an interdependent channel approach is required for sustainability.

A direct channel, specifically our e-commerce platform will be the main point of contact and serve 80% of the B2C inherent phases excluding only direct influence over consciousness about our value proposition. The evaluation of our offering; acquisition; delivery and after sale support will be undergone over the platform. Value proposition consciousness will be done through indirect channels and the support of our B2B business development. Through strategic partnerships (e.g. corporate firms; health clubs) we will be able to promote our offering, efficiently penetrate and access our targeted consumers through their own channels and then re-direct the consumer to our direct channels, guaranteeing delivered value to all involved.

B2B business development will be undergone through direct channels and dedicated sales force. Responsible for all phases, from awareness to post-sale support, the dedicated account lead will have a support from CRM capabilities as detailed in the customer relationships.

The interdependency and balance between channels and stakeholders are key to scale the use of the platform, comply with our mission and provide the growth that will enable the sustainability of the business model.

8.2.4 Key Resources

The key resources are assets such as the people, technology, products, facilities, equipment, channels, and brand required to deliver the value proposition to the targeted customer. The focus here is on the key elements that create value for the customers and the company, and the way those elements interact. (Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann, 2008).

The following table (.10,) identifies the essential categories, requirement and resource needed to support the launch of the business.

Category	Requirement	Resource
Physical	Infrastructure	Production plant and all dedicated machinery (i.e. where meals are prepared and processed)
	Infrastructure	Headquarter (i.e. executive and marketing office)
	Vehicles	Dedicated vehicles for distribution
Technological	IT systems	E-commerce platform with modern capabilities (e.g. cloud data storage; personalization engines)
	IT systems	CRM software
Human	Production expertise	Experienced chefs
	Technological expertise	Chief Innovation Officer
	Digital expertise	Chief Brand Officer
	Digital expertise	Data scientist
	Sales force	Account lead
	Distribution	Chief Operational Officer
Financial	Financial expertise	Chief Financial Officer
	Line of credit	Angel investor
	Line of credit	SME corporate loan
	B2C credit	Dedicated credit line to support buy now pay later feature

Table 4: Implementation Requirement Analysis Source, by the author, 2019

This list of requirements and dedicated key resources are crucial for the implementation and ongoing operations, they will integrate and oversee (if applicable) other resources, together they will guarantee business sustainability and growth.

8.2.5 Key Activities

Key activities are the crucial and most relevant activities that a business must conduct in order to operate with success. These activities enable the value proposition and the delivery of value to the final customer. As the business model is sustained by innovative a multilateral model the activities vary across dimension and serve unique purposes that, together, sustain the business model.

The following table (fig.11) identifies the essential dimension, purpose and activity needed to support the launch of the business.

Dimension	Purpose	Activity/process
Operations	Guarantee necessary requirements for production	Manufacturing - Meal preparation
	Production of product offering	Manufacturing - Cooking
	Ensure product quality within SLA baseline	Manufacturing - Quality control
Planning & Sales	B2B development	Capture and retain new B2B clients
Customer Experience	Guarantee customer satisfaction	Customer support (e.g. helpdesk)
Customer Experience	Guarantee ultimate digital experience	Digital channel monitoring (e.g. app reviews/comments feedback reply)
Distribution	Guarantee product delivery	Drop-off of product sales
Digital operations	Frequently update UI and UX	Research and development of digital functionalities
Accounting	Monitor and ensure financial performance	Execute accounting cycles

Table 5: Requirement Analysis, Elaborated by the author, 2019

This list of dimensions and dedicated key activities are crucial to run the business in a customer centric perspective and enable the business model. They will be complemented (if applicable) by other processes, together they will guarantee operational efficiency, sustainability and growth.

8.2.6 Key Partners

Partnerships will be a core stone to the business., our key partners cooperate towards joint optimization and economies of scale. Given our pricing constraints the B2B must subsidize our segmented B2C activity. Our mission is to deliver value to the final customer and our partners, hence the two identified value propositions. This approach will enable and optimize our model at the same time it reduces operational risks for both parties. We can classify and distinguish partnerships in 4 different types (Osterwalder and Pigneur, 2011):

1. Strategic partnerships between non-competitors
2. Cooperation (partnerships between competitors)
3. Joint ventures to develop new business
4. Supplier relationships

However, for initial business activity our B2B model will aim at strategic partnerships between non-competitors, not excluding the possibility of pursuing future partnerships type.

8.2.7 Strategic partnerships between non-competitors

The B2B model will vary among customers, ranging from a freemium to commission-based pricing models. Regardless of the applied model, every business customer will be considered a partner. MK and its B2B clients will work together to create a meaningful partnership that aims to deliver value to all involved stakeholders.

Initially, MK will target medium-large companies with high percentage of millennials as workforce and a large health club group with a significant portfolio of personal training subscribers.

By partnering with companies with given attributes, we have access to their employees, opportunity to scale the business through direct connection from their domain to our platform and ultimately offer value in return. By promoting and delivering our services to their workforce, at a subsidized price, individuals will drastically reduce time constraints which actively contributes to a positive work-life balance and increased employee satisfaction. By choosing to work with MK these companies offer unique, relevant and personalized services to their employees, a reality 82 % surveyed individuals crave.

Health club's partnerships will be more complex in nature. Business development will aim at a large brand partnership deal, by ensuring exclusivity of usage in a determined time-frame, MK will attract and negotiate ideal platform access and utilization conditions prior to establishing a dedicated commission-based model with personal trainers. This partnership will enable for health clubs to deliver value-added services, provide personal trainers with improved financial compensation and help clients achieve they're health goals. In return, MK will see a direct inflow of interest from specific demand and customer segments, therefore powering business sustainability and growth.

8.2.8 Cost structure

The most important costs the company incurs, when operating according to the determined business model and inherent blocks, are the costs of producing and delivering value, managing client relationships and generate new business, which can be assessed by considering the costs of having the key resources and operating key activities.

MK cost structure does not assume a value-driven approach nor a cost-driven, if classified it would be concepted between these extremes. While physical (e.g. manufacturing; buildings) and distribution (e.g. vehicles) assume a cost-driven approach, focused on leanest possible supply chain models and automation, the meal production processes and final customer digital experience are value-driven meaning all investment and cost implications will be focused on value creation and sustainability, in order to retain competitive advantage within the market. The cost structure of the business is characterized by fixed costs; variable costs and benefits from economies of scale.

The following table (fig.12) identifies the costliest activities and the costliest resources and non-exhaustive weight of its importance/impact (%) on the business operations.

Activities	%	Resources	%
Production/operation (manufacturing)	30%	Workforce	50%
Digital experience & marketing	25%	Machines and production technologies	20%
Business development	10%	IT capabilities	15%
Logistics (inbound & outbound)	10%	Ingredient supply	15%
Research and development	10%		
IT Systems	5%		
Support (customer service)	5%		
Financial planning	5%		

Table 6: Business activities and resource requirements by weight

8.2.9 Revenue streams

MK multilateral platform is idealized to serve both other companies (B2B) and final customers (B2C) each contributing to the business bottom-line through dedicated or cross revenue streams. This model reflects revenues that are generated through interactions among multiple stakeholders rather than through one-on-one transactions, which is the traditional way for physical products in the real economy (Bughin, Chui and Manyika 2010). However, the main revenue stream is transactional which is the selling of products to the end-customer using fixed pricing, other revenue generated through B2C channels serve to support and complement the B2C business.

The business activity will be directed to the millennials, employees of partner firms and partner gym memberships holders. This revenue stream will be recurring and transaction-based with subscription meal models available as an option or fixed cost pricing for on-demand orders. The marketing efforts and product offering design will be aimed at the

dynamic pricing subscription based that will vary across meal types and number of pre-ordered meals. Subscriptions (also commonly referred to as fees per term) are fixed installments partners will pay for providing access to and using a certain service of the platform. Rather than selling services individually, subscriptions allow recurrent invoicing and scale of use. For both consumers and providers (partner firms), this approach provides a dependable basis for calculating costs and revenues and for planning service levels and capacity. Our partners will pay a recurrent monthly fee to provide access to the platform to their employees or gym membership holders as well as dynamic subsidization fee that can vary from partnership to partnership regarding benefit (i.e price reduction) agreed. For gym partnerships besides platform access an indirect revenue stream of revenue sharing may be enabled to commit to commission fees for lead promotion and acquisition through personal trainers and their client portfolio.

However, this business is, as previously detailed, supported by the B2C business that generates revenues itself, in parallel to supporting development of broader user base through customer acquisition and retainment. Our business to business development will be aimed at securing partnerships that will have a dynamic pricing, which will vary across partnerships, based on negotiation factors such as client reach (i.e. how many prospect clients can we access) and subscription subsidization for the final customers they represent. Advertisement represents a core stone for our business model enablement as an indirect revenue stream that will be enabled through the reach of data from our final customers and consequentially targeted at our clients using advanced big data capabilities. Online and packaging advertising is a way for generating indirect revenue by *pay-per-lead or sale* model or by selling space within every transactional meal delivered. This revenue stream represents an important strategy due to its potential for cross-subsidization, its relevancy in applied income for reducing the price of subscription fees and granting final customers appropriate pricing access, that can drastically reduce validated barriers for purchase.

The following figure 13. illustrates the main revenue types and streams MK will benefit from.

Recurring	B2C - Transaction based B2C - Subscription model based B2B - Platform subscription model based	B2B - Advertisement
Non-recurring		B2C - Revenue sharing (commission based)
	Direct Revenue	Indirect Revenue

Table 7: Revenue stream analysis

9. MARKETING PLAN

9.1 Segmentation, Targeting and Positioning

9.1.1 Segmentation

Market segmentation is the process in which marketing strategy divides a broad spectrum of the target market into subsets of consumers, considering common needs and priorities. The design and implementation of a business strategy is directly supported by this segmentation and a clear strategy to target them. In order to establish our market segments, we used a set criteria to identify the appropriate segments and then carefully selected what our targets are. We identified market segments based on key variables that according to Kotler and Armstrong (2012) relate to our B2C business activity. The following variables were considered the most applicable, given the nature of the industry and our value proposition, input detailed below. We underwent a target analysis to understand our potential market reach, this was done considering the input for each indicator related to the identified segmentation variables and our market context. Considering the relevance of our B2C activity and the fact that our B2B should only support the generation of B2C reach, we did believe the appropriate approach was to qualitatively analyze the potential targets for partnerships considering the segment.

B2C Segmentation variables (Kotler and Armstrong, 2012)	Indicator	Target
Geographic	Place of residence	Greater Lisbon
Demographic	Age range	1981-1996 (23-38 yo)
Behavioral	Drivers	Smartphone owners
Benefits sought	Convenience, service value	Take-away clients

Table 8: Segmentation variables for target analysis Source

B2C Target analysis			
Indicator	Target Indicator	Universe	Source
Place of residence	Greater Lisbon	2,840,005	Resident annual average population, INE, 2019
Age range	Age between 25-34	307,277	Resident annual average population, INE, 2019
Drivers	Smartphone owners	282,694	Smartphone penetration (age 24-35), Marktest, 2018
Benefits sought	Take-a-way clients	201,843	Author market validation, 2019

Table 9: Target Analysis

We concluded that there are 2,840,005 individuals living in Lisbon, the area we are addressing for our market reach. Of all these individuals, 307,276,5 are between 25 and 34 years old, the age group which we believe will potentially use our services to satisfy

their needs. Assuming statistics report “barometro telecomunicações” in 2018, there was a smartphone penetration of 92% for the age group targeted (Marketest, 2018). To reach a final target, we used data from our market validation, which states 71,6% use take-away services at least one time a week. Therefore, MK has a potential target reach of 201,843 final customers upon implementation, regarding activity in the greater Lisbon area.

We excluded this analysis for B2B on the principle that our targeting measures the end reach for the final customers, which are already identified. The assumption is that the partnerships made are ancillary and should be oriented to reach the end customer.

9.1.2 Targeting

We complimented this analysis with a detailed description of what our business’s target groups are:

Millennials

Our B2C activity will aim to serve the generation that reached adulthood on the beginning of the XXI century. This generation has been shaped by the technological revolution and is shaping the ongoing digital transformation that is putting innovative technological capabilities at the core of our routines, work and social life. There is a wide range of definitions which slightly differ the time spans for this generation, however, we assume Millennials to be all individuals born between 1981-1996. Millennials choose to live in urban areas which enables MK to serve this group through the initial offering in Lisbon. They seek value added work experiences but prioritize balance. These individuals are curious, they look forward to knowing the impact of their actions and the inherent value, before they undertake them. This generation embraces and promotes diversity and diversification, either it be as a cultural trait or exploring opportunity, much due to the unique exposure to different cultures, information and goods in comparison to previous generations. The consuming behavior of millennials is much influenced by, their tech-savvy trait digital experience expectations which our market research showed evidence of the upward trend of food delivery services using digital platforms, as well as conscious concerns about both the environment and their eating habits. Ultimately this generation is motivated by solutions that make their lives easier, such as aggregation of services that enable a seamless experience. We aim to target this group and offer an integrated proposition that addresses a core need, we believe Millennials will fully relate to an

efficient and innovative integration of a core need through physical and digital channels, a service that reflect relevancy and personalization.

Corporations & Health clubs – key B2B clients to enable final customer reach

As a set target group, millennials are expected to account to 2/3 of the world's workforce by 2020 (UBS, 2017). We believe the employers nowadays must both be able to attract these individuals and keep up with their expectations. A key expectation of the workforce is work life balance, while previous generations only hoped for this equilibrium, Millennials expect it. We believe that, in order to enable internal satisfaction and happiness, employees now must prioritize this balance, promote and deliver services that make their lives easier and more enjoyable. Partnering, through our B2B business, with existing firms in the greater Lisbon area, that have a significant number of employees, we will be able to promote our services to a broad spectrum of prospect clients that may recurrently acquire our products to serve their own and their family's needs. We also believe that firms that seek to enhance its relevancy and deliver value-added services to their final customer are also prospects to our B2B business, so we identified health clubs as ideal targets within this group. Health clubs through partnership will be able to offer their members a user-friendly solution that serves existing dietary needs, respecting defined constrains, through an optimal consumer experience. Both, corporations and health clubs will be able to realize benefits from the partnership, they will improve existing working conditions for internal workforce and health clubs will be able to improve existing relationships and expand service offering.

We divided the larger market into these smaller segments bearing in mind the different preferences that are subsequently adjusted to what will be our product service and offering. Therefore, enabling the reduction of the overall distance between what we will be offering to the market and what the market requires, with the intent of improving our competitive position.

9.1.3 Positioning

Our marketing positioning strategy reflects the choice of target market, which is the consumers MK seeks to serve and the choice of our competitive differential advantage which defines how we will compete with existing competitors (Doyle, 1983). Our targets were identified in the previous section, being millennials the core customer we aim to

serve. This business is to be partially supported through our B2B client portfolio, which are organizations with a significant millennial workforce and health clubs that seek to enhance service offering and its relevancy with their final customers.

Our competitors, already analyzed in detail on the direct competitor's analysis, are regarded to serve a broader spectrum of consumers. We concluded the biggest threat, as a competitor, is "myfitmeals", due to the current customer experience offered as well as the subscription models available, which are similar to the models we aim to offer although under a different business model. This competitor serves every type of consumer, however its branding targets fitness users and healthy food enthusiasts, meaning that MK and "myfitmeals" direct its services at different segments and inherent targets. We have identified this competitors' main strengths as digital experience and product quality, and pricing and variety as their main weaknesses.

We believe that our business has a differential competitive advantage by embodying distinctive strengths, enabling the satisfaction of customer needs better than our competitors. This conclusion is based on the understanding of the strengths, weaknesses, opportunities, and threats profile (SWOT) facing the ideal firm should have as a result of our previously detailed market analysis. MK will offer our target final customers (B2C clients) a service with an innovative concept in the food industry, it will serve the market through our food-as-service subscriptions as well as on-demand products on a relatively large variety to choose from, this new approach to the acquisition of this type of products will be channeled through a superior digital experience. The customer leads are identified by our B2B business developments, whose mission is to sustain a unique business model that enables an attractive pricing through corporate subsidization. This distinctive trait will serve Millennials through a unique digital platform, benefiting from the upward trend in food delivery and the familiarity of such experience, motivated nowadays by leaders such as "Uber Eats".

9.2 Marketing Mix

On this section we underline and detail the four elements that should sustain the marketing of our competitive advantage: Product; Price; Promotion and Place. Our marketing mix elements are supported by a set of controllable variables that the company can use to influence the buyer’s responses (Meera Sing, 2012), detailed on the fig. 16, in evidence below. Note, not all variables identified are applicable to our business, only the variables that can efficiently reflect our competitive advantage were analyzed and considered for our marketing strategy.

Product	Price	Promotion	Place
Quality Features Name Packaging Services Guarantees	List price Discounts Allowances Credit Specials	Advertising Personal selling Sales promotion Public relations Direct mail Company literature	Distributors Retailers Locations Inventory Transport

Table 10: Elements and variables of 4 P’s, Roger Brooksbank, 1994

9.2.1 Product

Our final product is prepared meals, these can be easily and quickly heated and consumed in different contexts and quantities, in order to adapt to the consumers different needs throughout their routines. Our meals will be produced with maximum adherence to set quality standards defined and monitored by a quality control specialist within the sector. Every different product (i.e meal) embodies unique features, physical and non-physical that meet the most demanding expectations set by the generation were targeting. This is a major concern for MK given our competitor landscape. The features include carefully selected biological ingredients, chosen from set suppliers, an innovative eco-friendly packaging, enhanced customer experience and support, available to every client upon purchase. Given our market validation, our initial offering will be characterized by traditional Portuguese dishes, Italian pastas, as well as a healthy offering of a variety of salads and delicious soups. These prepared recipes will be made available both on-demand and associated with the subscription plans available. All products, including subscriptions, will be offered in different volumes to accommodate the different needs of our customers. The focus of our food-as-a-service business model is subscription oriented, meaning that our main product will be a set weekly or monthly subscription that customers can select, considering their needs and preferences. The orders will be received

at a place and time of choosing. The table below identifies our initial offering which should be the base for any designed subscription plans. This offering reflects our validation of market preferences and consumption drivers, analyzed upon market validation. The subscription plans available for consumer are distinguished in two types: monthly, with weekly deliveries of 7 pre-chosen personalized prepared recipes, and a weekly subscription plan with identical characteristics, the main difference between the two options is the discount price offered on a monthly recurrent plan.

Consumer preferences	Product offering	Offering type
Greenies	Wild Rice and Mushroom soup Ceasar salad Chicken, avocado and Gorgonzola salad Avocado pesto fusili	Vegetable based
Soup	Pea Soup Pumpkin Soup Watermelon and tomato soup Wild Rice and Mushroom soup	Soup based
Italian	Avocado pesto fusili Mushroom risotto Lasagna Bucatini all'Amatriciana	Pasta based
Portuquese	Bacalhau com cogumelos Arroz de pato Cabrito assado Portuguese Sautee Porc	Traditional based

Table 11: Product offering: Elaborated by the author, 2019

9.2.2 Price

MK will have a complex competitive pricing strategy, essentially given its food-as-service subscription model and the on-demand options available. Whilst our on-demand product offering pricing should reflect a standard set price for every listed item, the subscription model service is available at a relatively lower price, in order to achieve an efficient market penetration pricing. This will be possible due to the increment of operational efficiency granted by the recurrent ordering of larger volumes of meals, contributing to economies of scale within production, but also due to the inflow of advertisement revenues, where we will sell “ad space” within every order to compensate production costs and increase profit margins on our B2C business. In parallel, our B2B activity will promote our product and service to a selected target, which will access our

products at discount rates which will vary accordingly to the negotiated partnership terms with corporations, in exchange for access to corporation’s employee base and subsidization, as well as health clubs and their members who seek a quality-grade and affordable solution to meet their dietary requirements without compromising their routines. Special pricing packages can be made available for our partners and their workforce, or final customers of health clubs that choose to partner with MK. Considering our competitors pricing, our cost-to-serve and what our market validation suggest customers are willing to pay for this type of products, we created adequate pricing for 2 individual (i.e. adult) subscription plans, weekly and monthly. The prices are detailed below.

Pricing	
Average selling price - On-demand (1 meal p/ order)	4,19 €
Average subscription price (Weekly-7 meals)	15,71 €
Average subscription price (Monthly- 7*4 meals)	42,75 €

Table 12: Product offering average pricing

9.2.3 Promotion

We will communicate and persuade our targets to purchase our products through a unique combination of three levers: promotion channels, promotional vehicles and promotional programs, ultimately all support our marketing mission of creating loyalty. These three levers are to serve our final customer regardless of its capture thorough our B2C or B2B activity.

Our promotion will be at our core marketing strategy. Promotions have always been a way to connect with and provide value to the consumer. They represent an even greater role for MK in driving a differentiated experience that drive visits, basket size, reduced churn and ultimately loyalty.

The promotion channels and vehicles that will be used are, pay-per-click advertising, directing a highly targeted traffic of potential customers to our website. Search engine optimization, to enhance the probability of “unknown” customers landing on our website and discover our services. Social media marketing, which will also enable the promotion of our services to a specific targeting of millennials reach among the most renewed social platforms.

MK, will enable a multi- faceted customer experience to build a comprehensive omni channel strategy and implementation that aims to promote our business while creating

and enhancing engagement, with the mission of capturing clients and retaining them through loyalty. The loyalty of our customers is of vital importance, due to the impact recurrent order has on our business model, therefore being a strategic concern regarding our marketing efforts. Loyalty programs will be implemented and continuously enhanced to add value to members and increase engagement, which should influence adherence to new and existing products. Our team will develop a new and unique marketing services model that will include the right people, processes and technology to support the promotions and loyalty activities. The campaigns will reflect a customer focused promotion, moving away from traditional product focused marketing we aim to focus on the daily needs and pains of millennials and how MK can efficiently improve the quality of life of our customers. The promotion of our brand and our products will highly depend on our digital and analytical capabilities. Our team will design ongoing campaigns for promotion of current loyalty & non-loyalty “known” customers to drive ongoing adherence to subscription models. Through adoption a synergy of big data capabilities and marketing tools we will enable a unique personalized experience that aims to give what millennials want, when they want it, using this lever to further promote our service.

Our Marketing budget will vary according to the business evolution, however the baseline for marketing investment is detailed next page, each channel identified with the respective weight percentage.

Channel	Scope	Weight on budget (%)
Search Engine Optimization (SEO)	Keyword research, on-page optimization, analytics setup & reporting, copy additions & updates, and link building	20%
Pay-per-click (PPC) advertising	PPC campaigns with varying monthly PPC spend, access to Google Display Network, customer and audience match	45%
Content marketing	Research and development of content ideas, content creation, content distribution & promotion, and link building	10%
Social Media Marketing	Strategy development, account setup, social media monitoring, writing and scheduling social media posts, and ad campaign management	20%
Email marketing	Strategy development, template design, copywriting, landing page creation, and testing	5%

Table 13: Marketing investment budget by weight

9.2.4 Place

The purchase of our products will be satisfied directly through our own proprietary web platform, accessed both from a traditional browser and mobile devices. With the support of an innovative digital experience and monitoring of our customer journeys, we believe our platform should be able to meet the most demanding digital expectations of customers, contributing to a unique end-end experience. No retailers will be addressed to promote our products. Our platform will be available to every internet user. This approach enables a direct contact with our customers and aggregation of data that will serve other aspects of the business. Leads generated through our B2B business and partnerships are directed to our platform with the adequate pricing and product conditions. Product distribution and delivery is to be available in different options: home delivery with an agreed time-frame, chosen upon purchase or delivery in the corporation/ health club in case of purchasing through our partners.

10. FINANCIAL ANALYSIS

The Financial Analysis represents a relevant component of the plan, it is projected to be as realistic and accurate as possible, regarding our vision, market analysis and marketing plan. All assumptions were derived from evidences from our research and analysis,

10.1 Investment Forecast

We identified the requirements and prices for the business implementation, which indicate initial investment needs, to be addressed in the funding process.

We estimate a funding need of 1,000,000€, of which 676,068,00 € are considered costs necessary for implementation and the remaining 323,932,00 € to be used for future expenses such as accounts receivable from our suppliers and providers. The amount required to start the business will be, ideally, obtained from two distinct sources: Corporate loan (50%) and Angle investor(s) (50%), this approach will enable an efficient application of future working capital as well as a initial effort rate for payback to financial institutions.

Our production costs, detailed on the next page, where assessed through our recipe's discovery and inherent ingredient requirements and costs, disclosed in the appendix. To the cost of acquiring the ingredients we accounted a fixed value for operational expenses, such as infrastructure and production costs, per meal, as well as a 10% increment for a margin attributed to error.

Table 14: Implementation Costs Source

Production facilities equipment	Value (€)
Storage	16 644,00 €
Preparation equipment	6 444,00 €
Confection	89 832,00 €
Auxiliary equipment	2 000,00 €
Sanitation	20 052,00 €
Internal Distribution	3 096,00 €
IT Capabilities	
Web platform	400 000,00 €
Analytical engines	50 000,00 €
Data Lake	50 000,00 €
Vehicles	
Leasing initial payment (4 vehicles)	28 000,00 €
Insurance	
Premium(s)	10 000,00 €
Initial inventory	
Cost of goods sold (3 months)	17 984,00 €
Rent	
Production facilities	8 000,00 €
Office	2 000,00 €
Total	676 068,00 €

Table 15: Implementation Costs

Production costs	Year N	Year N+1	Year N+2
On-demand	358 458 €	477 944 €	796 573 €
Subscription price (weekly)	2 973 874 €	1672 804 €	2 323 339 €
subscription price (Monthly)	1 194 860 €	11 948 601 €	21 905 768 €
Production	4 527 192 €	14 099 349 €	25 025 681 €
Advertisement inflow	- 880 576 €	- 4 087 984 €	- 6 885 892 €
Cost to produce	3 646 616 €	10 011 365 €	18 139 789 €

10.2 Sales Forecast

The forecast of MK sales of the implementation year and the following 3 years are presented on the table below.

Assumption for the growth rate: Increased yoy penetration among different product types. Considering our marketing efforts and our core strategic objective of increased monthly subscription sales, the evolution trend represents a shift of demand from weekly to monthly subscriptions as well as a lower trend for on-demand products.

We projected our sales using the following approach. Considering our total targeted market (detailed in the marketing plan), we estimate a penetration for year “n” of 5%, supported by current surging demand for home delivery options, which would be distributed as 45% for on-demand products (based on first time customers and promotional marketing), 40% for our weekly subscription plans and the remaining 15% for monthly subscription plans, these estimates are conservative but reflect our goals, assuming a challenging traction for first subscription plan subscription. However, with the support with the marketing plan we expand our objectives on “n+1” and “n+2”, for which we estimate an increment in penetration for 15% and 25% respectively, for the total addressable market.

Table 16: Implementation Costs

	Year N		Year N+1		Year N+2	
	Revenue €	Annual Sales #	Revenue €	Annual Sales #	Revenue €	Annual Sales #
Target reach	201843,000	201843,000	201843,000		201843,000	
Penetration Target	10092,1500	10092,1500	30276,4500		50460,7500	
On-demand	358 458,03 €	163493	477 944,04 €	217990	796 573,40 €	363317
Subscription based (Weekly)	3 043 727,85 €	193769	6 848 387,66 €	108995	9 511 649,53 €	151382
Subscription based (Monthly)	776 659,06 €	18166	7 766 590,65 €	181659	14 238 749,52 €	333041
Total:	4 390 780,09 €	375428	15 325 041,80 €	508644	24 799 276,20 €	847741

10.3 Profit & Loss Statement

Our profit and loss statement (P&L, Table X, author, 2019), is the projected financial report that provides a summary of MK company's revenues, expenses, and profits/losses over a given period of time. It serves to validate the opportunity and the business appeal over the short-medium term. The P&L statement shows our ability to generate sales, manage expenses, and create profits, upon establishment. It was prepared based on essential IFRS (International Financial Reporting Standards) accounting principles. The numbers represent all the assumptions portrayed in the market analysis and marketing plan, gathered with discovery upon existing restaurants and entrepreneurs within the industry.

We predict a loss of 436 580€ in the first year, mainly due to the implementation investment required to get the business operational as well as a conservative sales forecast. However, we estimate to achieve break-even along the second year of activity and a profit of 6 825 758 €. These estimates reflect the post due diligences with interest for our 500 000€ loan with a financial institution at the average corporate rate identified on our analysis, Portuguese corporate taxes (IRC) applied to at the appropriate income levels projected, the depreciation for our equipment and infrastructure as well as a fixed amortization cost of 50 000€.

Table 16: Profit & loss statement

PROFIT & LOSS STATEMENT	Year N	Year N +1	Year N+2
Revenue			
On-demand meals	163 493 €	477 944 €	796 573 €
Subscription based (Weekly)	3 043 728 €	6 848 388 €	9 511 650 €
Subscription based (Monthly)	776 659 €	7 766 591 €	14 238 750 €
Advertisement "inbox"	880 576 €	4 087 984 €	6 885 892 €
Total Revenues	4 864 456 €	19 180 907 €	31 432 865 €
Fixed Costs			
Implementation costs			
Production facility & equipment	- 143 786 €	- 36 000 €	- 36 000 €
IT capabilities			
Outsourcing development	- 500 000 €	- 100 000 €	- 100 000 €
Vehicles			
Distribution vans	- 28 800 €	- 43 200 €	- 57 600 €
Overall Insurance	- 10 000 €	- 10 000 €	- 10 000 €
Total Fixed Costs	- 682 586 €	- 189 200 €	- 203 600 €
Variable costs			
Production			
Packaging	- 56 314 €	- 76 297 €	- 127 161 €
Suppliers	- 3 646 616 €	- 10 011 365 €	- 18 139 789 €
Distribution	- 11 520 €	- 17 280 €	- 23 040 €
Total production costs	- 3 714 450 €	- 10 104 942 €	- 18 289 990 €
Salaries			
Management	- 48 000 €	- 48 000 €	- 48 000 €
Operations	- 630 000 €	- 945 000 €	- 1 680 000 €
Total salaries and wages	- 678 000 €	- 993 000 €	- 1 728 000 €
Business expenses			
Advertising	- 100 000 €	- 60 000 €	- 60 000 €
Car and truck expenses	- 2 000 €	- 3 000 €	- 4 000 €
Office expenses	- 1 500 €	- 1 500 €	- 1 500 €
Rent on business property	- 24 000 €	- 24 000 €	- 24 000 €
Rent on production facilities	- 96 000 €	- 96 000 €	- 96 000 €
Utilities	- 2 500 €	- 2 500 €	- 2 500 €
Total business expenses	- 226 000 €	- 187 000 €	- 188 000 €
Total Variable Costs	- 4 618 450 €	- 11 284 942 €	- 20 205 990 €
Income	- 436 580 €	7 148 331 €	11 023 275 €
EBITDA	- 436 580 €	7 148 331 €	11 023 275 €
Interest expenses	- 12 250 €	- 11 025 €	- 9 800 €
Taxes	-	- 227 547 €	- 551 164 €
Depreciation	- 34 000 €	- 34 000 €	- 34 000 €
Amortization	- 50 000 €	- 50 000 €	- 50 000 €
Net profit/loss	-532 829,72 €	6 825 758,27 €	10 378 311,12 €

11. CONCLUSION

This business plan supports the establishment and implementation of all requirements necessary for initial activity, as well as the funding required to materialize our vision.

We conclude MK has substantial potential, not only financial but socially as well. Through a differentiated offering, MK will pioneer an offering only seen abroad, with significant adherence and satisfaction levels.

Our market validation supports our vision, and we believe that with the designed business model we can penetrate the market, create value for all stakeholders to be involved, and ultimately provide substantial returns to our investor's through recurrent dividends.

The capabilities and requirements identified are essential to support our innovative offering and grant market penetration, with them consumers will experience a totally different approach to ordering and consuming their meals, always within their budgeting concerns as well as quality standards.

Evidence of the B2C analysis suggest how our partners will benefit from our existence and how enhancing their service offering can affect productivity, work-life balance and overall happiness. The existence of this parallel but supportive business activity grants constant business development and opportunity for increment of our client base, greatly increasing probability of customer attraction and retention.

We strongly believe on the opportunity this business plan represents, it's feasibility and the efficient scale it can achieve given the current macroeconomically conditions, social trends and consumer expectations.

The business plan represents limitations considering the conceptual financial analysis, though sustained by appropriate assumptions, we realize the importance and impact of a more detailed financial planning, however such analysis is dependent on an exhaustive research and budgeting, that should only be pursued upon company establishment. Considering the academic purpose, we believe the detailed analysis supports the vision and feasibility.

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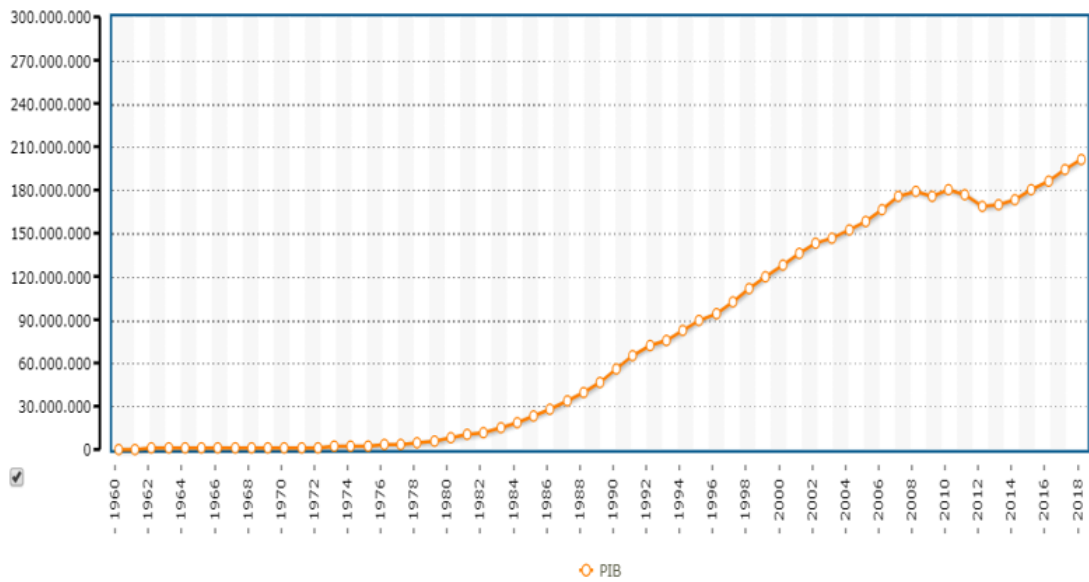
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13. Appendixes

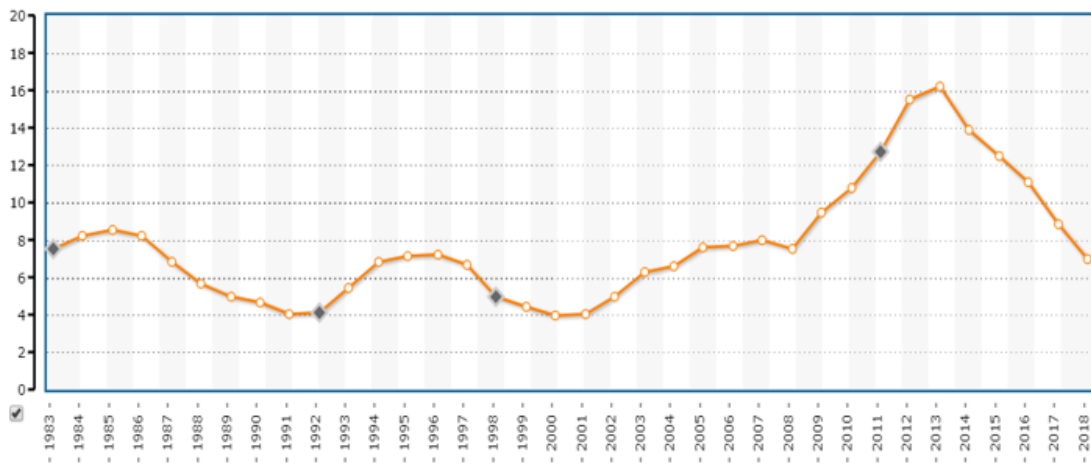
Appendix I – Economic Factors

Gross Domestic Product



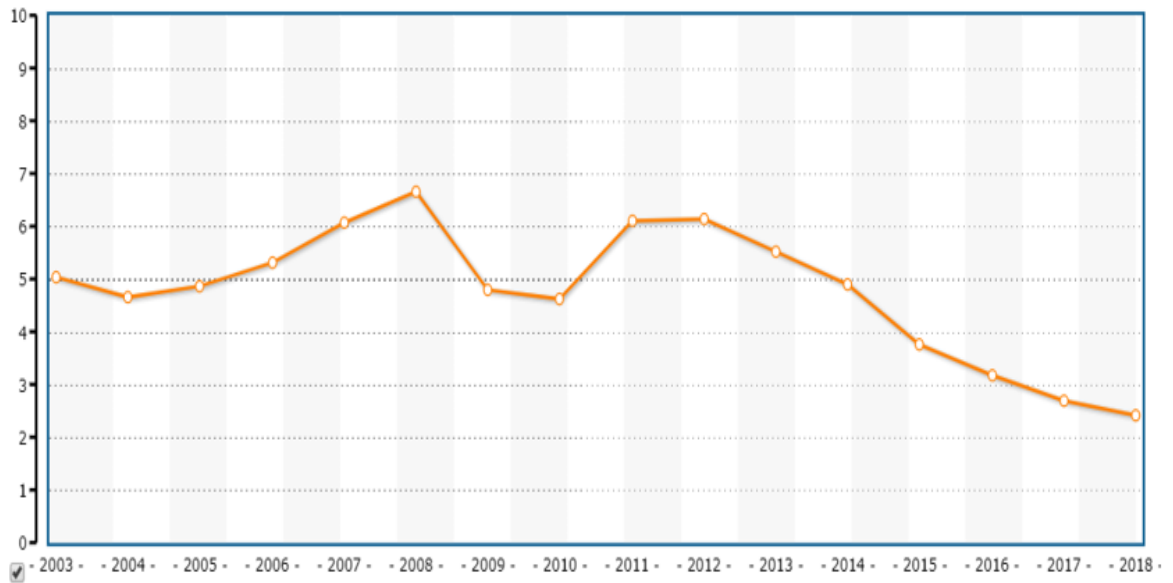
Source: PORDATA, 2019

Unemployment Rate



Source: PORDATA, 2019

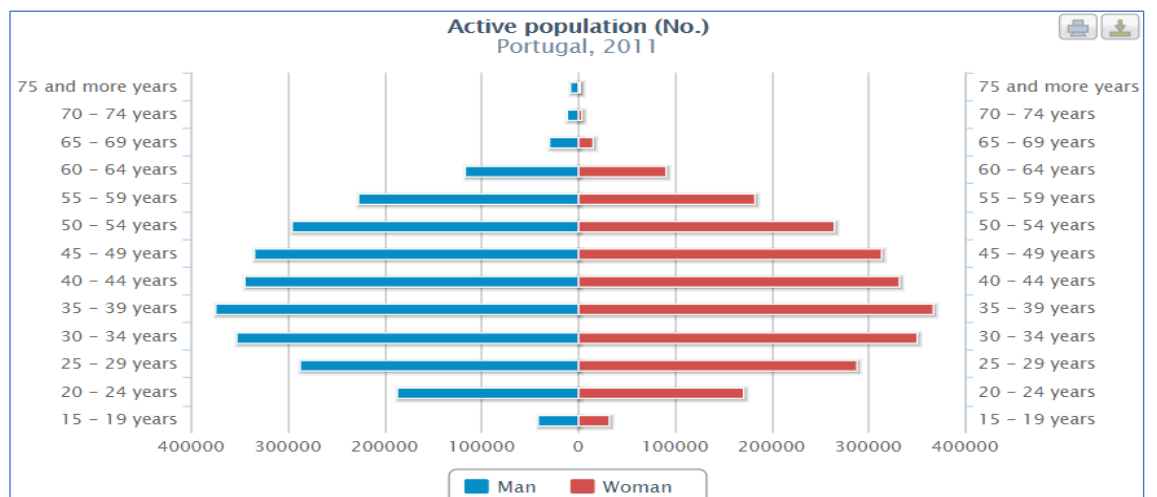
Interest rate on new corporate loans



Source: PORDATA, 2019

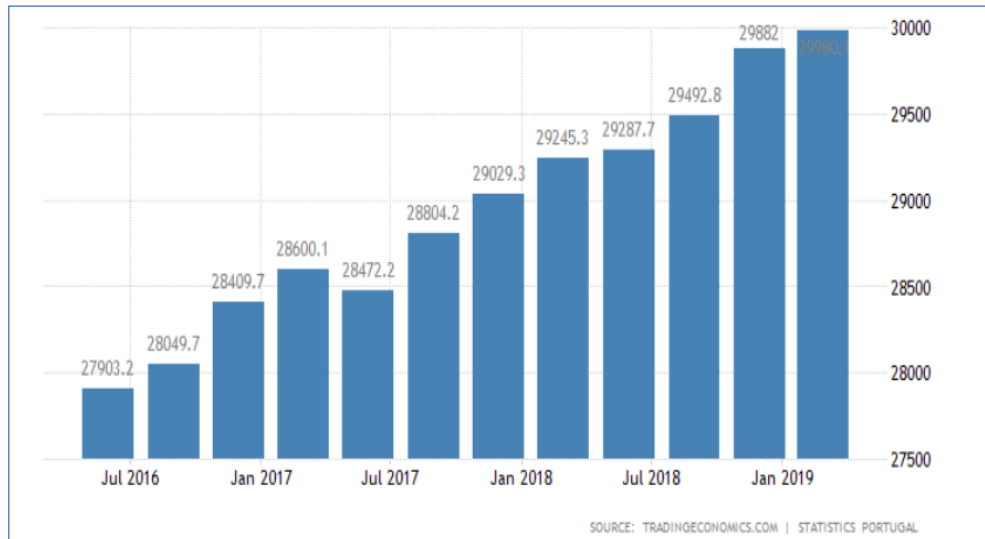
Appendix II – Social Factors

Age Pyramid – Active Population



Source: INE, 2011

Consumer Spending - Portugal



Source: Trading Economics, 2019

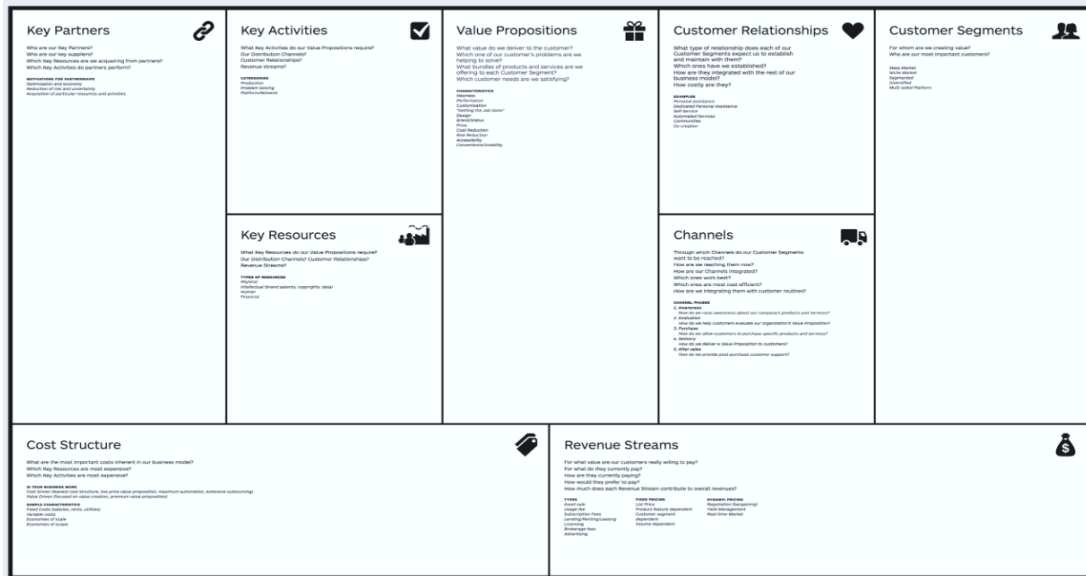
Lisbon active population, distributed by age group

Período de referência dos dados	Local de residência (NUTS - 2013) (1)	Sexo	População média anual residente (N.º) por Local de residência (NUTS - 2013), Sexo e Idade; Anual			População residente (N.º) por Local de residência (NUTS - 2013), Sexo e Grupo etário; Anual (2)
			Idade			Grupo etário
			Total	25 - 29 anos	30 - 34 anos	Total
			N.º	N.º	N.º	N.º
2018	Portugal	HM	10 283 822,0	548 398,5	583 957,5	10 276 617
	Continente	HM	9 786 311,5	515 432,0	550 399,5	9 779 826
	Área Metropolitana de Lisboa	HM	2 840 005,5	144 835,5	162 441,0	2 846 332
2017	Portugal	HM	10 300 300,0	550 693,0	603 319,0	10 291 027
	Continente	HM	9 801 105,5	517 481,5	569 217,5	9 792 797
	Área Metropolitana de Lisboa	HM	2 827 514,0	145 504,0	168 134,0	2 833 679
2016	Portugal	HM	10 325 451,5	554 684,0	627 433,5	10 309 573
	Continente	HM	9 824 277,0	521 175,0	592 537,0	9 809 414
	Área Metropolitana de Lisboa	HM	2 817 013,5	146 562,5	174 826,5	2 821 349
2015	Portugal	HM	10 358 076,0	561 977,0	654 340,5	10 341 330
	Continente	HM	9 854 461,5	528 079,0	618 312,5	9 839 140
	Área Metropolitana de Lisboa	HM	2 810 923,0	148 877,0	182 283,5	2 812 678
2014	Portugal	HM	10 401 061,5	576 123,5	679 712,5	10 374 822
	Continente	HM	9 894 165,5	541 579,5	642 562,5	9 869 783
	Área Metropolitana de Lisboa	HM	2 808 346,5	153 178,5	189 543,5	2 809 168

Source: INE, 2019

Appendix III – Business Plan Factors

Business Model Canvas



Source: Osterwalder and Pigneur, 2010

Appendix IV– Cost Analysis

Orçamento cozinha (produção limitada)	Preço
Recepção e armazenamento	
Estantes profundidade 50cm e alt. 1,75 cm, 2,526 larg. - 5 níveis	€ 781,40
Frigorífico <u>2 portas</u> para carne e legumes e Frutas 6 prat. Ajust- 1340x810x2000	€ 2 634,00
Arca congeladora 354 Lt	€ 746,00
Preparo prévio	
2 Mesas de trabalho ou ilha	€ 600,00
1 Bancada	€ 429,00
1 cuba de aço em inox para lavagem . 60cm prof. 1,20	€ 582,00
Coinfecção	
Bancada refrigerada	€ 2 450,00
1 fogão a gás (6 bocas) Top gas range 6 burners table top	€ 2 772,00
2 fornos,	€ 3 530,00
1 Abatedor de temperatura	€ 3 356,00
1 refrigerador comercial	€ 1 641,00
3 Armário de parede	€ 1 533,00

1 máquina de descascar batatas,	€ 998,00
1 Robot de cortar legumes	€ 927,00
1 picador de carnes,	€ 580,00
1 liquidificador industrial,	€ 421,00
1 Fritadeira elétrica	€ 268,00
1 maquina de fazer gelo	€ 870,00
1 maquina de embalagem em vácuo	€ 1 332,00
Maquina lavar loiça	€ 1 780,00
Equipamentos auxiliares:	
5 frigideiras tamanhos diferentes	
6 tachos ou panelas de tamanhos diferentes	
Talheres de cozinha	
Facas	
Passadores	
Tigelas em aço inoxidável de tamanhos diferentes	
Tabuleiros e formas	
Tigelas	
Copos medidores	
Talheres	
total	€ 500,00
1 sistema de exaustão,	€ 1 000,00
1 balcão de encosto,	€ 429,00
1 máquina registradora	
Copa	
1 Batedeira electrica – 10 Litros	€ 1 200,00
1 bancada refrigerada	€ 2 450,00
1 cuba de aço em inox para lavagem 60cm prof. 1,20 mt larg.	€ 582,00
Balança	€ 199,00
Higienização	
1 cuba de aço em inox para lavagem 60cm prof. 1,20 mt larg.	€ 582,00
Distribuição	
Bancada	€ 429,00
Pia lava mãos	€ 345,00

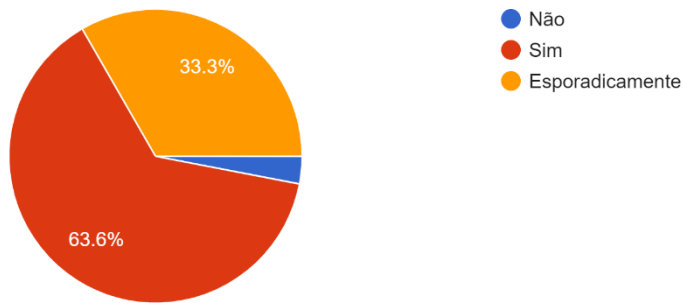
Source: suppliers' input, gathered by author, 2019

Appendix V– Questionnaire & Answers

Source All: Author market validation, 2019

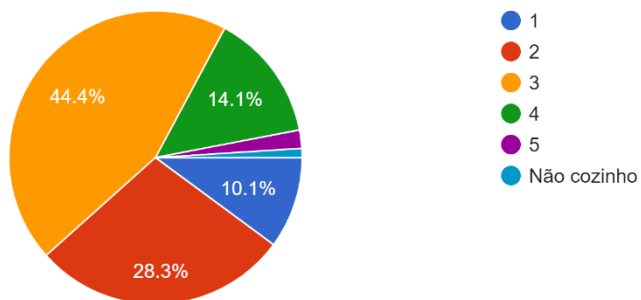
Cozinha?

99 responses



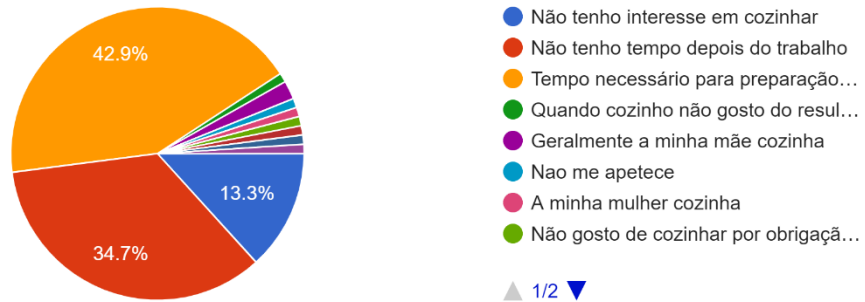
Quando cozinha, classifique de 1-5, a média do grau de simplicidade dos pratos confeccionados (eg. 1 = pratos...fisticadas e de preparação demorada)

99 responses



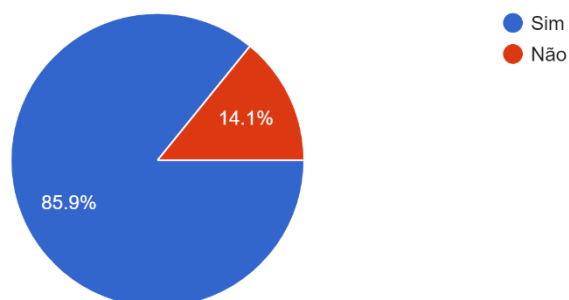
Durante os dias úteis, qual a principal razão que o impede de cozinhar mais frequentemente?

98 responses



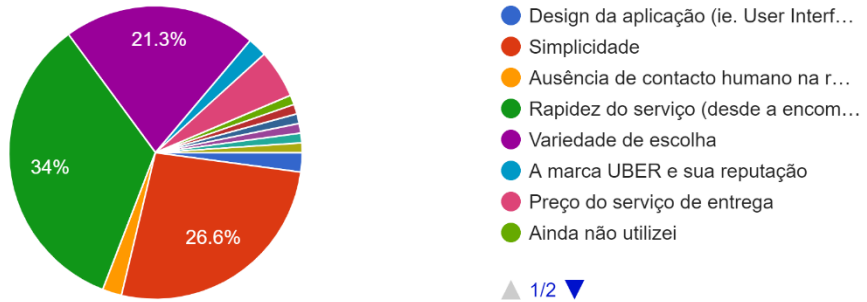
Já alguma vez utilizou plataformas de entrega de comida ao domicilio (eg. Uber Eats; Glovo)

99 responses



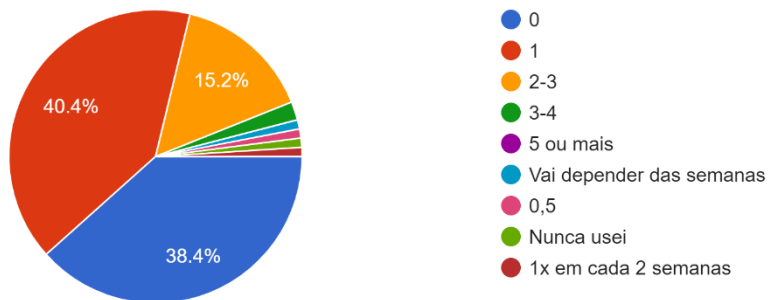
Qual o factor que mais valoriza numa plataforma como a Uber Eats?

94 responses



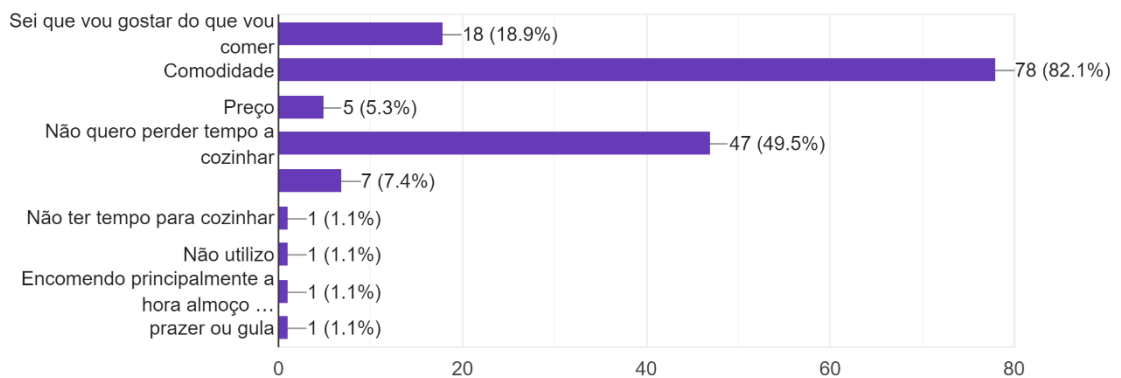
Em média, quantas vezes por semana recorre a take-away?

99 responses



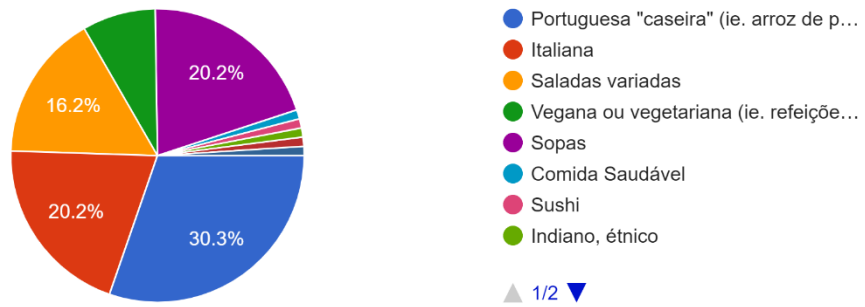
O que o motiva a encomendar comida em vez de cozinhar? Escolha 2 opções.

95 responses



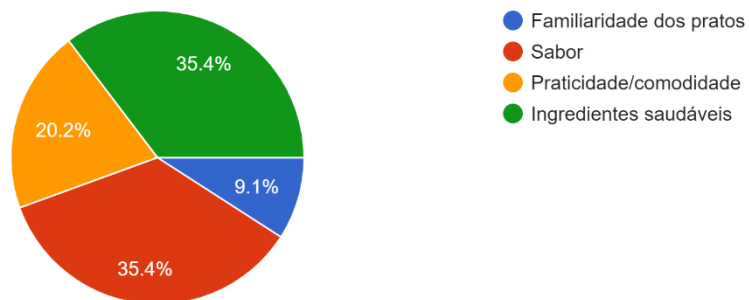
Durante a semana, depois de um dia de trabalho, qual o tipo de comida ideal para o jantar?

99 responses



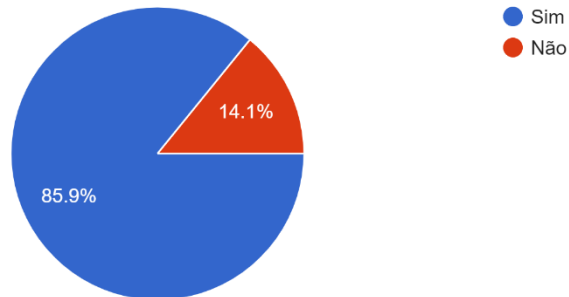
Durante a semana, qual o factor que mais valoriza nas suas refeições?

99 responses



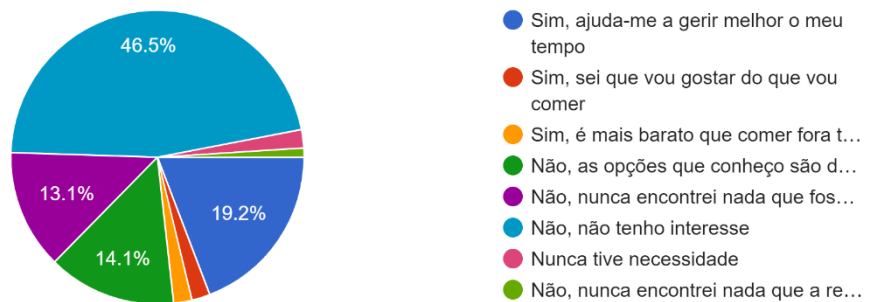
Se poder escolher, prefere as refeições caseiras da sua mãe/avó a encomendar comida?

99 responses



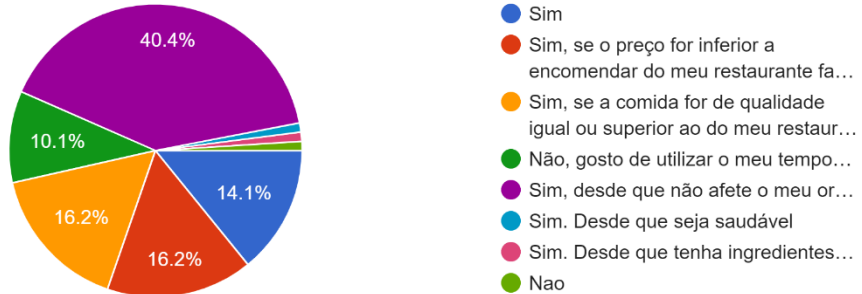
Alguma vez comprou/encomendou multiplas refeições para poder comer mais tarde? Porquê?

99 responses



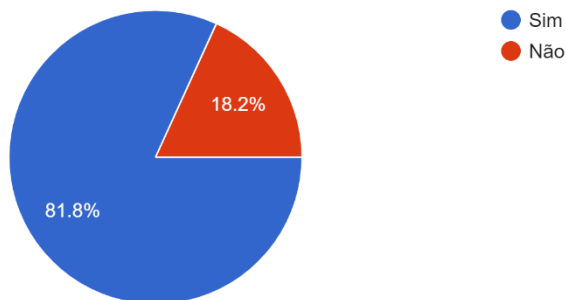
Estaria interessado na comodidade de receber em casa refeições saborosas e prontas a comer?

99 responses



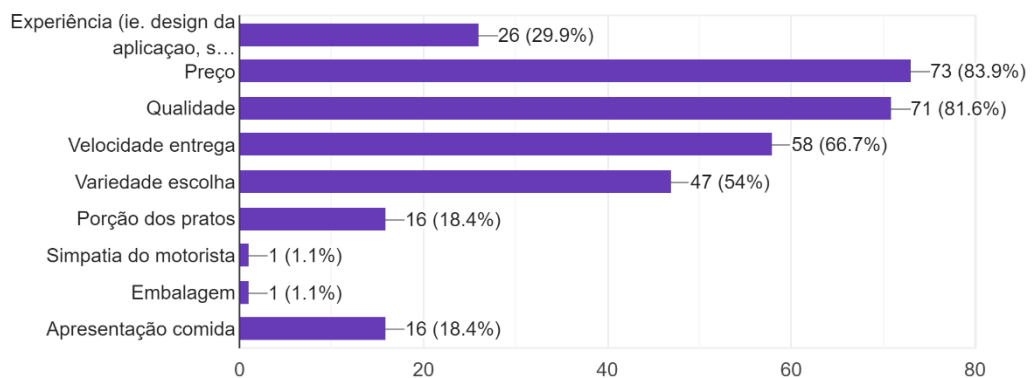
Gostava que a sua empresa facilitasse a sua vida, eliminando a tarefa de cozinhar todos os dias, através da sub...es preparadas para si e a sua família?

99 responses



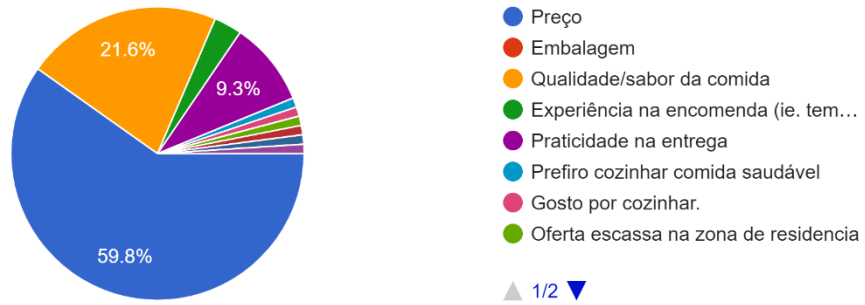
O que mais valoriza num serviço de take-a-way? Escolha 4

87 responses



Qual a razão para não encomendar, ou não optar frequentemente por refeições preparadas?

97 responses



Assumindo uma encomenda de multiplas refeições preparadas, qual é o preço médio que estaria disposto a pagar por refeição?

89 responses

