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Business Plan for Social Impact - Mobile Application to Address Size Discrimination

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Master in Management

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May, 2021



**BUSINESS
SCHOOL**

Department of Marketing, Strategy and Operations

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Abstract

Size discrimination, also called sizeism, is a type of discrimination based on people's weight or height and often appears unnoticed in everyday life. The main purpose of this work is to present a business plan for a mobile application that aims to help address size discrimination, contributing to the social inclusion of those who have experienced it.

This mobile application will allow personal experiences and unheard voices to be public and shared without temporal and spatial barriers. Furthermore, it gives an opportunity for professionals to learn and change their attitudes toward size discrimination by connecting with people's experiences.

In order to better understand the impact of this project on society, it was made a research about weight and height discrimination, as both are included in size discrimination, its roots and major issues. Moreover, it was conducted a survey in which was obtained significant results for this project.

Additionally, strategic analysis tools such as PEST Analysis, Five Porter's Forces and SWOT Analysis, were used in order to review this project's market and competitive context. The following steps were to develop the segmentation, target and positioning as well as the marketing mix of this project.

Lastly, there are many private programs and government programs that support social causes and social entrepreneurship. Therefore, this business intends to request funds from them, with the purpose of that, a financial analysis was developed to find out how much would be requested.

Keywords: Size discrimination, weight discrimination, height discrimination, social inclusion, mobile application.

JEL Classification: O35 (Social Innovation), L31(Social Entrepreneurship).

Resumo

A discriminação por tamanho, também chamada de tamanhismo, é um tipo de discriminação com base no peso ou altura das pessoas e que muitas vezes passa despercebida na vida cotidiana. O principal objetivo deste trabalho é apresentar um plano de negócios para uma aplicação móvel que visa ajudar a combater a discriminação por tamanho, contribuindo para a inclusão social de quem a vivência.

Esta aplicação móvel permitirá que experiências pessoais e vozes não ouvidas sejam públicas e partilhadas sem barreiras temporais e espaciais. Ademais, é uma oportunidade para os profissionais aprenderem e mudarem suas atitudes em relação à discriminação por tamanho, ao conectar-se com as experiências das pessoas que as partilham.

Para melhor compreender o impacto deste projeto na sociedade, foi feita uma pesquisa sobre a discriminação por peso e altura, visto que ambas estão incluídas na discriminação por tamanho, como também suas raízes e principais questões. Além disso, foi realizado um levantamento através de um questionário online, no qual foram obtidos resultados significativos para este projeto.

Além disso, ferramentas de análise estratégica, como Análise PEST, 5 Forças Competitivas de Porter e Análise SWOT, foram usadas para revisar o mercado deste projeto e o contexto competitivo. As etapas seguintes foram desenvolver a segmentação, o objetivo e o posicionamento, bem como o mix de marketing deste projeto.

Por último, existem muitos programas privados e programas governamentais que apoiam causas sociais e o empreendedorismo social. Portanto, este negócio pretende solicitar recursos e fundos deles, para tal, foi desenvolvida uma análise financeira para saber quanto seria solicitado.

Palavras-chave: Discriminação por tamanho, discriminação por peso, discriminação por altura, inclusão social, aplicação móvel.

Classificação JEL: O35 (Inovação Social), L31 (Empreendedorismo Social).

Acknowledgements

Em primeiro lugar gostaria de agradecer a Deus por ter me dado saúde e força para superar as dificuldades.

Ao meu orientador, Renato Pereira, pelo suporte e incentivo, pelas suas correções e por todo o conhecimento transmitido.

Aos meus pais, por sempre acreditarem em mim, por tudo que fizeram e fazem por mim, por cada incentivo, por cada palavra de carinho, pelo apoio integral ao longo dessa minha jornada e por cada detalhe que foi de extrema significância para mim. Eu não teria conquistado nada sem o seu amor e auxílio.

Ao resto da minha família, do Brasil e da Espanha, pelo amor, pelo acolhimento e apoio incondicional que me deram para concluir essa etapa da minha vida e de muitas outras que virão.

E a todos que direta ou indiretamente fizeram parte da minha formação, o meu muito obrigado.

Glossary

CAPEX – Capital Expenditures

VAT – Value Added Tax

WC – Working Capital

Executive Summary

The project's purpose is to help address size discrimination, contributing to the social inclusion of those who have experienced it. This project intends to start in Europe, as there are many private programs and government programs that support social causes and social entrepreneurship.

Although many people often go through a situation in which they experience size discrimination, there is a lack of discussion about this type of discrimination, and little has been done when it comes to helping tackle it. There is a lack of projects that are aimed to address the social inclusion of those who have experienced size discrimination. As this being said, these people often do not feel supported by society, as it seems it was not built for them and as many times, they do not have the chance to expose what is happening and to be heard in order to change this unfair scenario in which they find themselves.

Nowadays, even though most of the people have access to the internet, which means many make use of social medias to expose their lives such as Twitter, Instagram and Facebook, some people still do not feel comfortable using these social medias with the purpose of exposing their experiences, as they are afraid of being judged and not understood by others.

Thus, this project consists of being a mobile application - with an simple interface, very intuitive and easy to use - aimed, only and exclusively, at people who have experienced size discrimination, in which they should feel comfortable to expose their experiences regarding it. Furthermore, this project gives an opportunity for professionals to learn and change their attitudes toward size discrimination by connecting with people's experiences. Therefore, this mobile application can contribute for the social inclusion of those who have experienced size discrimination. It is important to highlight that there is a trend that more and more people are supporting social causes worldwide.

Additionally, it is believed that a critical factor for this project is the social context in Europe, since the information about this type of discrimination still scarce and unnoticed by many people there, thus this project aims to change this context and raise awareness about this topic in order to break this barrier and make the implementation of the mobile application a success. For this reason, partners will be crucial for the awareness of this project. Initially, the main partners of it will be NGOs and entities that support social inclusion and social entrepreneurship.

This project opted to follow a differentiation focus strategy. It means that this project seeks to fulfil a specific segment - people who have experienced size discrimination – with particular needs through a differentiated and unique offer, which is the mobile application.

The fact that this project has social purposes, the mobile application will not cost anything to its users. However, capital is required due to operational costs – it will be necessary 5 people involved in this project - and the investment expenses such as computers and subscriptions on Apple and Google Store. The total capital needed in the first year (2022) is 133.964,05 € and it will be requested through an application for funds in the programs that support social projects as the European Social Fund (ESF) of the European Commission.

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1. Introduction

1.1. Promoter and innovative proposal

The choice of this thesis was made since the author is very interested in social causes and it was noticed a lack of discussion about size discrimination, a matter that should be more discussed and debated. In a brief search it is possible to find information about what this discrimination is and some report of people who have experienced it, but little has been done when it comes to helping tackle it.

When it is thought about size discrimination, the first thing that comes to mind is discrimination based on weight, people commonly forget that this type of discrimination includes height too. It is easier to find information about weight discrimination compared with height discrimination. Moreover, nowadays, there is a trend of weight discrimination, bias and stigma being discussed, but still, a lot must be said and changed.

The idea of this business is to include either those who have experienced weight discrimination or those who have experienced height discrimination, in other words, those who have experienced size discrimination.

As previously mentioned, there are not many projects aimed at tackling this discrimination, then why not put together a way to help address it with a type of platform that is one of the most used in the world, which is, the mobile application.

The motivation behind the use of this mobile application should be a desire to share experiences, have their voices heard and make services better since it is an opportunity for professionals to reflect, change and take a stance against size discrimination by connecting with people's experiences.

The potential of this business is the fact that, through this mobile application, the shared experiences can be spread fast, and people can obtain quick answers related to it. These answers are expected to be positive attitudes against size discrimination. Moreover, it can create a sense of empowerment for those that share their experiences because they might feel less alone with their personal struggle and more confident in showing a part of themselves that might be hidden.

Although many people use social medias such as Facebook, Instagram and Twitter, to complain when they go through unpleasant situations, there are also many people that are afraid to share experiences on these social medias because of the judgment of others. Furthermore, social medias may promote negative experiences such as failure about life or appearance.

The purpose of these social medias is to attract more and more people, since they are free to share what they want, which makes many people access them. The purpose of this mobile application is different because it will offer a space where people are unlikely to be judged by others since they are there for the same reason, which is to address size discrimination.

2. Literature Review

The literature review will offer an overview of the ideas of the present business plan. It was made a research of weight and height discrimination as both are included in size discrimination, then background information about size discrimination, weight discrimination and height discrimination will be presented to provide support for the need and purpose of this business. Additionally, conceptual definitions of social entrepreneurship, that is what this business is, and the relevance of the use of mobile applications, that is the chosen type of platform for this business, will be given in this chapter.

2.1. Size discrimination

Body-size standards have been part of appearance, health, social norms and socioeconomic status throughout history (Abakoui & Simmons, 2010). Unfortunately, many of those ones, that inhabit a body that is considered outside from the “norm”, have long experienced discrimination based on their appearance.

Sizeism (or size discrimination) is a type of appearance discrimination. It is the discrimination against individuals based on their body height or weight (Chrisler & Barney, 2016). People who are judged as “too thin or too big, too small or too tall” can experience sizeism in healthcare, aesthetics, employment, education, supermarkets, restaurants, shopping areas and interpersonal relationships (Chrisler & Barney, 2016; Puhl & Brownell, 2006; Puhl & Brownell, 2001).

What it is supposed to find attractive or find repulsive, what it is supposed to have more respect and privilege are all socially constructed. For many people, that have the privilege of being consider “normal” by society, it can be difficult to identify biases (Owen, 2012), what can make even more difficult the life of those who are consider out of the body-size standards.

Puhl, Andreyeva and Brownell (2008) found in their studies that women are more vulnerable to experience size discrimination than men, also, size discrimination is the third most common type of discrimination among women and the fourth most usual form of discrimination reported by adults. Furthermore, sizeism happens as often as race discrimination and in some cases, it happens even more frequently than age and gender discrimination (Puhl et al., 2008).

There is a need to address this problem on a large scale. In many countries there are federal legislation and civil rights laws that prohibit discrimination based on, for example race, gender and age. However, anti-discrimination laws that prohibit size discrimination are not usual (Puhl

et al., 2008), just a few states in the world have it, for example, it is the case of Michigan in the USA.

According to Chrisler and Barney (2016) the cumulative burden for people who experience sizeism, that is a form of oppression, and the stress of such unfair cause can damage people's health.

Given this idea of what sizeism is, it is relevant to further investigate the impact that sizeism has on people's lives, in order to do that, both weight discrimination and height discrimination will be more detailed and clarified below.

2.2. Weight discrimination

Firstly, it is important to define the term weight discrimination as well as other terms that are related to it, as fat shaming, fat phobia, weight bias and weight stigma.

According to Monte Nido (n.d.), a Joint-Commission that provides treatment for eating disorders in the USA, fat shaming involves criticizing overweight people about their weight or eating habits, for example, it usually happens when they post a picture of themselves and they receive critical and demeaning messages, from people they do not know, who "shame" their weight.

Moreover, Monte Nido (n.d.), also states that, fat phobia differs from fat shaming because it does not involve verbal and written criticism toward overweight people, in fact, fat phobia is an abnormal and irrational fear of being fat or of being around fat people. However, nowadays, due to the societal and cultural phenomenon, fat phobia can be viewed as the oppression of overweight people.

Obesity Canada (2018), a charity association for Canadians living with obesity, defines the term weight bias as negative attitudes toward others because of their weight, the term weight stigma as stereotypes and labels that are assign to overweight and obese people, and the term weight discrimination as actions against overweight and obese people that can cause social exclusion and inequities. All these terms are related to each other. Thus, negatives attitudes in the form of bias and stigma might be considered discriminatory behaviors against obese and overweight people (Carr & Friedman, 2005).

When overweight and obese people perceive that they are the target of some form of discrimination, it can generate some implications for their psychological well-being (Carr & Friedman, 2005). Durso and Latner (2008) demonstrate in their study that an individual's level of internalized weight bias predicts body image concern, depression, anxiety, stress, low self-esteem and dysfunctional mood states.

Obese and overweight people can experience problems in public settings, for example in restaurants, theaters, airplanes, buses and trains because of inadequate sizes of features available at these places, such as seats and seat belts (Puhl & Brownell, 2001).

As Owen (2012) affirms that "not fitting into the physical world carries with it many messages, all of them painful" (p. 294). When overweight people have to interact with a world that, unfortunately, it is not built to accommodate them, they understand that they are: second-class, too big, not attractive, should not and do not deserve be here, offend and repulse (Owen, 2012). It seems that the society was just built for non-fat people.

Weight discrimination can be observed in important areas of living as employment, education and health care (Puhl & Brownell, 2001). It can also be seen clearly in the media (Puhl & Heuer, 2009). Therefore, it is important to develop these areas in order to better comprehend situations that weight discrimination can occur and how it affects people's lives.

In education

Weight discrimination has been seen in educational environment in many ways. For example, a study including 458 students in the 5th and 6th grades demonstrated that the strongest bias was against the obese child (Latner & Stunkard, 2003). It suggests that overweight and obese students being ridiculed by peers is a reality and that weight bias is formed in a very early stage of the life.

Pierce and Wardle (1997) developed a study about beliefs of the cause and effect of weight of 9 to 11 years-old overweight children. They found that overweight children had notably lower self-esteem compared with non-overweight children. Furthermore, 90% of the overweight children were convinced that the teasing and humiliation would stop if they lost weight, 84% of them believed that they would look better if they were thinner. Also, many of them believed that if they lost weight, they would have more friends, do better at school and do better in games and sports.

Thompson, Corwin and Sargent (1997) did a study with 817 fourth-grade children participating in a body image and weight concern survey. It was shown to them figures with different types of body. They found that 49% of girls and 30% of boys chose an ideal body size figure thinner than themselves, and only 11% of girls and 10% of boys chose an ideal body size figure larger than themselves.

One study examined the relationship of physical-appearance-related teasing history to body image and self-esteem in obese women and it found that the frequency of being teased about their weight in the childhood and adolescence was related to body image concern during adulthood (Grilo et al., 1994), it means women having body dissatisfaction and negative self-perception of attractiveness in their adulthood because of what they went through during their childhood and adolescence.

Moreover, it is possible to see negative attitudes by educators toward obese and overweight students. Neumark-Sztainer, Story and Harris (1999) did a study to assess beliefs and attitudes toward obese students among school staffs and it was found that they tend to believe that obesity can be caused by overeating, poor eating and lack of physical activity. The authors also found that teachers believed that obese people are untidy (20%), more emotional (19%), less likely to succeed at work (17,5%), likely to have family problems (27%) and they agreed that one of the worst things that could happen to a person would be becoming an obese (28%).

Tiggemann and Anesbury (2000) developed a study to examine the extent of negative stereotyping of obesity in children and its result was obese child being rated more negatively than was the normal-weight child, being perceived as lazier, less attractive, less confident, less happy, less hard working and less healthy.

Furthermore, overweight and obese people have been dismissed from college because of their weight. Canning and Mayer examined schools' records and college applications of high school students and found that the number of obese people applying to college is the same as non-obese people, but they are accepted less frequently, especially women. It suggests that discrimination appears in the admission procedures of colleges.

Therefore, weight discrimination in educational environment seems to appear in all the stages of the life, from early childhood to college. Sadly, an overweight person faces several challenges and obstacles during the educational life.

In employment

The workplace is an environment where weight and obese people might feel vulnerable to discriminatory attitudes and fat bias (Puhl & Browell, 2001). It is not so uncommon for them being denied jobs and promotions and being treated badly by coworkers in a work environment.

According to Puhl and Browell (2001), overweight people might be at a significant disadvantage even before the interview process begins. The weight of the person that is applying for a job may conduct to negative impressions, making this person less desirable to work with. A study examined the stereotypes about obese and non-obese women in job applicants and obese applicants were rated as having low supervisory potential, poor personal hygiene, poor professional appearance and lacking self-discipline (Rothblum, Miller, & Garbutt, 1988).

Because of common beliefs such as overweight employees are lazy, less competent, emotionally unstable, sloppy, disagreeable, unattractive, poor role models, move and think slower, have more illnesses and poorer attendance records, they are likely to experience discrimination at work (Puhl & Browell, 2001; Roehling, 1999; Paul & Townsend, 1995).

Puhl and Browell (2001) states that these beliefs and stereotypes can affect wages, promotions and termination for overweight people, for example lower wages for them for the same job performed by non-overweight person, fewer of them being hired in high-level positions and denial of promotions to them.

One study examined whether obese people report more types of employment discrimination than non-obese people (Rothblum et al., 1990). This study count with 445 obese participants and it was found that among 50% of them, 26% had benefits denied and 17% had been fired or pressured to resign, both situations happened because of their weight.

In health care

Unfortunately, the society tends to connect weight to disease and when arguing that maybe it is not weight that causes the disease associated with, it may be seemed like heresy by many (Abakoui & Simmons, 2010).

The stereotypes of overweight people affect health care professionals' attitudes toward fat patients and support both aesthetic preferences and the blaming of fat patients for ill health

(Chrisler & Barney, 2016). These attitudes demonstrate a dislike for fat people based on their appearance or assumed behavior and characteristics, which means that the way fat people have been treated in the health care system may be considered disrespectful. Women are likely to blame themselves for their weight and believe that they deserve an unfair treatment, because of the “thin ideal” they have on their minds (Erchull, as cited in Chrisler & Barney, 2016).

Regrettably, unfair and disrespectful treatments are not uncommon for overweight people. For example, they usually experience comments that are not appropriate about their weight and rude treatment by physicians and medical staff (e.g., perception that they are angry and abrupt; Puhl & Brownell, 2006; Amy, Aalborg, Lyons, & Keranen, 2005, also they commonly perceive discrimination based on their weight (e.g., deny certain medical procedures because of the weight; consider fat women’s unfitness as mothers; Amy et al., 2005; McPhail, Bombak, Ward, & Allison, 2016).

Furthermore, complaints about the difficult to access the office (e.g., too many stairs), the furniture and equipment (e.g., chairs, examination beds and tables not comfortable enough to accommodate them) and the clothes (e.g., robes and clothes used during the exam), are often reported by overweight people (Chrisler & Barney, 2016).

Drury and Louis (2002) found on their studies that the reasons for delay or avoidance of health care are: having gained weight since the last health care visit, not wanting to get weighed on the scale and knowing that they would be told to lose weight.

According to Abakoui and Simmons (2010), despite of the stereotypes of overweight people attribute their large size to overeating and sedentary living and this way of living is true for many people that are considered overweight, this way of living is also true for many people that are considered thin by society.

In addition, many health care professionals believe that heavy weight is a predictor of poor health (Chrisler & Barney, 2016). Research was made in order to find causes of fatness and it was found strong evidence for primarily genetic causes, in fact, weight is as heritable as height (Abakoui & Simmons, 2010).

In the media

The media has been creating a stereotype of obesity and it has an impact on the bias and discrimination against overweight and obese people. Jokes and derogatory portrayals of

overweight and obese people are usual in popular media (Puhl & Brownell, 2001). The media is unkind to them in many ways such as in comedies, cartoons, movies, advertisements or news report (Puhl & Heuer, 2009).

When comparing overweight characters with thin characters, they are rarely seen, except in minor and stereotypical roles (Puhl & Heuer, 2009). Also, they are rarely portrayed in romantic relationships and they are more likely to appear being ridiculed in humor and demonstrating poor eating behaviors (Greenberg, Eastin, Hofschire, Lachlan, & Brownell, 2003).

According to Puhl and Heuer (2009), many advertisements emphasize the message that weight is something easily modifiable and to loss it, it is a simple matter of personal effort. Weight loss programs and advertisements are something common in the media.

Burmeister and Carels (2014) investigated reactions toward weight-related humor in the media and found in their study that those people that have more negative attitudes and beliefs toward obesity, considered movies and TV programs featured weight-related humor as more funniness than offensiveness.

2.3. Height discrimination

Height discrimination, also called heightism, is defined by Feldman in 1971 (as cited in Rosenberg, 2009) as prejudice or discrimination against people based on their height. This is a discrimination that is not typically thought, and it has simply been ignored by society (Schoen, 2009).

According to Rosenberg (2009), it is notably that many studies have focused on other forms of discrimination as weight and appearance discrimination, and both of which indirectly involve height. However, almost no study has focused exclusively on height discrimination and when it does, usually, these studies focus more on discrimination against short people because of the unique disadvantages they commonly face compared with tall people (Rosenberg, 2009).

The manufacture of consumer products, households, clothes, vehicles, and some public areas are made for those that are considered inside of the “norm”, what may affect too short and too tall people. Thus, it suggests that height discrimination happens daily. Nevertheless, there are no studies that support this idea due to the lack of literature about height discrimination, as mentioned above.

Feldman in 1971 (as cited in Griffiths, Murray, Medeiros, & Blashill, 2017) argued that “American Society is a society with a heightist premise: to be tall is to be good and to be short is to be stigmatized”. Height is widely believed to be a major aspect of professional and personal success (Persico, Postlewaite, & Silverman, 2004).

Height discrimination is unfair with those ones that experience it, because it creates social stigma, not always but mainly, towards shorter people, and it gives them a disadvantage in many aspects of life (Schoen, 2009). They may struggle when it comes to dating, respect, education and employment.

In education

Bullying is still predominant in schools and it can affect the anxiety, depression and self-esteem of children who are victims of it (Salmon, James, & Smith, 1998). According to Voss and Mulligan (2000), short children are more likely to be bullied than tall children in school. Also, short children are more likely to be the victims and less likely to be the aggressors.

Voss and Mulligan (2000) found that short boys were twice as likely as tall boys to say that they had been the victims of bullying and much more likely to say that bullying upset them. Teachers also reported that more short children than tall children were victims of bullying.

Many of the short children in this study said that bullying had started in junior school and that they were still being bullied and, even though short children had as many friends as tall children, they significantly spent more of the break time alone. This social isolation could be either the result or the cause of bullying.

In employment

It is not difficult to observe height discrimination in the workplace. Many employers seem to suppose that height and success are linked (Judge & Cable, 2004), because it is believed that tall people have an advantage in term of status, prestige and leadership when compared with short people (Blaker et al., 2013).

Sometimes height discrimination begins in the hiring step. One study found that 72% of the time recruiters selected taller men applications over shorter men applications, even though the candidates were equally qualified differing only in their height (Rauch, 1995).

Research suggests that height also affects wages. Persico et al. (2004), did a study that indicates that every additional inch in height is related with a 1.8 to 2.2 percent increase in the wage.

Judge and Cable (2004) demonstrate in their study that height is more linked to earning in occupations where persuasion and negotiation are more critical, as sales and management. Also, height is less valid in less social occupations jobs. Furthermore, the authors indicate that height impacts self-esteem (how people regard themselves) and social esteem (how people are regarded by others), which in turn affect people's job performance, how supervisors evaluate their job performance, hence affect success in their careers.

In sum, many who fall prey to height discrimination may not realize, or even think to realize, that employment decisions motivate decisions against them because of their height (Rosenberg, 2009).

2.4. Social entrepreneurship

Entrepreneurship is commonly associated with business in which entrepreneurs are known for seeking and identifying opportunities that are brought to market through services or products (Mulgan & Landry, 1995). Although, both entrepreneurship and social entrepreneurship require creativity and innovation, in the social context, this is manifested in actions that apply new solutions to intractable social problems (Shaw & Carter, 2007).

Social entrepreneurship aims to meet social objectives rather than generate financial profit and it has been identified as vital to the development and delivery of innovative approaches to social problems that persist, even though community, voluntary and public organizations usually make a great effort in order to tackle social problems (Shaw & Carter, 2007).

Alvord, Brown and Letts (2004) affirm that the concept of social entrepreneurship has taken many approaches in the business sector, but the concept that can better explain social entrepreneurship is that it creates innovative solutions to social problems and mobilizes the idea, capacities, resources and social arrangements required for sustainable social transformations.

Sullivan, Weerawardena and Carnegie (2003) states that social entrepreneurs hold many leadership characteristics such as relevant personal credibility and ability to generate followers by committing themselves to projects with important social values rather than economic values. Moreover, the authors claim that when it is about funding, social entrepreneurs look for

innovative ways to ensure that their enterprise will have access to resources while they are creating social value.

There is a need to empower disadvantage people and encourage them to take control over their lives. Many initiatives of social entrepreneurship are successful because they clearly relate to needs, then it seems that these initiatives listen the “voice of the community” and respond to it in meaningful ways (Thompson, 2002).

The business proposed in this business plan can be considered a social entrepreneurship because its objective is to help address a social problem and provide social benefits to those that are still unheard by society.

2.5. Mobile application

The following literature review aims to explain the concept of mobile application, its impact on society and its use for influencing anti-stigma attitudes and connecting people to social causes.

Islam, Islam and Mazumber (2010) define mobile application as a “software/set of programs that run on a mobile device and perform certain tasks for the user” (p. 104). The use of mobile applications is increasing day by day because they are considered easy to use, friendly, inexpensive and accessible from anywhere and any place (Islam et al., 2010).

The mobile applications were originally offered for general practical purposes, for example emailing, calendars, stock market and weather information (Hsiao, Chang, & Tang, 2016). Over time, the popularity and the huge growth of smartphone usage has facilitated the availability and adoption of new mobile applications, hence more functions were established such as games, banking, order-tracking, GPS, chatting, social network communication, videos and others (Hsiao et al., 2016; Islam et al., 2010).

According to the Global Opportunity Analysis and Industry Forecast (n.d.), the global mobile application market size was valued at 106.27 billion dollars in 2018 and projected to reach 407.31 billion dollars by 2026. It means that this market is growing exponentially.

According to Islam et al. (2010), the use of mobile applications has a significant impact on society because it allows the social relations and communication to be improved. Communication is one of the categories of mobile applications (Islam et al., 2010) and it is in this category that people can bring personal experience into the public domain with the potential

to affect public attitudes (Betton et al., 2015). The present business plan is about this specific category of mobile application.

Some mobile applications help society communicate to each other, including Facebook, Twitter, Messenger, Skype, Instagram, and others (Islam et al., 2010). These mobile applications enable people to share their experiences and connect with new audiences, through them it is possible to reach more people considering that online content can be spread quickly (Betton et al., 2015).

Furthermore, mobile applications are more and more used by anti-stigma programs/campaigns in order to share their work and influence people attitudes (Betton et al., 2015). Betton et al. (2015) claim that the program or campaign can connect with a significant number of people day by day and the high levels of interaction with posts can amplify the social cause.

3. Methodology

This chapter aims to present the process of gathering and analyzing data in order to select strategies that better suit this business plan. The methods that will be used to elaborate this project are based on the analysis of primary and secondary data.

In terms of secondary data, which includes scientific articles, journal articles, books and websites of relevant institutions for the subject under analysis, it was already analyzed by means of the literature review. However, further secondary data will be analyzed in order to develop market, internal and competitive analysis of this project. Moreover, strategic analysis tools will be used since they are indispensable for any business.

Regarding the primary data, it was elaborated a survey, which is a research method used to collect data, in the case of this project, through an online questionnaire. This survey was spread through social medias such as Facebook, Instagram and Twitter and it was mainly focused on:

1. Identifying people and where they have experienced size discrimination.
2. Identifying whether and where people tend to report the situation in which they have experienced size discrimination.
3. Exploring the outcomes of people who have reported size discrimination.
4. Exploring whether people have felt judge by others when reporting size discrimination.
5. Exploring whether people believe that services and professionals could change their attitudes toward size discrimination.
6. Identifying whether people would support this business and believe in the social benefits that this business can provide to society.
7. Identifying whether people would use the proposed mobile application.
8. Exploring whether people usually use social medias or other means to report size discrimination.

It is important to highlight that the search for primary data can contribute for market, internal and competitive analysis as well as for the business development strategy and implementation policies that will be presented in this business plan.

The results of the survey conducted can be seen in Annex G and also in the evaluation of primary data in the next Chapter.

4. Market Analysis

As this project intends to start in Europe – and then go viral around the world – it is essential to analyze the European context in order to understand the factors that will help this project succeed as well as the barriers regarding the implementation of it.

4.1. PEST Analysis

In order to analyze these factors and barriers, this study will proceed with a PEST analysis in which Political, Economic, Social, Technological context will be presented.

4.1.1. Political Context

Social innovation is part of the social investment package offered by the European Commission and, according to the European Commission (n.d.), it must be connected to social priorities. It means they support new ideas, services and models to better address social issues, every year.

The Employment and Social Innovation (EaSI) programme was the financing instrument used by the European Commission, until 2020, at EU level to promote a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions (European Commission, n.d.). For the period between 2021 and 2027 the EaSI programme will become a strand under the European Social Fund Plus (ESF Plus).

The European Social Fund (ESF) is the main financial instrument for operationalizing the European Union's policies related to employment, education, training and social inclusion. Funding is given to new ideas and projects related to these topics. The ESF strategy and budget are negotiated and decided on jointly by EU governments, the European Parliament and the Commission. Its 7-year operational programmes are planned by governments and approved by the European Commission (European Social Fund, n.d.).

4.1.2. Economic Context

The ESF Plus is Europe's main tool for promoting employment and social inclusion, it means helping people get a job (or a better job), integrating disadvantaged people into society and

ensuring fairer life opportunities for all. The ESF Plus has a total budget of €88 billion and it will invest in people, creating and protecting job opportunities, promoting social inclusion, fighting poverty and developing the skills needed for the digital and green transition (European Social Fund, n.d.).

The ESF Plus, for 2021 until 2027, will support social innovation, social entrepreneurship and cross border labor mobility, through the new Employment and Social Innovation (EaSI) strand of the ESF Plus with a dedicated financial envelope of €676 million. EaSI will support analytical activities, capacity building and transnational/cross-border cooperation to strengthen social protection and social inclusion, fair working conditions, equal access to the labor market, and to enhance labor mobility (European Social Fund, n.d.).

4.1.3. Social Context

Terms such as size discrimination, fatphobia and so on, are currently known worldwide since it is growing the importance of this topic, everything related to size discrimination, around the world. However, there are countries, such as the USA and Brazil, where these terms are more explored, discussed and debated. In the USA and Brazil there is a huge tendency for addressing this type of discrimination, for example, it is increasing the amount of people talking about it every minute, mainly in social medias as Twitter and Instagram. Many social activists and NGOs, focused on the social inclusion, manifest their point of view using these social medias. It is possible to see the movement against size discrimination growing more and more. However, in Europe, this movement still very slow.

Moreover, in Brazil, there are already a study which indicates that fatphobia is present in the routine of 92% of Brazilians and the interest in this topic has increased in the virtual world, as it was possible to see when Google released that searches for the word "fatphobia" grew 57% between January and September in 2017 (Vieira, n.d.). When searching for these terms in Europe, the search results are usually related to authors of books that address this topic, stories in newspapers about plus size models, and some scientific articles. Also, it is possible to see countries as Spain and France, addressing more this type of discrimination than other countries in Europe.

Many people want to be heard and they are afraid to expose themselves, precisely because this topic is something that still needs to be more addressed in the society. This barrier has to be

broken in order to the social inclusion of those who have experienced this type of discrimination finally happen.

4.1.4. Technological Context

Social media has become a popular tool both for brands and individual users. The disseminated use of social networks brought along a much-facilitated way to communicate – not only between people but also between people and businesses/brands. Information flows at a much faster pace than before and users have a media of their own to interact, share opinions and content among each other. The widespread use of social networks also means a platform for easier access to a vast content and at the same time a facilitated opportunity for sharing opinions and experiences.

According to Tankovska (2021), it is possible to see that social media is a global phenomenon since the number of worldwide social network users is expected to grow from 3.6 billion in 2020 to around 4.4 billion in 2025, around a third of the entire global population. As internet access and smartphone use expand worldwide, social media use shows no signs of slowing. In 2020, the average daily social media usage of internet users worldwide reached 145 minutes per day. In October 2020, there was an estimated 4.08 billion active mobile social media users worldwide. This increased usage of social networks is due to the popularization of mobile technologies in the past decade and the increasing availability and affordability of mobile internet.

4.1.5. Main Conclusions

It is possible to observe, after presenting the PEST Analysis, most of the factors and contexts are positive. It means this project would be supported by external factors. The Politic, Economic and Technological context influence positively this project.

Nevertheless, the major concern must come from the Social context. Although it has positive factors, this discrimination still goes unnoticed on a daily basis and many people still do not associate negatives attitudes toward weight and height of people with this type of discrimination. As already mentioned, the information about this type of discrimination, size discrimination, in Europe, still little, hence this project aims to change this context since this theme has a huge relevance in the sense of promoting social inclusion.

Therefore, this PEST Analysis validates positively this project and assesses a positive viability for this business plan.

4.2. Evaluation of Primary data

In order to understand better the Social context, a study was conducted based on an online survey, in Annex G, scattered on groups on social media such as Facebook and Twitter. A total of 127 participants answered the survey.

Out of 127 participants 61 have experienced size discrimination and 66 have not experienced it. Those who have experienced it, most of these people have experienced it at school (37,7%), at public transports such as buses and trains (36,1%), social media (32,8%), stores (31,1%) and at the college (31,3%).

Moreover, 31,1% of them rarely expose a situation in which they have experienced it, but 36,1% expose it sometimes. When they expose it, they use Twitter (52,5%) or they usually say something in the place which they went through this situation (32,8%). They sometimes (32,8%) and occasionally (29,5%) get an answer when they expose it. Unfortunately, this answer is rarely a positive attitude against size discrimination (57,4%).

They believe that expose these situations are important because it can make people know more about size discrimination and change their attitudes (59%), it can also make establishments and professional change their attitudes (59%) and it can avoid others to experience the same (57,4%).

They have sometimes posted or exposed something about size discrimination on social media and been judged by other (50,8%). In the last question of the survey, 55,7% answered that they might use a mobile application in which they could feel free and comfortable to talk about size discrimination, 31,3% answered they would use it and 13,1% would not use it.

Those who have not experienced size discrimination believe it happens most often at airplanes (45,5%), social media (42,4%), school (40,9%), public transports (37,9%), college (36,4%) and stores (34,8%). They also believe that those who post or expose something about size discrimination on social media are sometimes (43,9%) or always (27,3%) judged by others.

Furthermore, 57,6% believe that people, establishments and professionals might change their attitudes toward size discrimination if those people who go through it exposed and posted more

about their own experiences and 68,2% think that the mobile application proposed in this project could actually work.

4.3. Five Porter's Forces

In 1979, Michael E. Porter developed a model to be used in order to measure the attractiveness of a certain industry through a nominal scale of 1 to 5 while analyzing five specific forces that affect an industry (Porter, 1979). This model is a business strategy tool used to understand the industry and its competition level. Thus, in order to analyze the attractiveness of the market in which this project is inserted, a study using this model, Five Porter's Forces, will be conducted. As a complementary method, a table can be found, in Annex A, with detailed evaluation of each force under analysis.

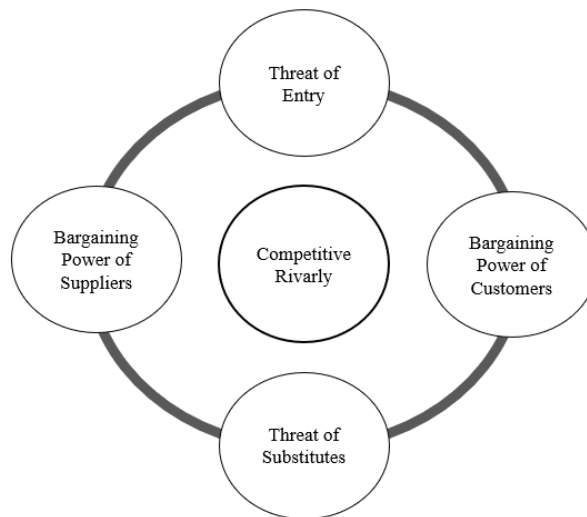


Figure 4.3.1 – Porter's Five Forces Model

Source: Author

4.3.1. Threat of Entry

This force represents how easy it is to enter in the industry and its attractiveness. In the case of this project, which is about a social project through a mobile application, if others want to enter in this type of business, it will require certain costs such as licenses, salaries of the people involved in this project and costs of the technology used on the mobile application. Also, social

projects usually need the support of the government and access to funds, which are not so easy to obtain.

The possibility of attaining economies of scale, switching costs and retaliation from existent business do not affect this particular industry and project. On the other hand, the technology necessary for this type of business is quite accessible, it may not be cheap, because the creation of an application requires paid work for its creation and licenses depending on the technology used, but nowadays it is pretty available.

An important factor in this industry is service differentiation, it is essential to understand what service differentiation for this social project is, though. The main goal of this project is to foment the social inclusion as a consequence of the shared experiences through the mobile application. A service seen as excellent, will be recognized as one, if people and professionals when having contact with the shared experiences about size discrimination, change and take a stance against this type of discrimination, hence promoting the social inclusion of those who have experienced it. It is a complicated factor, since a new entry might find difficult to replicate this type of business, but at the same time it could help foment more and more the social inclusion, which is the objective of this project.

Brand reputation and identification might influence consumer's choice since it is important the recognition of this mobile application by others. This being said, the knowledge of this theme will be evaluated when it comes to involve the right people on this project, as well as, regarding the technological part of it.

Therefore, it can be considered that this force has a power of 3.4 which is relevant and represents a significant impact.

4.3.2. Threat of Substitutes

In this specific market, the only possible substitutes are social medias such as Facebook, Twitter, Instagram, WhatsApp, TripAdvisor and more. Many people still post and expose experiences through these applications, but any of them was created particularly with the purpose to address size discrimination. Thus, this project is likely to have a better performance and quality regarding the proposed objective of this business plan.

Nevertheless, considering that these substitutes are well know all over the world and easily accessible, the level of aggressiveness they represent towards this project can be considered

high. Moreover, switching costs, from a consumer's perspective, is a factor with residual meaning in this context, since there are no costs related to either this project or its substitutes.

The threat of substitutes will represent the value of 2.25 on this force. However, it must be carefully analyzed since the risk it is not as high as this value might suggest because there are just a few ways to find substitutes due to the characteristics of this project.

4.3.3. Bargaining Power of Customers

This force is highly influenced by the number of customers in the industry and the number of substitutes available. As it was already mentioned in the previous section, there are not many substitutes, but in terms of number of consumers, this number might be higher since many people in the world have experienced size discrimination.

Nowadays, people can easily access a great amount of information about everything. People have all the knowledge on their hands and have the ability to take decisions. Unfortunately, due to social pressure and beauty standards, many people are still afraid and ashamed to speak openly about size discrimination. It means that the information about this topic is still low compared to what it would and should be.

Furthermore, the survey that was developed showed that 55,7% would use the mobile application proposed in this project and 68,2% believe that it could work. It means people believe in the importance of service differentiation, as it was already previously explained in this chapter.

Additionally, switching costs on the consumer's side and how they are sensitive when it comes to the price, are not being considered for this study.

The value of this force is 2.3 and it has to be attentively analyzed as this project is highly dependable on its consumers.

4.3.4. Bargaining Power of Suppliers

This force is not applicable since this project has no suppliers in its activities.

4.3.5. Competitive Rivalry

This force is very important to be analyzed since it is about how competitive an industry is and how profitable it can be. In this specific market and project, the number of competitors is low, since the main competitors are only social medias. However, the growth of the industry of social medias, existing and known in the market, is high. Also, there is an increasing trend for social causes in the world, what is great since it means that more and more people are being involved in social causes and they desire to be heard by others.

Moreover, since consumer's switching costs are low or almost inexistent, the competitors are likely to make an effort to try to keep their consumers and attract new ones. As this being said, the consumers of the mobile application proposed are going to be able to see the value of this application and realize the service differentiation when comparing it to other social medias.

In parallel with service differentiation, the level of diversity between competitors will also mean lower rivalry among players, since most of them are strategically different in the way they position themselves in the market.

It is not possible to measure the consumer's loyalty in this project since there is not a similar project to this one. However, it is expected to have a high consumer's loyalty as other social medias have and because there has been an increasing inclination towards social causes everywhere.

Competitive rivalry will reflect a medium impact, represented by the value of 2.7, on the attractiveness of this particular market and project.

4.3.6. Main Conclusions

It can be assumed, from the results shown in Table 4.3.1, which is the analysis explained in the previous sections, that the industry's forces have a moderate impact with an average result of 2.7 which means the market is also moderate attractive with an average result of 2.3.

However, as it was mentioned before, this market and project have specific characteristics since its focus is on the social inclusion context. For example, the fact that there are only a few possible substitutes, the fact that this project is highly dependable on consumers and more, these are factors that need to be analyzed.

Therefore, regardless of whether this market is attractive or not, it is believed that this is the right time to enter in it as there is a very relevant public debate about it and a lot of people are expecting significant evolutions from this theme. Also, the lack of a strong competitor, the technological evolution, the existence of public funds dedicated for this purpose are factors that encourage this business plan to create a strategy to bring a social innovation to the society.

Table 4.3.1 – Porter’s Five Forces: Power and Attractiveness

Forces	Power	Attractiveness
Threat of Entry	3.4	1.6
Threat of Substitutes	2.25	2.75
Bargaining Power of Customers	2.3	2.7
Bargaining Power of Suppliers	N/A	N/A
Competitive Rivalry	2.7	2.3
Average	2.7	2.3

Source: Author

4.4. Customer Profile

In order to identify customer profile, in the case of this project people who would use the mobile application, it will be analyzed answering 6 criteria: who, what, why, when, where and how.

4.4.1. Who will it serve?

The purpose of this business plan is to help to address size discrimination contributing for the social inclusion of those who have experienced it. This being said, the target market of this project is individuals who have experienced size discrimination.

4.4.2. What customer needs?

This project aims to meet the need, of people who have experienced size discrimination, to be heard by others and to be included in society showing that they have the same rights as everyone else.

4.4.3. Why does it satisfy their needs?

This project consists of a mobile application in which people who have experienced size discrimination should feel comfortable to speak about what they have gone through without fearing to be judged by others, in order to make professionals and other people, that can have access to the shared experiences, change their attitudes toward size discrimination, hence promoting the social inclusion.

4.4.4. When?

This project is planned to be developed during the whole year with continuous improvement.

4.4.5. Where?

In a first phase, the mobile application is expected to be implemented in Europe due to the possible funds from the European Commission, as it was explained before. After the implementation process, the analysis of its outcomes and possible investment help from other countries, the project would advance to the second phase where it is going to be implemented in other countries in the world. If it succeeds, then the project would begin the third phase, similar to the second phase, where the goal is to be implemented in as many countries as possible in the world.

4.4.6. How will it be implemented?

As already mentioned before, the first phase will be based on the implementation of the mobile application in Europe, where partners as NGOs and other entities, that have their focus on the social inclusion and social entrepreneurship, will help on advertising and creating awareness of this project. A partnership agreement will be defined depending on how this project is going and its improvements.

4.5. Partners

Partners are going to be crucial for the success of this project. Initially, the main partners of this project are going to be NGOs and entities that support social inclusion and social entrepreneurship. In Europe, some NGOs that help address social inclusion are, for example, Social Platform and EPPSi. Furthermore, there are private programs that promote social entrepreneurship as Ashoka, Project with Spirit, SEED and others. These partners will be able to help on the advertisement of the mobile application in order to make people be aware of it, access it and share their experiences regarding size discrimination on it.

4.6. Competitors

As it was observed in previous sections, this project, because it is a business plan for social impact, it has very particular characteristics which make it a very unique project. Therefore, the only competitors that this project has are social medias, for example, Facebook, Twitter, Instagram, WhatsApp and TripAdvisor. In the Table 4.6.1, it is possible to see the comparison between these competitors and this project following eight criteria: possibility of the interaction between people, possibility of creating a group, possibility of creating a review, possibility of rating, low possibility of being judged by others, possibility of being heard by others, possibility of changing professional and people's attitudes and only related to social causes.

Table 4.6.1 – Competitor's Analysis

MAIN COMPETITORS	CRITERIAS								RESULTS (between 1 to 8 criterias)
	Possibility of the interaction between people	Possibility of creating groups	Possibility of creating a review	Possibility of rating	Low possibility of being judged by others	Possibility of being heard by others	Possibility of changing professional and people's attitudes	Only related to social causes	
Facebook	x	x				x	x		4
Twitter	x					x	x		3
Instagram	x					x	x		3
Whatsapp	x	x							2
TripAdvisor			x	x		x	x		4
This Project	x	x	x	x	x	x	x	x	8

Source: Author

According to the competitor's analysis, Facebook and TripAdvisor are the ones that most meet the criteria, 4 out of 8 criteria of this project. However, it is necessary to take into consideration that these applications are completely different between each other and they have different goals

and purposes in society. As it is possible to see, none of the competitors meet all the criteria. It means that this project can be considered very different compared to the other applications, thus it is unique.

4.7. Opportunities and Threats

After analyzing the overall conditions existing on the market in which this type of business is inserted, this section will develop an analysis of opportunities and threats surrounding this project.

In relation to opportunities, there is clearly a greater awareness of people regarding social causes. Since the Information Age, people can easily access any kind of information and share their own opinion due to the use of the internet and so on. This is one of the reasons people definitely speak more openly about size discrimination and other social causes, and they manifest their interest on it, using a lot of different kind of digital channels. It shows an increasing tendency for social causes to be spoken and heard in society.

There is an increase in the number of people getting involved and supporting social causes. The interest of younger people, who are part of the new generation, is to continue developing initiatives such as peaceful manifestations and cultural integration with a significant qualitative and quantitative level. Also, it is the new generation that is breaking standards and stereotypes imposed by society.

Moreover, nowadays, many companies around the world have been concerned with issues involving sustainability and society. In other words, many companies create and participate on projects that promote social inclusion. Many of them actually do this because they really care about the cause, but still many others do it purely for their image.

Also, there are many private programs and government programs that support social causes and social entrepreneurship. For example, The European Commission has been developing specific programs designed to support social innovation. It shows a concern with social inclusion and they want to help to address it.

It is important to highlight that there is no business as this one on the market, what can be considered as an opportunity.

In terms of threats, many people are still not aware or do not recognize size discrimination as a social issue. Many people still relate the fact of a person being fat to a bad eating habits, seeing this person as lazy, less competent, emotionally unstable, unattractive and have more illnesses. This is the fault of the standards that society imposes, and many people forget that everyone has the same rights. When it comes to a person who is too tall or too short, people constantly forget that these people also can experience discrimination.

It seems that there is no space for these people in society and, unfortunately, many people do not care about that. Although this theme, size discrimination, is very relevant, it is still widely overlooked. Therefore, this project is very necessary, there is already a relevant public debate about it and a lot of people are looking forward to a significant evolution from it. There is a need to this type of discrimination be addressed and this is what this project is about.

In addition, people who have experienced size discrimination may take time to believe that this project can work or still feel uncomfortable sharing their experiences in the first stage of the implementation's process of the mobile application. However, it is believed that with a great strategy along with this project, it is possible to change this scenario.

Furthermore, the existence of substitutes, as mentioned in the section before, it can be a bit of a worrying factor, thus it can be considered as a threat, but it is not a main one.

5. Internal Analysis

After analyzing the factors and barriers regarding the external conditions of this market, it is also important to analyze the internal ones. In order to do that, it will be presented an analysis of the strengths and weaknesses of this project.

5.1. Strengths and Weaknesses

Concerning the strengths, since this project consists of being a mobile application and the fact that the use of a mobile application is very common nowadays as it is easy and simple to use, it can be considered as a strength to this type of business.

This project has also an awareness component about something that is relevant, which is the size discrimination experiences being more spoken and heard in order to change the social exclusion fact by society.

Moreover, this project intends to count on people who is already involved in the cause as they can contribute in terms of wisdom and support on this topic, which is size discrimination. This project will also count on people who has knowledge about creating and designing a great mobile application. Partnerships with NGOs and other entities that will be willing to support this cause will also be contacted as they can help on the advertising and creating awareness of this project and help on the network factor.

This project might help further studies about this cause, which means that one of the missions of this project would be accomplished, which is to make people talk more, research more and care more about this issue, which is size discrimination.

Regarding the weaknesses, because it is a new project and it will be built from zero, a significant investment in attracting new consumers and gaining recognition will be of great importance to the ultimate success of this type of business. Also, this project is highly dependable on the loyalty of its consumers that is the fact if they believe or not that this mobile application would work.

Furthermore, the network needs to be developed. A significant work will still have to be developed to build a solid reputation among partners that will influence people's choice to use the mobile application. Also, there is an absence of initial investment and the lack of financial

capital will mean an initial dependency towards financial institutions as government or private programs.

6. Competitive Analysis

6.1. SWOT Analysis

In order to conduct a relevant and consistent internal analysis considering also external factors, one of the main frameworks that are used for this purpose is the SWOT analysis (Table 5.2.1). This tool is very much appreciated because it synthesizes the analysis as it presents the strengths of the business as well as its weaknesses in order to help the entity improve the business. It also assesses the external factors that influence the business by presenting the opportunities provided by external forces that may improve the business and also the threats that the business might face as a result of external factors.

Table 6.1.1 – SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Mobile application being one of the easiest platforms to use and one of the most used nowadays. 2. The project's awareness component. 3. Having people in this project who is already involved in this social cause. 4. Having people who have knowledge about creating and designing a great mobile application. 5. Partnerships with NGOs and other entities. 6. This project might help further studies about this social cause. 	<ol style="list-style-type: none"> 1. Need to create notoriety as it is a new project. 2. This project is highly dependable on the loyalty of its consumers. 3. Network needs to be developed. 4. The absence of initial investment.
Threats	Opportunities
<ol style="list-style-type: none"> 1. Many people are still not aware or don't recognize size discrimination as a social issue. 2. Although this theme, size discrimination, is very relevant, it is still widely overlooked. 3. People who have experienced size discrimination may take time to believe that this project can work or still feel uncomfortable sharing their experiences. 4. The existence of substitutes. 	<ol style="list-style-type: none"> 1. The clearly awareness of people regarding social causes thanks to the Information Age. 2. There is an increase in the number of people getting involved and supporting social causes. 3. The new generation is breaking standards and stereotypes imposed by society. 4. Many companies around the world have been concerned with issues involving sustainability and society. 5. There are many private programs and government programs that support social causes and social entrepreneurship. 6. There is no business as this one on the market.

Source: Author

7. Competitive Analysis

7.1. SWOT Matrix

Crossing the opportunities and threats with the project’s strengths and weaknesses, previously identified on the SWOT analysis, helps to assess the main challenges, constraints, warnings and risks that the future might bring. Also, with this analysis, it is possible to create solutions to face any undesirable point or predictable outcome.

Table 7.1.1 – SWOT Matrix based on previous SWOT Analysis

	Opportunities	Threats
Strengths	<p>Challenges</p> <p>S2 vs. O1 – Possibility of creating a awareness of this project and cause.</p> <p>S3 vs. O2 – Possibility of getting the right people involved in this project.</p> <p>S5 vs. O5 – Possibility of getting the right partners and financial support from the government or private programs.</p>	<p>Warnings</p> <p>S2 vs. T1 vs. T2 – It is necessary to use various resources in order to create awareness of this project and cause.</p> <p>S3 vs. T3 – It is necessary to have the right people involved in order to influence other people to use the mobile application.</p>
Weaknesses	<p>Constraints</p> <p>W2 vs. O3 – People must continue to express their interest in social inclusion.</p> <p>W4 vs. O5 vs. O6 – The investment from the government or private programs is essential.</p>	<p>Risks</p> <p>W1 vs. T1 vs. T2 – People who have not experienced size discrimination continue to fail to recognize it as a social issue.</p> <p>W2 vs. T3 – People who have experienced size discrimination don’t recognize this project as a way that could change the scenario in which they live.</p>

Source: Author

8. Objectives

A business must define the set of objectives that it wants to achieve, specially, when a business is beginning its activities. By defining the objectives, the business is able to define its strategy and action plan, and it will help the business's positioning in the market. These objectives may be quantitative and qualitative. Thus, for this business, these objectives are the following:

Qualitative objectives:

- Create a space/platform where people who have experienced size discrimination feel comfortable to speak about their experiences.
- Create a space/platform where people who have experienced size discrimination feel that they are being heard by others.
- Create a space/platform where people who have experienced size discrimination do not fear to be themselves and be judged by others.
- Promote and raise awareness of size discrimination.
- Promote the social inclusion of those who have experienced size discrimination.
- Change the attitudes of people and professionals towards size discrimination.
- Get more people involved in the cause.
- Make people to understand and recognize size discrimination as a social issue.
- Create partnerships with NGOs and other entities that support the cause in order to bring more awareness of the project.
- Create campaigns and include people who are already involved in the cause in order to attract more people.

Quantitative objectives:

- Get funds from the government or private programs that support social innovation and entrepreneurship.

9. Development Strategy

Porter (1985) defined that positioning is determinant for a business’s success. The author considered that a good positioning strategy that results in profitability above the industry average is only possible in the long run if the business is able to achieve a sustainable competitive advantage. There are two basic types of competitive advantage that can be achieved by companies, they are low cost or differentiation, and they result from the interaction between the business and the five forces (covered in Chapter 4.3) and also from the ability of the business to cope with those forces when compared with the other competitors’ ability (Porter, 1985).

According to Porter (1985) there is also other strategy, the focus strategy, which has to do with the competitive scope of the business. It is considered that a business follows a focus strategy when its competitive scope is narrow. This last strategy can be divided in two variants: cost focus and differentiation focus. In the Figure 9.1, all these strategies can be seen.

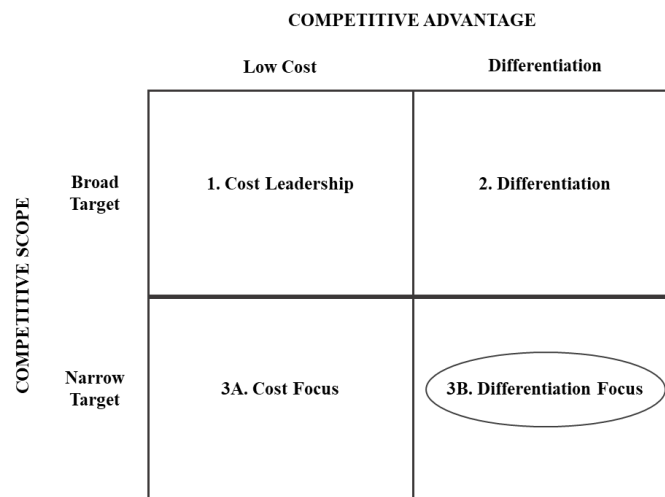


Figure 9.1 – Porter’s Three Generic Strategies

Source: Author, adapted from Porter (1985)

9.1. Strategy Definition

Each business can only follow one of these strategies in order to achieve success (Porter, 1985). In the case of this project, after analyzing the strengths and weaknesses as well as its interaction with the five forces, this business follows a differentiation focus strategy. It means that this project seeks to fulfil a specific segment - people who have experienced size discrimination – with particular needs through a differentiated and unique offer.

9.2. Mission, Vision and Core Values

It is essential to declare what is the business's vision, mission and values, it means what is its purpose to exist and what are its ambitions, in order to define the strategic plan.

Mission: This business's mission is to help address size discrimination, while contributing to the social inclusion of those who have experienced it.

Vision: This business's vision is to be recognized as a safe and open space to share experiences related to size discrimination, while being capable of changing professional and people's attitudes toward it.

Core values:

- Social inclusion and integration: By being a platform that allows people to share their voices and experiences, this project hopes to contribute to a better social inclusion and integration of these people.
- Knowledge: This project believes that promoting the knowledge about size discrimination is the only way to break social barriers and prejudices.
- Responsibility and integrity: People involved in this project will be very committed to the job, always doing the right thing and keeping the values of this project in mind.
- Collaboration: This project compromises to collaborate with its partners and consumers.
- Build social value: This project will create a positive impact in society through its work.

9.3. Key Success Factors

A Key Success Factor (KSF) is any factor that is critical for a firm to achieve its mission and be successful. Thus, for this business, these Key Success Factors are the following:

Commitment to the social inclusion: This project needs to keep the focus on providing a positive impact on society, in order to achieve full satisfaction of the mobile application's users.

Have strategic partners and the right people involved: This project intends to have partnerships with NGOs and other entities in order to create awareness of it. Also, it is essential to have the right people involved in this project, in order to influence and encourage others.

Have a financial support: This project will need the financial support from the government or private programs.

10. Implementation Policies

A brand is the perception and recognition that gives value in how the customers and market are identifying the business. It is the identity of any company, thus it is important on how it is received and exposed through communication channels and strategies. Regarding this concept, a name/logo has been designed. “Be Up” is going to be the brand name of this business because it gives a positive message that people should have an opportunity to stand up for themselves in order to make a change, which is exactly what this project proposes (Figure 10.1).



Figure 10.1 – Logo “Be Up”

Source: Author

10.1. Segmentation, Target and Positioning

The ultimate purpose of this project is to promote the social inclusion of those who have experienced size discrimination, while involving people and professionals in this social cause by creating a virtual space where people who have gone through it should feel comfortable to share their experiences regarding this type of discrimination.

In order to achieve this purpose, it is important to develop the Segmentation, Targeting and Positioning (STP) for this business. The STP is a very well-known marketing model, and it is highly relevant in order to define a perfect marketing strategy to address the market.

10.1.1. Segmentation

In Chapter 4.4 was conducted an analysis of the Customer Profile of this project. This analysis will help segment the market and define the target groups through the following segmentation criteria (Table 10.1.1):

Table 10.1.1 – Segmentation Criteria

Criteria	Variable	Target
Demographic	Age	Individuals over 16.
	Gender	Male and female individuals.
	Income	Enough to have a mobile phone.
Geographic	Location	Individuals who have lived or have gone through a size discrimination situation in Europe.
Psychographic	Attitudes	Individuals who are willing to share their experiences regarding size discrimination in order to change people's attitudes toward it.
	Interest	Individuals seeking social inclusion.
Behavioural	User status	Users who want transparency, want to be heard and care about social inclusion.

Source: Author

10.1.2. Target

After thoroughly identifying the main characteristics of each market segment, the project must target people, over 16-years old, male and female, who have experienced size discrimination in Europe, that is willing to share their experiences in order to be heard and change people's attitudes toward this type of discrimination, thus promoting social inclusion.

10.1.3. Positioning

In order to appeal to the target market, this business will adopt the following identification and differentiation attributes:

Identification: A mobile application that offers a space where people can feel comfortable to share their experiences regarding size discrimination, in order to make their voices be heard by

others and also, change the attitudes of people and professionals toward this type of discrimination, thus, promoting the social inclusion.

Differentiation: This project was designed, only and exclusively, for the purpose to address size discrimination and contributing to the social inclusion of those who have experienced it. There is no project like this one on the market. This mobile application will allow people to share their experiences, interact with each other and more, without fearing of being judged by others.

Furthermore, in order to develop a more structured and effective positioning strategy, there were identified relevant characteristics related to consumer's expectations, competitor's positioning and potential service trumps (Figure 10.1.1).

Consumer's expectations: When consumers share their experiences on the mobile application, they expect size discrimination to be recognized as a social issue by others. When others access people's shared experiences, consumers also expect to see these people changing their attitudes and taking a stance against size discrimination, thereby contributing to the social inclusion of those who have experienced it.

Competitor's positioning: The possible competitors are social medias such as Facebook, TripAdvisor and more. These competitors have a concept that is very broad, where people can have access to any kind of information and speak whatever they want on any kind of topic. They use a completely different approach when compared to this project's one.

Potential service trumps: This project will offer to its consumers the possibility to be heard and change the scenario of recognition and awareness of size discrimination as a social issue. Also, this project aims to include and involve more people in this social cause, in order to contribute to the social inclusion of those who have experienced size discrimination.

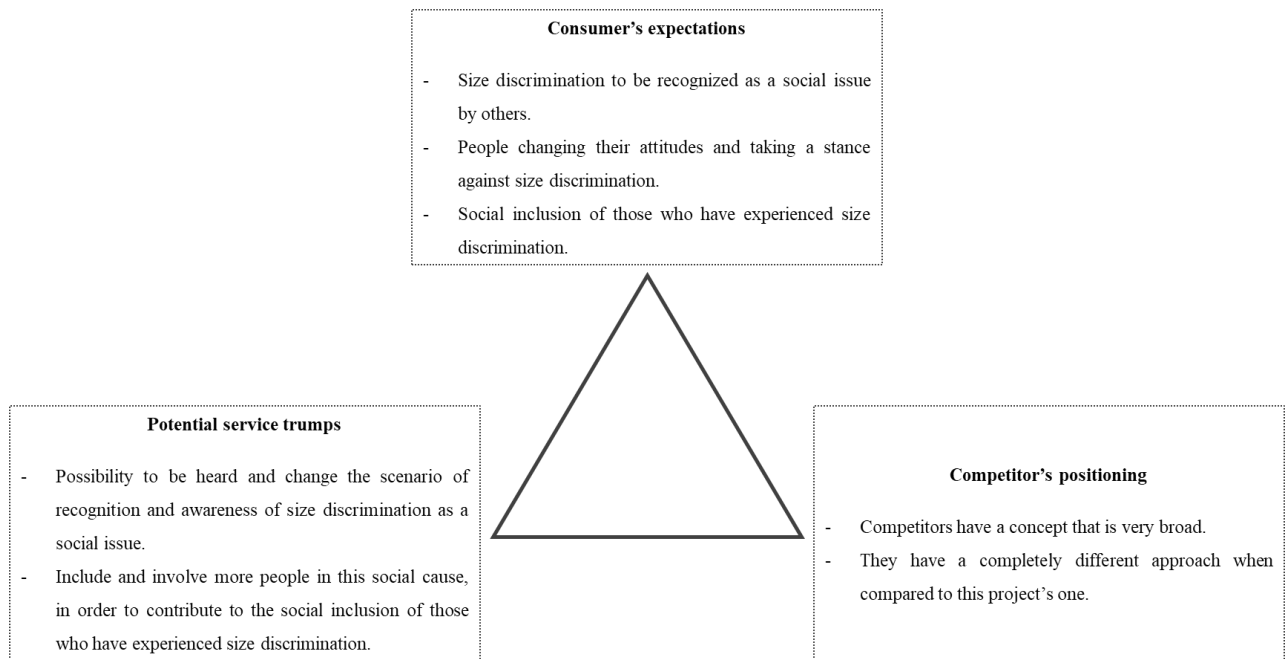


Figure 10.1.1 – Golden Triangle of Positioning

Source: Author

10.2. Marketing Mix

In order to make this project stand out from the competition/substitutes, it is necessary to build a rock-solid marketing strategy from start to finish. The term Marketing Mix is often related to four Ps, which are product, price, place and promotion. In the next sections, these four Ps for this project will be detailed.

10.2.1. Product

The mobile application will be created to meet the need of people who have experienced size discrimination, which is be heard and be included in society. The survey that was conducted has supported the idea of this business, since many people do not use other applications for this purpose. In addition, it was founded that there is no business similar to this one.

The product itself is the mobile application which will consist of an easy and simple interface, very intuitive and easy to use. In the Figure 10.2.1, it is possible to see the draft design of the app.

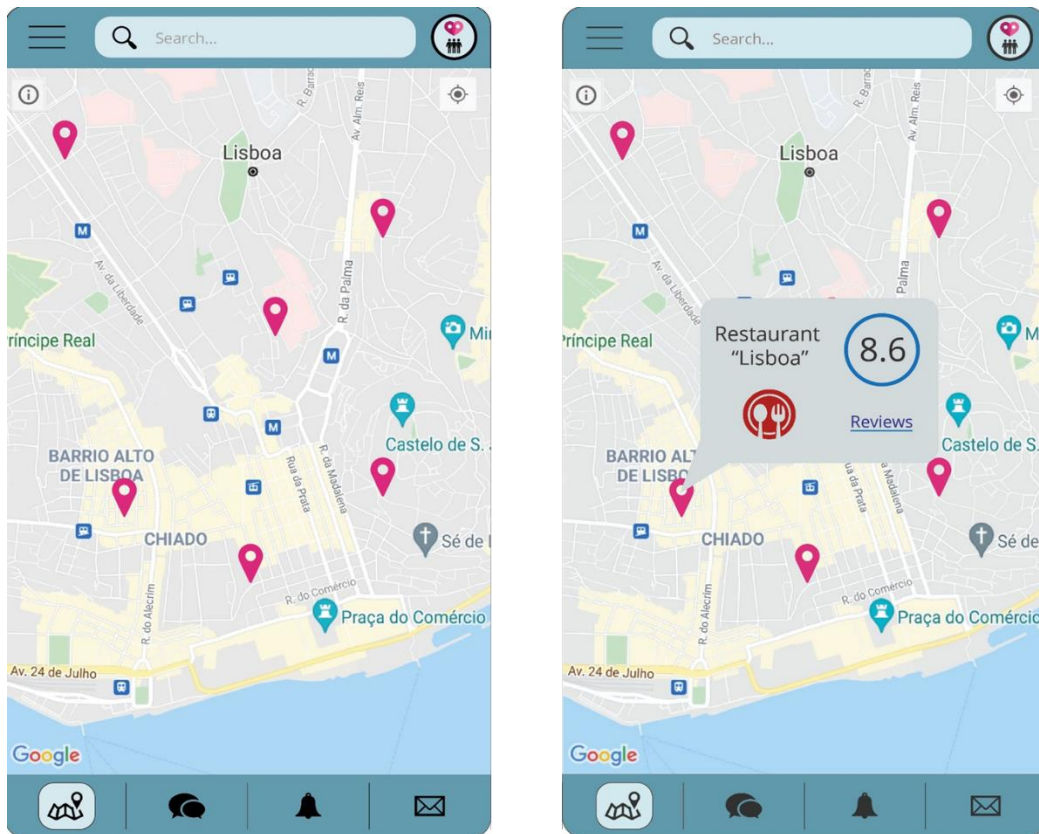


Figure 10.2.1 – Draft of the Mobile Application

Source: Author

The application has a search and location system via GPS, by selecting “Map”, where the user can search for anywhere. Once this is done, the options that were found will be displayed on the device's screen, so the user chooses the one he/she wants, such as rate it, place a review on it, thus, share his/her experience. The user can also use the option “Search”, at the top of the app, to find anywhere or any post. Another option is to select the second icon at the bottom of the app, in which the user can have access to the “Forum” and see the trending topics (topics that are most talked about at the moment) and participate on the conversation, they can also start a new topic. The third icon on the bottom is the “Notification” which they can turn it on or off by the “Settings” (on the left side at the top). The fourth icon is the “Message” one, which they can receive and send private messages to other users.

Therefore, this mobile application will allow interaction between its users as well as it will give the opportunity for others to access it, see for themselves what is happening and change this unfair situation by taking a stance against size discrimination and contributing for the social inclusion of those who have experienced size discrimination.

10.2.2. Price

When a mobile application is offered for free, the only way to earn money is through in-app advertising and bonus purchases. Some developers of applications offer a free version of it with limited features and charge users to access a premium version. The mobile application proposed in this business plan is going to be completely free, which helps to attract a lot of users to it.

This business will have the financial support of the government or private programs. This investment will be destinate to the payment related to creation, maintenance and marketing costs of the application. Therefore, when it comes to this project, the factor price is not applicable, at least at the beginning of its activities.

10.2.3. Place

The mobile application can be downloaded on any device that supports applications and it will be compatible with both smartphones and tablets. It will be available on Apple App Store on iOS devices and Google Play Store on Android devices.

The action of publishing an app on the App Store or Google Play does not cost anything, however it is necessary to have a paid account, that is, an annual subscription.

Table 10.2.1 – Costs Apple Store and Google Play

	Dolars	Euro	Payment	Average publication time
Apple App Store (iOS)	\$ 99	84.10 €	Annually	15 days
Google Play Store	\$ 25	21.24 €	Just once	4 hours

Source: Author, based on solvus.com.br (2016)

Furthermore, Apple Store has a more bureaucratic process for publishing apps in its stores. Every application review or release goes through a long approval process, and it can take 15 days. While Google Play takes only 4 hours, which means that in the same day of the publication, it is possible to have the application published in the store without any major problems.

10.2.4. Promotion

The promotion strategy is critical for any business. It will give the opportunity for this project be well known by others in order to accomplish its objectives and attract potential consumers and partners. Furthermore, in order to achieve a successful promotion strategy, it is important to set clear communication goals. In the case of this project, its communication goals are:

- Show the benefits of using the mobile application.
- Promote and raise awareness of what size discrimination is, in order to make people understand and recognize it as a social issue.
- Promote the social inclusion of those who have experienced size discrimination.
- Change the attitudes of people and professionals towards size discrimination.
- Attract potential partners such as NGOs and other entities that support the cause in order to bring more awareness of the project.
- Attract more people to use the mobile application in order to get more people involved in the cause, by creating campaigns with people, for example social activists, who are already involved in the cause, once these people can influence and encourage others.

After defining the communication goals of this business, it is important to define its promotion strategies.

Website: It will be developed a website in which the content will include information about the project (its mission, vision, values and its main partners), details on this project's team constitution and possible job openings, a segment with useful contacts, an area with links to access the project's social media web pages and a link to download the mobile application, and an area related to news about size discrimination.

Social Media: This project will have its own profile page on Facebook, Twitter and Instagram. These social networks will represent useful platforms to generate awareness of the project and promote news related to the cause. Social media will help engage, build and maintain relationships with existing and potential consumers of the application, therefore it might create loyalty and recognition to it.

Campaigns with social activists: This project will have the support of social activists on it - at least in the first stage of the implementation process of the application. They can influence and encourage other people to share their experiences on the mobile application. These activists must be chosen very carefully since they need to be the right people to be involved in this

project and give the right message to their audience, creating a connection with others. These campaigns are going to be done through social medias, where they can show, for example, the benefits of using the application.

Campaigns with partners: This project will create campaigns along with its partners. Initially, the main partners of this project are going to be NGOs and entities that support social inclusion and social entrepreneurship. In Europe, some NGOs that help address social inclusion are, for example, Social Platform and EPPSi. Furthermore, there are private programs that promote social entrepreneurship as Ashoka, Project with Spirit, SEED and others. These partners will be able to help on the advertisement of the mobile application in order to make people be aware of it, access it and share their experiences regarding size discrimination on it.

It is important to highlight that all these strategies are focus on building a strong and unique connection and relationship with people who have experienced size discrimination, hence this is what will bring positive reviews about the mobile application and it will encourage more people to download it.

10.3. Intellectual property protection

In Europe, most mobile applications are not patentable, thus the alternative way to protect the application is to register the intellectual property (Garrido, 2020). In Europe, the organization responsible for it is the EUIPO (European Union Intellectual Property Office). It is necessary only one registration in any country member of the European Union and then the brand is protected in all 27 European Union member countries (Blog Vilage, n.d.).

According to the EUIPO website (n.d.), an online application at EUIPO costs 850 € and is filed in just one language. When received the application the organization check it and process it, and once registered, the brand can be renewed indefinitely every 10 years. The registration process can take approximately 10 months to be completed.

10.4. Development of the Mobile Application

In order to develop the mobile application and the website, two Software Developers, one specialized in front-end and another one in back-end, will be hired to create and develop them. It is estimated a development period of 6 months, with a 1500€/month wage. On the long-term,

for updates on both the application and the website, the project intends to continue with both professionals.

For storing all the data, there are many data base options on the market. The parameters to have into account are availability, support, backup/disaster recovery, amount of data stored in Gigabyte, connectivity speed in Mbps and type of programming accepted. It was decided that FireBase (from Google) will be subscribed. It works as a Data Base as a Service (DBaaS) and the storage needs can be adjusted throughout time. To start, the Spark Plan will be subscribed because it is free and offers enough conditions.

10.5. Organizational Structure

This project's organizational structure will be simple as this business will be focus on its activities in order to generate the expected impact on society. There will be a manager that will coordinate the activities, responsible for the overall strategies and partnerships of the project and for being the top contact of the company. Also, there will be two software developers, in the IT area, which will give technical support for the creation, development and maintenance of the mobile application and website. Moreover, in the Marketing area, it will have 2 marketing specialists, responsible for advertising the application as well as for the overall marketing strategies.

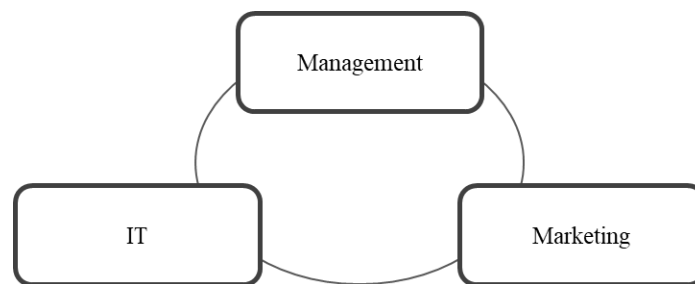


Figure 10.5.1 – Organizational Chart

Source: Author

As shown in Figure 10.5.1, all the areas – Management, IT and Marketing - are connected and they communicate between each other. It is expected that all the employees promote and care

for the business. Giving freedom to IT and Marketing areas to create and develop new ideas, it allows Management to focus on strategic points, while promoting an environment of trust.

10.5.1. Recruitment and Selection

It is important to mention that both the recruitment and the selection process will have as their ultimate goal to find people that, besides having high technical competence in their respective fields, are passionate about contributing towards breaking social prejudices and being involved in social causes.

Above all, this project will strive for building a team that understands and fit in its mission, vision and values – organizational culture. The recruitment and selection process criteria will be aligned with the job descriptions designed for this project (Annexes B to E).

10.5.2. Remuneration Policy

The strategy of this project is to provide remunerations that will help to motivate and retain its employees in order to achieve the project's goals. The employees' remuneration can be seen below (Table 10.5.1).

Table 10.5.1 – Employees Gross Remuneration

Area	Remuneration Policy (month)	Employees	Total per Area
Management	1.800,00 €	1	1.800,00 €
IT	1.500,00 €	2	3.000,00 €
Marketing	1.500,00 €	2	3.000,00 €

Source: Author

11. Implementation Requirements

In this chapter will be presented the steps that need to be taken in order to this project be able to start its activities. This project is planned to start in October of 2022, after a series of steps have been completed (Table 11.1). It is important to highlight that this project is highly dependable on funds, and it can take 6 months for the funds to be successfully approved from the organization in which will be send an application for it. Therefore, it is also important to present how is the application process for the European funds. In order to apply for the European Social Fund (ESF), public and private organizations should contact the ESF managing authorities (European Commission, n.d.).

The application should inform the rationale, activities, cost and compliance of the project. It is the key component of the appraisal process for the award ESF funding and is used as a tool to appraise and evaluate proposed delivery and for monitoring actual delivery (ESF Online Full Application Guidance, 2019). Once applying for it, the next step, in case of approval, is to wait for a letter confirming that the project has been successful in achieving an offer of ESF funding, then the next step will be putting in place a signed ESF Funding Agreement (ESF Online Full Application Guidance, 2019).

Table 11.1 – Project’s Activities and Estimated Duration

Activities	Estimated duration (in weeks)
Project's feasibility analysis	24
Application for funds in Europe	24
Register of the business	1
Hire people	4
Development of the application	24
Development of the website	24
Register of the Intellectual Property	40
Creation of the project page/profile on social medias	2
Search for partners	12
Creation of campaigns with partners	12
Creation of campaigns with social activists	12
Market launch	4

Source: Author

The Gantt Methodology was used in order to determine a chronology and a structure to plan the work to be developed and provide all the necessary conditions for the project’s implementation. In Annex F, the Gantt Chart can be found.

12. Financial Evaluation

12.1. Project Assumptions

As it was already explained in Chapter 11, this project will require funding, therefore, it will be assumed that this project will be successfully approved by the European Commission. The financial evaluation of this business plan will be presented in order find out how much should be requested when submitting the application for funding in order to guarantee the business activity in at least its first 2 years while it will try to obtain other sources of funding.

Moreover, it is important to highlight again that this project can be approved in up six months from the date of the application, for this reason it will be assumed that this project will start preparing the business and the mobile application in January of 2022 to be implemented in October 2022 (Annex F).

The laws applied for this financial evaluation will be the same as for a non-profit organization which is not expected to raise money. This being said, this project has operational costs and the investment expenses as any other business. However, when it comes to financial statements as profit and loss account, balance sheet and cash flow statement, those statements do not apply for this project as it will not raise money. Instead of it, it will be presented an annual budget that is needed in order to make this project works. Thus, this financial evaluation intends to find out the total funds that needs to be requested.

12.2. Operational Costs Forecast

Although there is no need to forecast sales, as this business is social-oriented and non-profit making, it is important to forecast operational costs as this business has fixed costs. It will be necessary the value of 115.830,00 € in 2022 until 2026 for personnel costs (Table 12.2.1).

Table 12.2.1 – Operational Costs Forecast

OPERATIONAL COSTS						
Fixed Costs	Monthly Value	Total Year 1	Total Year 2	Total Year 3	Total Year 4	Total Year 5
Net Salaries	5.343,00 €	64.116,00 €	64.116,00 €	64.116,00 €	64.116,00 €	64.116,00 €
Employee Deductions	2.457,00 €	29.484,00 €	29.484,00 €	29.484,00 €	29.484,00 €	29.484,00 €
Company fee	1.852,50 €	22.230,00 €	22.230,00 €	22.230,00 €	22.230,00 €	22.230,00 €
Total		115.830,00 €	115.830,00 €	115.830,00 €	115.830,00 €	115.830,00 €
Variable Costs	Monthly Value	Total Year 1	Total Year 2	Total Year 3	Total Year 3	Total Year 3
-	-	-	-	-	-	-
Total		0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
TOTAL COSTS		€ 115.830,00	€ 115.830,00	€ 115.830,00	€ 115.830,00	€ 115.830,00

Source: Author

This business does not have variable costs because it will be a business completely remote, which means that its employees will be able to work from home, thus there will be no costs related to the office because it will not exist one. In the Annex H can be seen more details about the personnel costs of this project.

12.3. Investment Expenses Forecast

There is a need to invest in computers for the people involved in this business, thus it will be necessary 5 computers. Also, it is necessary to register in the App Store and in the Google Play Store as well as pay for the registration of the intellectual property protection. Therefore, the business's capital expenditures (CAPEX) in the investment year (2022) will have a value of 5.955,50 €.

Furthermore, due to depreciations (using the rates provided by Regulatory Decree 25/2009) of the computers, there will be a need to reinvest 5.000,00 € in 2025.

Table 12.3.1 – Investment Expenses Forecast

INVESTMENT EXPENSES											
Tangible Assets	Quantity	Value Unit	Total Value	Depreciation	Useful Time (Years)	Annual Depreciation	Year 1	Year 2	Year 3	Year 4	Year 5
Computers	5	1.000,00 €	5.000,00 €	33,33%	3	1.666,50 €	5.000,00 €	-	-	5.000,00 €	-
Intangible Assets	Quantity	Value Unit	Total Value	Depreciation	Useful Time (Years)	Annual Depreciation	Year 1	Year 2	Year 3	Year 4	Year 5
Registration Tax in App Store	-	84,10 €	84,10 €	-	-	-	84,10 €	84,10 €	84,10 €	84,10 €	84,10 €
Registration Tax in Google Play	-	21,40 €	21,40 €	-	-	-	21,40 €	-	-	-	-
Intellectual property protection	-	850,00 €	850,00 €	-	-	-	850,00 €	-	-	-	-
Assets Total Investment							5.955,50 €	84,10 €	84,10 €	5.084,10 €	84,10 €

Source: Author

In the case of this project, it is not possible to calculate the VAT as this business is not expected to raise money (Article 9.º of CIVA). Therefore, calculating Working Capital does not apply for this business.

12.4. Annual budget and Funds Requested

The annual budget will be the sum of the operational costs and investment expenses. Also, it will be included on it 10% of this sum for emergency proposes or extra costs in campaigns, for example.

Table 12.4.1 – Annual Budget and Funds Requested

	Annual Budget				
	Year 1	Year 2	Year 3	Year 4	Year 5
Operational Costs					
Net Salaries	64.116,00 €	64.116,00 €	64.116,00 €	64.116,00 €	64.116,00 €
Employee Deductions	29.484,00 €	29.484,00 €	29.484,00 €	29.484,00 €	29.484,00 €
Company fee	22.230,00 €	22.230,00 €	22.230,00 €	22.230,00 €	22.230,00 €
Total	115.830,00 €	115.830,00 €	115.830,00 €	115.830,00 €	115.830,00 €
Investment Expenses					
Registration Tax in App Store	84,10 €	84,10 €	84,10 €	84,10 €	84,10 €
Registration Tax in Google Play	21,40 €	-	-	-	-
Intellectual property protection	850,00 €	-	-	-	-
Computers	5.000,00 €	-	-	5.000,00 €	-
Total	5.955,50 €	84,10 €	84,10 €	5.084,10 €	84,10 €
Total (Operational Costs + Investment Expenses)	121.785,50 €	115.914,10 €	115.914,10 €	120.914,10 €	115.914,10 €
Cash Reserve (10%)					
Cash Reserve (10%)	12.178,55 €	11.591,41 €	11.591,41 €	12.091,41 €	11.591,41 €
Total	12.178,55 €	11.591,41 €	11.591,41 €	12.091,41 €	11.591,41 €
Total funds Requested	133.964,05 €	127.505,51 €	127.505,51 €	133.005,51 €	127.505,51 €

Source: Author

It will be requested a value of 133.964,05 € in funds for the first year of this project (2022). For the following years will be requested a value of 127.505,51 €, except in the year 4 (2025) that will be needed a value of 133.964,05 € as the first year due to the depreciation of the computers.

13. Conclusion

The goal of this project was to develop a mobile application that would help address size discrimination with the purpose of those who have experienced it feel comfortable when exposing their experiences in order to be heard by others, making professionals to adopt a stance against this type of discrimination and with the ultimate goal of being included in society.

In the Literature Review chapter, it was possible to confirm the negative impact that size discrimination has on people's lives as well as to notice how little has been talked and done about this topic over the years. Moreover, the definition of social entrepreneurship and mobile application were presented in order to better understand what this project is about.

The idea of this project was subjected to the judgment of 127 individuals, in the form of an online survey, in which 55,7% of those who have experienced size discrimination answered that they might use this mobile application and 68,2% of those who have not experienced size discrimination believe that this mobile application could work.

The strategic tools used – PEST Analysis and Five Porter's Forces – validated this project. Nonetheless, it is important to highlight the social context of this project. Size discrimination is a topic which is gaining importance worldwide. However, it still has a huge challenge to overcome, as this discrimination still goes unnoticed on a daily basis and many people still do not associate negatives attitudes toward weight and height of people with this type of discrimination. Thus, this project intends to make size discrimination recognized as a social issue by raising awareness of it.

Moreover, key strategic partners, as NGOs and entities that support social inclusion and social entrepreneurship, will be crucial for this project to achieve its goals. Also, it was presented a competitive analysis which is possible to conclude that the only possible competitors would be social medias. However, this project can be considered very different when it is compared to them.

This project opted to follow a differentiation focus strategy. It means that this project seeks to fulfil a specific segment - people who have experienced size discrimination – with particular needs through a differentiated and unique offer, which is the mobile application.

Furthermore, it was possible to see in the STP (segmentation, target and positioning) and the marketing mix of the project, the features of the mobile application and how it is expected to

be positioned on the market. This project will count on 5 people who will be involved in the creation, development and implementation of the mobile application.

This project has social purposes only, hence the mobile application will have no cost to its users. However, capital is required due to operational costs (value of 115.830,00 € per year) and the investment expenses such as computers and subscriptions on Apple and Google Store (value of 5.955,50 € in the first year). The total capital needed in the first year (2022) is 133.964,05 € and it will be requested through application for funds in the programs that support social projects as the European Social Fund (ESF) of the European Commission.

Thereafter, it is worth to mention some limitations as this project will be highly dependable on funds and investments as well as it will need a successful marketing strategy in order to create the awareness that is needed to make the mobile application work.

It is reasonable to suppose that this is the right time to create an innovative business as this one, as there is a very relevant public debate about size discrimination and a lot of people are expecting significant evolutions from this topic. Also, the lack of a strong competitor, the technological evolution, the existence of public funds dedicated for social purposes are factors that encourage this business plan to be believed.

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15. Annexes

Annex A – Porter’s Five Forces Analysis

Porter's 5 Forces	Forces's contribution is higher if the value is:	Level of impact for the Force				
		1	2	3	4	5
Threat of Entry						
Capital requirements	Low			x		
Access to funds	Low			x		
Economies of scale	High	x				
Switching costs	High	x				
Retaliation from existing business	High	x				
Access to the necessary technology	Low				x	
Service differentiation	High			x		
Brand reputation and identification	High			x		
Knowledge needed	High				x	
Force's Overall Value						3.4
Threat of Substitutes						
Availability of substitutes	High		x			
Substitute Performance	High		x			
Switching costs (consumer's perspective)	High	x				
Level of aggressiveness from substitutes	High				x	
Force's Overall Value						2.25
Bargaining Power of Customers						
Number of consumers	Low				x	
Number of substitutes	High		x			
Availability of information on customer's side	Low			x		
Service differentiation importance	High			x		
Price sensitive	High	x				
Switing costs	High	x				
Force's Overall Value						2.3
Bargaining Power of Suppliers						
Not Applicable (N/A)						
Force's Overall Value						N/A
Competitive Rivalry						
Number of competitors	High		x			
Industry growth	Low		x			
Switching costs (consumer's perspective)	High	x				
Service differentiation	High			x		
Level of diversity between competitors	High		x			
Customer's loyalty	Low			x		
Force's Overall Value						2.7
AVERAGE VALUE						2.7

Source: Author

Annex B – Manager’s Job Description

Job Title: Manager
<p>Job Responsibilities:</p> <ul style="list-style-type: none">- Develop high quality business strategies and plans ensuring their alignment with short-term and long-term objectives.- Lead and motivate to advance employee engagement develop a high performing managerial team.- Oversee all operations and business activities to ensure that the project is producing the desired results and are consistent with the overall strategy and mission.- Make high-quality investing decisions.- Enforce adherence to legal guidelines and in-house policies to maintain the company’s legality and business ethics.- Review financial and non-financial reports to devise solutions or improvements.- Build trust relations with key partners and shareholders.- Analyze problematic situations and occurrences and provide solutions to ensure company survival. <p>Qualifications/Skills:</p> <ul style="list-style-type: none">- Strong understanding of corporate finance and performance management principles.- Familiarity with diverse business functions such as Marketing, Finance etc.- An entrepreneurial mindset with outstanding organizational and leadership skills.- Analytical abilities and problem-solving skills.- Excellent communication and public speaking skills.- Passionate about social causes as a plus. <p>Education and Experience Requirements:</p> <ul style="list-style-type: none">- Proven experience in managerial position.- Associate or bachelor’s degree in Business or a related field.- Experience in developing strategies and implementing vision.- In-depth knowledge of corporate governance and general management best practices.- Experience in working with social causes movements as a plus.

Source: Author

Annex C – Marketing Specialist’s Job Description

Job Title: Marketing Specialist
<p>Job Responsibilities:</p> <ul style="list-style-type: none">- Provide support to marketing department.- Execute marketing strategy.- Work with marketing team to manage marketing initiatives.- Develop and execute marketing campaigns.- Perform market and consumer research.- Create reports on marketing performance.- Maintain schedules for marketing initiatives.- Assist with social media and website content.- Organize and manage marketing collateral. <p>Qualifications/Skills:</p> <ul style="list-style-type: none">- Strong written and verbal communication skills.- High level of organization and attention to detail.- Comfort with multi-tasking in a deadline-driven environment.- Understanding of basic business and marketing concepts.- Excellent time management skills.- Outgoing personality with strong interpersonal and social abilities.- Ability to spot emerging trends.- Familiarity with social media, social networking, email marketing and search engines.- Knowledge of digital marketing.- Demonstrated problem solving and critical thinking skills.- Strong writing and copy-editing abilities.- Passionate about social causes as a plus. <p>Education and Experience Requirements:</p> <ul style="list-style-type: none">- 1-3 years experience in marketing or equivalent education.- Associate or bachelor’s degree in Marketing, Business or a related field.- Proficiency with Microsoft Office (Microsoft Excel, Microsoft Word).- Demonstrated experience with social media platforms (Facebook, Twitter, LinkedIn, Instagram).- Experience in working with social causes movements as a plus.

Source: Author

Annex D – Software Developer’s (Front-End) Job Description

Job Title: Software Developer (Front-End)
<p>Job Responsibilities:</p> <ul style="list-style-type: none">- Use markup languages like HTML to create user-friendly web pages.- Maintain and improve website.- Optimize applications for maximum speed.- Design mobile-based features.- Collaborate with back-end developer and web designer to improve usability.- Get feedback from, and build solutions for, users and customers.- Write functional requirement documents and guides.- Create quality mockups and prototypes.- Help back-end developers with coding and troubleshooting.- Ensure high quality graphic standards and brand consistency.- Stay up-to-date on emerging technologies. <p>Qualifications/Skills:</p> <ul style="list-style-type: none">- Familiarity with Agile development methodologies.- Knowledge of coding languages (e.g. C++, Java, JavaScript) and frameworks/systems (e.g. AngularJS, Git).- Ability to learn new languages and Technologies.- Excellent communication skills.- Resourcefulness and troubleshooting aptitude.- Attention to detail.- Passionate about social causes as a plus. <p>Education and Experience Requirements:</p> <ul style="list-style-type: none">- 1-3 years experience as a Software Developer, Software Engineer or similar role.- Associate or bachelor’s degree in Computer Science, Engineering or a related field.- Experience with software design and development in a test-driven environment.- Experience with databases and Object-Relational Mapping (ORM) frameworks (e.g. Hibernate).- Experience in working with social causes movements as a plus.

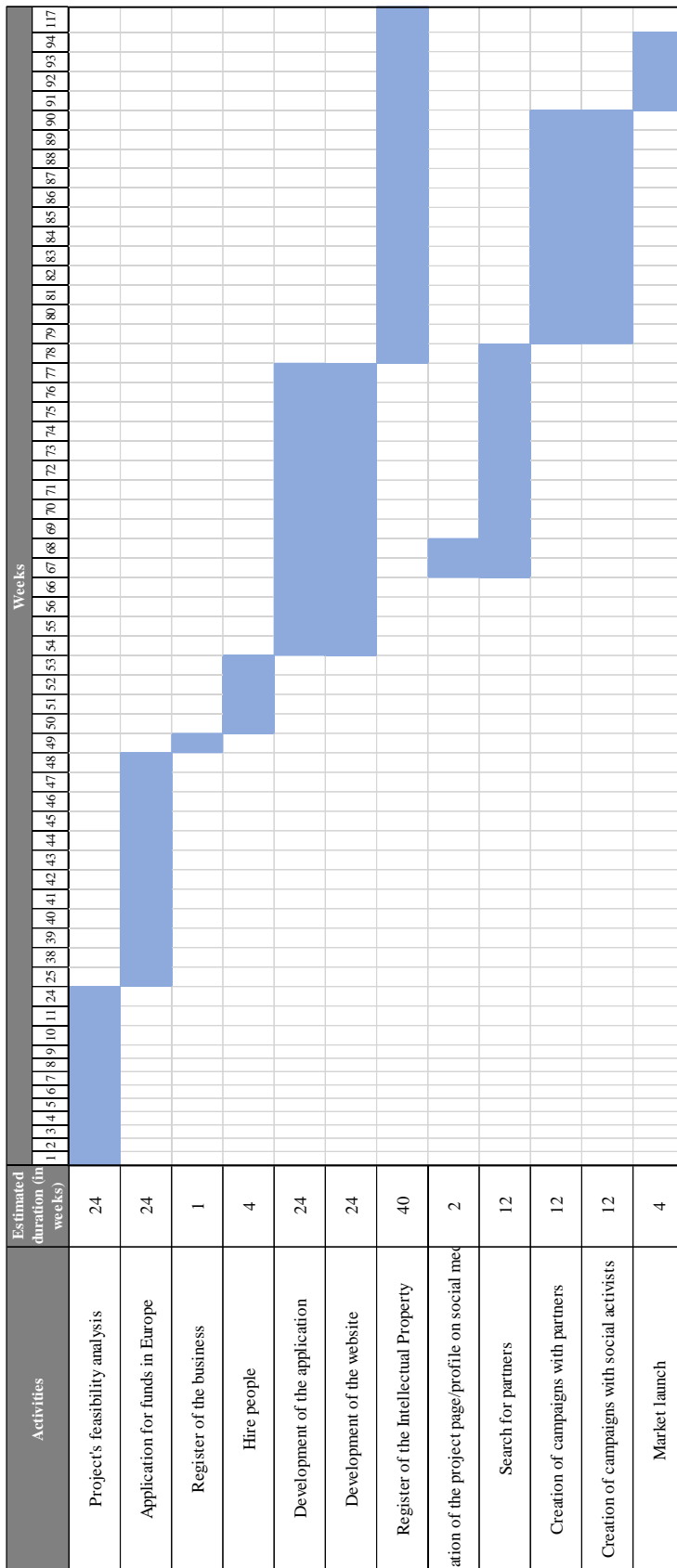
Source: Author

Annex E – Software Developer’s (Back-End) Job Description

Job Title: Software Developer (Back-End)
<p>Job Responsibilities:</p> <ul style="list-style-type: none">- Participate in the entire application lifecycle, focusing on coding and debugging.- Write clean code to develop functional web applications.- Troubleshoot and debug applications.- Perform UI tests to optimize performance.- Manage cutting-edge technologies to improve legacy applications.- Collaborate with Front-end developer to integrate user-facing elements with server side logic.- Gather and address technical and design requirements.- Build reusable code and libraries for future use.- Liaise with developers, designers and system administrators to identify new features.- Follow emerging technologies. <p>Qualifications/Skills:</p> <ul style="list-style-type: none">- In-depth understanding of the entire web development process (design, development and deployment).- Familiarity with front-end languages (e.g. HTML, JavaScript and CSS).- Excellent analytical and time management skills.- Teamwork skills with a problem-solving attitude.- Passionate about social causes as a plus. <p>Education and Experience Requirements:</p> <ul style="list-style-type: none">- 1-3 years experience as a Back-end developer.- Associate or bachelor’s degree in Computer Science, Engineering or a related field.- Hands on experience with programming languages like <u>Java</u>, Ruby, PHP and Python.- Working knowledge of CMS framework.- Experience in working with social causes movements as a plus.

Source: Author

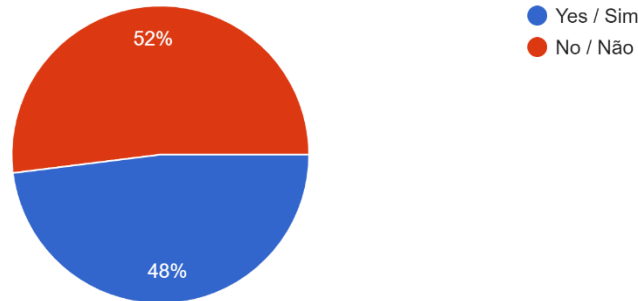
Annex F – Gantt Chart



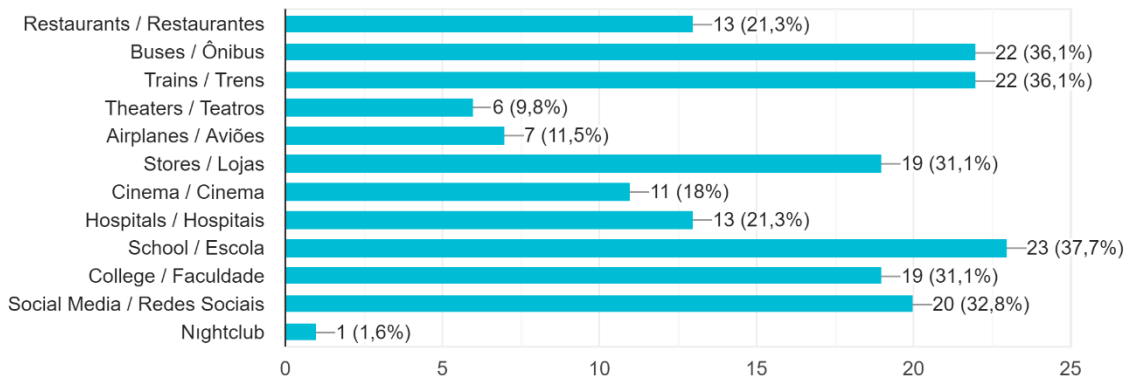
Source: Author

Annex G – Results of the Survey

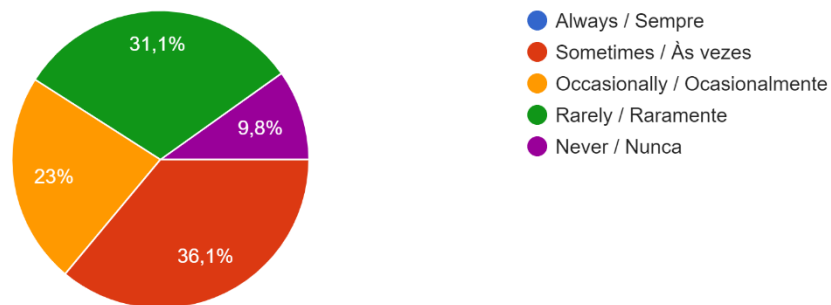
Have you ever experienced size discrimination? / Você já sofreu discriminação por tamanho?
127 respostas



Where have you experienced size discrimination? / Onde você sofreu discriminação por tamanho?
61 respostas

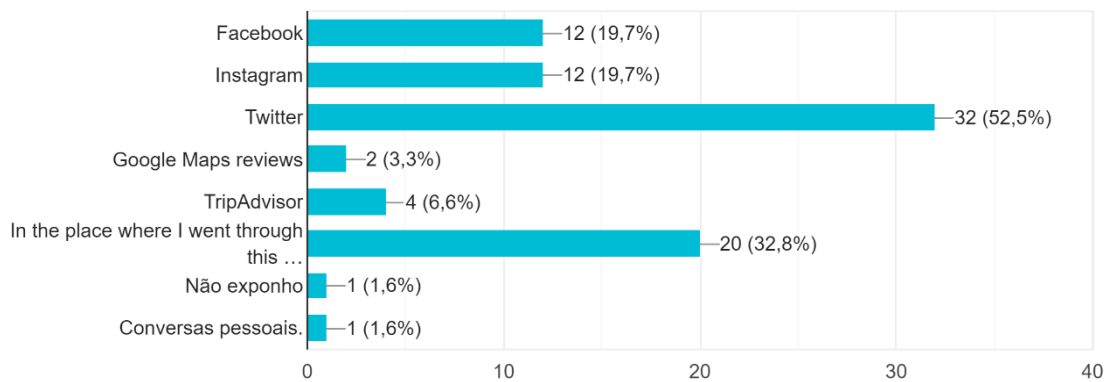


How often do you expose a situation in which you have experienced size discrimination? / Com que frequência você expõe uma situação em que você sofreu discriminação por tamanho?
61 respostas



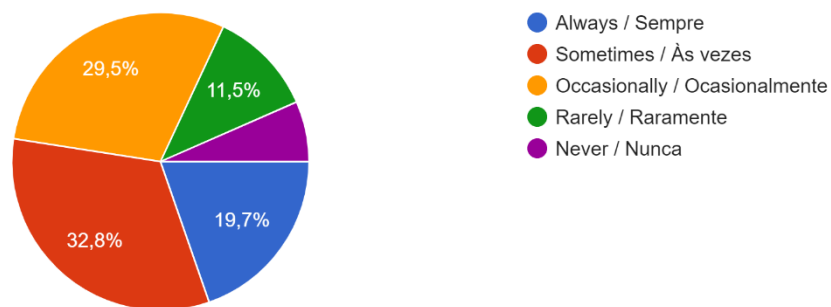
Where do you usually expose a situation in which you have you experienced size discrimination? / Onde você costuma expor uma situação em que você sofreu discriminação por tamanho?

61 respostas



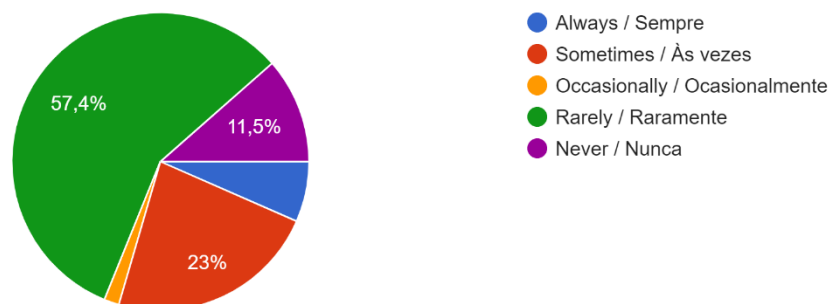
When you expose a situation in which you have you experienced size discrimination, how often do you get an answer from it? / Quando você expõe ...o, com que frequência você obtém uma resposta?

61 respostas



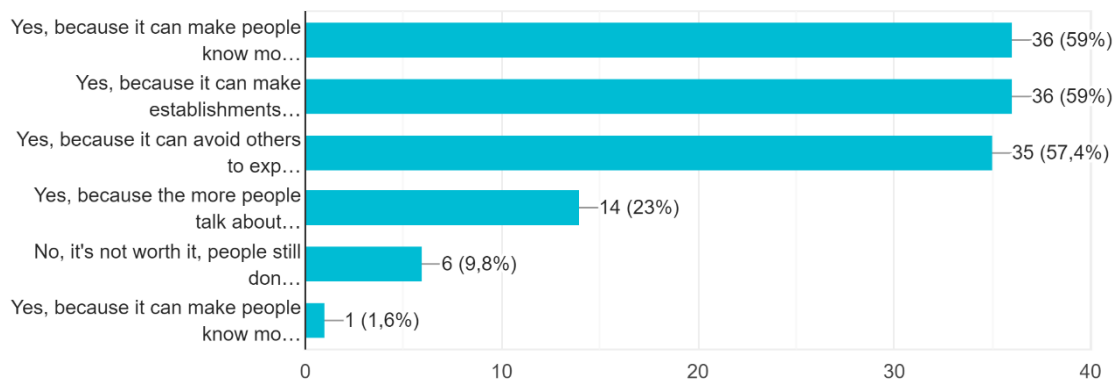
Is this answer usually a positive attitude against size discrimination? / Esta resposta costuma ser uma atitude positiva contra a discriminação por tamanho?

61 respostas



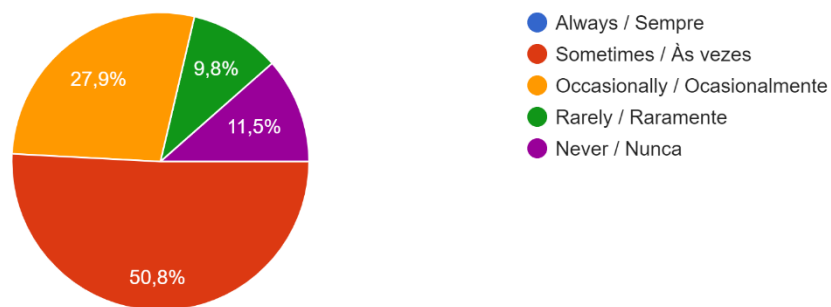
In your opinion, is it important to expose size discrimination situations and why? / Na sua opinião, é importante expor situações de discriminação de tamanho e por quê?

61 respostas



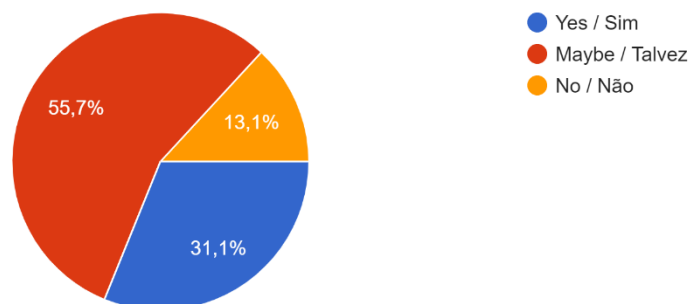
Have you ever posted or exposed something about size discrimination on social media and been judged by others? / Você já postou ou expôs algo s...as redes sociais e foi julgado por outras pessoas?

61 respostas



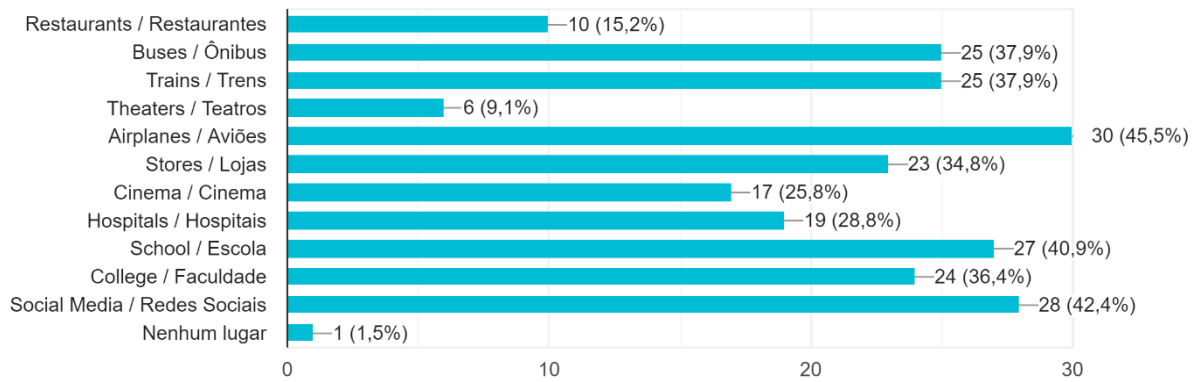
If there was a mobile app in which people could feel free and comfortable talking about size discrimination, would you use it? / Se houvesse u...ar sobre discriminação de tamanho, você o usaria?

61 respostas



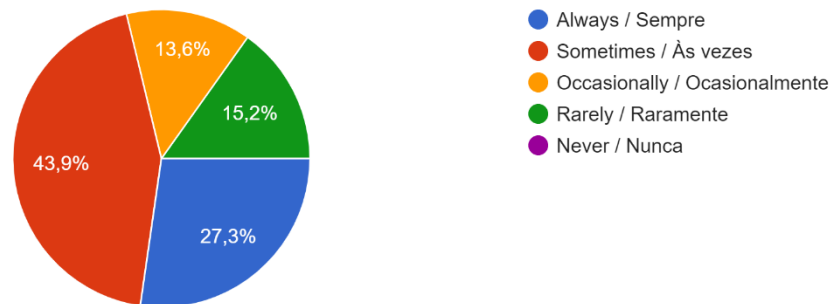
Where do you think size discrimination happens most often? / Onde você acha que a discriminação de tamanho acontece com mais frequência?

66 respostas



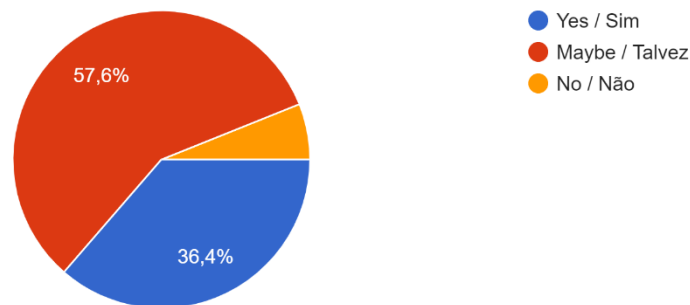
Do you think people who post or expose something about size discrimination on social media are usually judged by others? / Você acha que as pess...ciais geralmente são julgadas por outras pessoas?

66 respostas

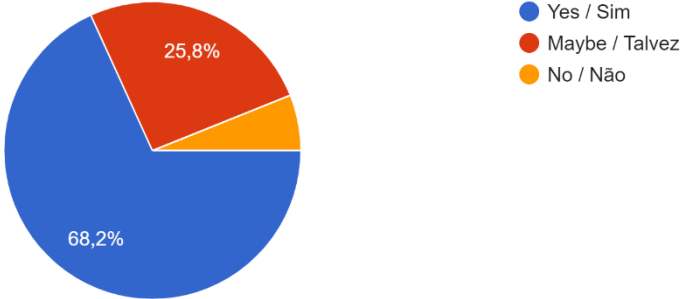


Do you believe people, establishments and professionals could change their attitudes towards size discrimination if those people who go through it ... postassem mais sobre suas próprias experiências?

66 respostas



If there was a mobile app in which people could feel free and comfortable talking about size discrimination, do you think it would work? / Se h...inação de tamanho, você acha que ele funcionária?
66 respostas



Source: Author

