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LOUVAIN School of Management

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New Venture creation business plan PleezMee

CONFIDENTIAL

Project Master's Thesis submitted by
Nicolas Juckler

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Supervisor
Frank Janssen

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II.

I would like to thank all the people who helped me in the realization of my master thesis.

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« *Audaces fortuna juvat* » (Virgile, L'Énéide, X, v. 284)

I received the authorization to exceed the maximum length allowed (80 pages) for my master thesis. These authorization was given by Mrs. Chantal de Moerloose, Business Engineering master program director, and Mr. Frank Janssen, master thesis supervisor.

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Introduction

Since the digitalization of the world, mobile phones are becoming omnipresent in our everyday life. Due to this trend, new markets are emerging and growing, giving new opportunities for businesses. During several years, we have seen that the mobile app market is growing quickly and that digital advertising is becoming one of most efficient way of advertising.

Vanessa Davin, a passionate entrepreneur, decided to take advantage of the new opportunities that are available in the mobile app market and decided to develop a new app: PleezMee.

PleezMee is a mobile app that will be used as idea saver and gift assistant with the vision to become one of the most efficient omni-channel marketing platform.

Through this master thesis, we will try to detail as much as possible the development of the business PleezMee and find ways to make it profitable.

The objectives of the business plan is to answer several key questions to show the potential of the business and encourage investors to invest in the project.

What is the need that the business is satisfying?

How PleezMee will satisfy the need?

How big it the market?

What are the target customers?

What will be the marketing strategies?

What are the financial projections of the company?

How much money will be required to set up and make the business grow?

This business plan is giving a short term and long term overview of the future of PleezMee and is articulated into four main parts: the business definition, the market, the operational strategy and the financial plan.

Working on a subject like this is very interesting and enriching as we are living in a world that is going to be more and more connected and where the digital is becoming very important. Also, working on a business plan shows all the challenges that need to be overcome to make a startup successful, and shows how difficult it is to build a business.

Executive Summary

PleezMee is a lifestyle smartphone app that allows its users to capture their ideas and find the perfect gift for their friends and family. The startup PleezMee was founded in 2017 by Vanessa Davin with the expectation to become a reference in terms of omni-channel marketing platform. Indeed, with all the data shared on the app by the users, it will be possible to create powerful and optimized advertising campaigns for lifestyle brands on the app.
Unfortunately, the ambitious project of Vanessa Davin is left unfinished as the startup ran out of cash. The founder is now searching for a buyer to retake the business.[1]

We are convinced about the potential of PleezMee and we are going to retake the business and buy all the rights of PleezMee. According to our estimations, the business of PleezMee could generate a total revenue of around 2.5 million Euro in 2022 with a gross margin of hundred percent.
The objective of this business plan is to raise a financing of 240.000€ to develop the business, increase PleezMee awareness on the online app stores and gain rapidly market shares in the mobile advertising industry.
The company form will be a limited responsibility company. The initial business will be driven by Nicolas Juckler (CEO), master in innovation, and Sarah Marly (Artistic director). But the company structure will grow quickly and will already count four full time employees at the beginning of 2019.
Following our market research, many people forget the ideas and products they want to buy. Also, it is always very complicated for them to find the perfect gift for their friends or family. PleezMee will be the solution to never forget ideas and find the perfect gifts.
We are first going to develop our market in Belgium and France, attracting French speaking users. We are expecting to obtain around 75.000 active users on the app by the end of 2019 and 150.000 by the end of 2020.
In 2021, we will enter the European market and we will target to reach around 1 million users on the app at the end of 2021.

[1] The development of PleezMee is definitely stopped. But, for the realization of the master thesis, we make the assumption that we are going to repurchase the app.

In parallel, we will develop partnerships with brands that will generate our revenues. These lifestyle brands will have the opportunity to promote their products on our app and receive detailed reports about their marketing campaigns on the app and the main trends on the platform. We are expecting to reach 118 partners by the end of 2019 and 261 by the end of 2020.

We are investing 60.000€ (30.000 from Nicolas Juckler and 30.000 from family and friends) for the creation of PleezMee and the beginning of the business development. We will require a bank loan of 40.000€ (preferably generated by the participation fund) in September 2018 to finance the Android app development. In addition, we will need to raise 200.000€ in capital (50.000€ crowdfunding and 150.000€ business angels) in January 2019 to develop our business and gain awareness rapidly. The breakeven point is expected for April 2020.

Part 1 - The Business Definition

PleezMee is a lifestyle smartphone application, an idea organizer and a gift assistant.

With the app, you can capture and share what you love. By doing so you save your ideas. Thanks to reminders on the app, you will no longer forget them and you will not miss an opportunity to pamper yourself.

Furthermore, PleezMee provides its customers with the best offers on their purchases.

Pleezmee can give corporations a better knowledge of their customers, maximize their sales potential and provide them with relevant market information in order to orientate their strategies.

PleezMee addresses corporations active in the "lifestyle" industry, i.e. fashion, beauty, culture, leisure, entertainment, home decoration, electronic consumer goods and travel.

Chapter 1: Mission, vision, values

1.1. The mission of PleezMee

The main idea of the PleezMee is to facilitate the process of indulging oneself and others.

This mission is based on two core objectives. First, PleezMee wants to help people to never forget things anymore. Second, PleezMee wants to help people please themselves and their friends or family. To achieve these two missions, PleezMee is providing an effective and optimized tool gathering all the ideas of people and giving them the opportunity to create wishlists.

1.2. The vision of PleezMee

The long-term vision of PleezMee is to become the reference platform in term of omni-channel marketing for the brands and retailers.

Concerning the mobile app, PleezMee wants to become one of the reference apps in the lifestyle and fashion industry.

1.3. The values of PleezMee

PleezMee supports many different values. Here we will match the five core values of the brand. The values reflect the spirit of the brand and these values will be embodied in the future employees of the company.

1.3.1. Pleasure

Pleasure is a very important value for PleezMee. The app wants to create a feeling of fun, happiness and wellness when customers will use it. The design will be colorful, fun and bright to reinforce this pleasure value. PleezMee wants to help people feel good and to relieve their stress about forgetting ideas. The users of PleezMee will feel satisfied by imagining the next present they will receive, give or just by being inspired for new ideas on the app.

1.3.2. Community

PleezMee wants to gather people on the social media platform and to encourage them to help each other to find the best present or inspiration. PleezMee will allow people to promote, like or comment other people's ideas, creating a connection between them and gathering them.

1.3.3. Effectiveness

PleezMee helps its users to be more effective in their lives and shopping experiences by allowing them to store all their ideas on the platform and never forget their ideas anymore. PleezMee will help them to gain time and energy by storing all the things at the same place and provide them with an optimized tool to remind them their ideas at the right time.

1.3.4. Generosity

PleezMee is based on the generosity between people, their wills to buy nice things for themselves or for the others. PleezMee wants to promote and reinforce this generosity with the application. The app gives the users the opportunity to be more generous by making them never forget an occasion to give presents to other people and for themselves.

1.3.5. Simplicity

Last but not least, PleezMee is based on a « keep it simple » mindset. Sometimes people break their head to try to remember their ideas or to find a perfect gift. With PleezMee everything becomes simple, people just have to check the wish list of the person they

want to buy a present for. Also, everything becomes very simple to be kept in mind, PleezMee has an intuitive tool to capture and organize all the ideas in the same place and find them when it is needed.

Chapter 2: The opportunity

As customers we meet every day many opportunities to please someone. Whether in shops or on the Internet, we constantly come across interesting products or experiences but it is not the always right moment to buy them (no time, no money, need to compare with other products, etc.). If we don't grab these ideas on the spot, there is a high chance that we will forget some of these ideas. Then, when we want to please ourselves or others, we don't know what to buy.

This problem is quite widespread in our society. Following our market study (*See Chapter 3: Market research*), almost 90% of the respondents sometimes forget about their ideas they wanted to buy, if they don't write them down somewhere. And, 50% of them find it frustrating to forget all these ideas. With this information, we can see that the problem is recurrent.

We can already find some solutions to keep ideas as taking pictures and storing those in the gallery of the phone, make a note on the phone or on a piece of paper, put the idea in the agenda, etc. But following our market study, more than 25% of the respondents found that these solutions are not enough.
Another very interesting fact is that 98% of respondents have difficulties to find a good present for their friends.

If we take a look at the Maslow's Hierarchy of Needs (Maslow, 1943) [*see Appendix 1*], we can notice that this need can be classified in three top levels of the pyramid. The PleezMee application will answer some belongingness and love needs, as the need of having friends. The solution will fulfill some lack of selfesteem by never forgetting ideas anymore and reinforcing the feeling of accomplishment. And finally, fulfill the "self-actualization need" by helping people to live at their full potential and becoming the best version of themselves.

For retailers and brands, the cost of sales is one of the major expenses in their balance sheet. Also, they must deal with versatile customers who are navigating between shops

and the Internet in their customer path. These customers can be easily stolen by e-commerce competition.

Moreover, a recent study published in Recode from Molla (2017), shows that in 2019, the advertisers will spend more money on mobile advertising than on all other traditional media put together except television. By 2019, mobile spending will reach about $156 billion. The line chart below shows clearly the huge recent growth in terms of mobile advertising. While desktop advertising is declining in the past few years.

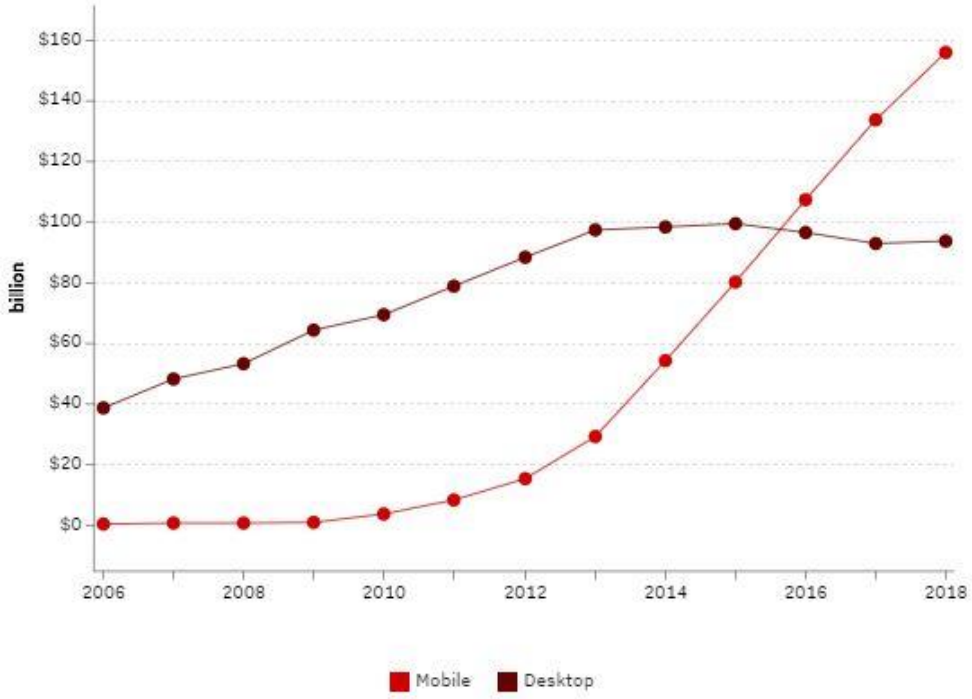

Figure 1: Industry growth – source: (Zenith, 2017)

The mobile app industry is always growing and has a fast growing technology adoption across the world (Nandakumar, 2016).

It is a perfect time to develop our app as the market is still growing and the need our app will fulfil is not fulfilled effectively by other apps already on the market.

Chapter 3: The Market research

We conducted a quantitative market research (116 answers) to verify if there was an opportunity for a service like PleezMee and to seize this opportunity in the most efficient way.

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We can highlight some interesting discoveries from this market research.

Figure 2: Market research capture

From our market research we found that almost 90% of the respondents forget what they want to buy and 50% find it frustrating. This shows that there is a need for an ideas reminder tool.

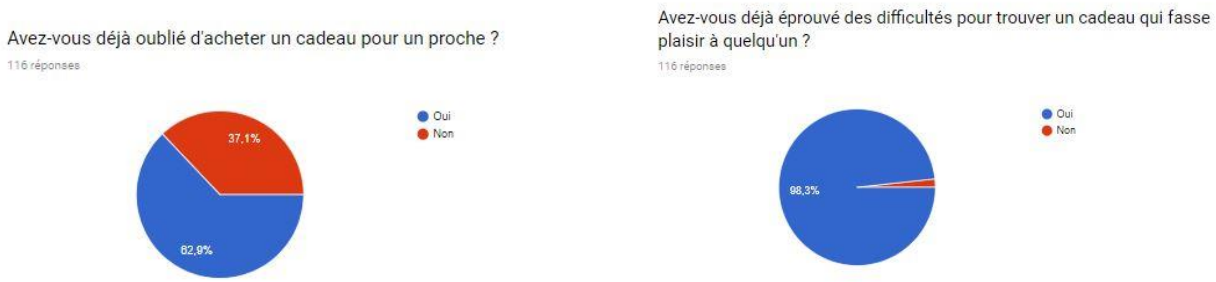

Figure 3: Market research gift

Moreover, we can see that our respondents have difficulties to find a present which fits their friends' expectations. There is also a market need for a gift assistant app.

A big part of the market research was oriented towards the characteristics of the app in order to see which characteristic was useful and needed for the potential users. These results were taken into account for the conception of the app. The complete market research is enclosed in *[Appendix 2].*

Chapter 4: The value proposition

4.1. For the users

The main idea of the project is to facilitate the process of indulging oneself and others.

PleezMee decided to focus its value proposition on two core needs. First, PleezMee allow the users to instantly capture (photo, URL, notes) all the things they love and the ideas they do not want to forget, see them on-line or off-line and gather them in a unique application.

Then, PleezMee will allow the users to organize all their ideas in wish lists that they can share with their friends and family in order to help them find the best present.

Many other features complete PleezMee's value proposition.
PleezMee uses reminders to help its users to remember the things at the right moment. Also thanks to partnerships, PleezMee provide its users with the best offers for the items in their wishlists.

Moreover, a newsfeed is optimized to provide the users with personalized inspiration and help them in their research of new ideas.

Although, PleezMee proposes many different features, and we are focusing our value proposition on two core elements: capture of ideas and gift assistant. Indeed, one of the most common error of startups is to have a loss of strong and coherent focus in their value proposition (Janssen, 2016). To avoid this, PleezMee will develop as much as possible these two features to be the best in this category.

4.2. For corporations

Our business will allow its partners to activate a non-recurring customers' base and develop their sales and marketing campaigns based on customers' preferences.

PleezMee will facilitate the customer omni-channel experience (I see on-line, I buy off-line and vice-versa) by referencing the shops of the brands directly on the app.

PleezMee will provide its partners with detailed reports. These reports will contain all the analytics of customers' reactions on the platform, the strategic orientations and trending topics of the community. This will help PleezMee's partners to develop targeted marketing campaigns and adapt their strategies considering the last trends.

Our app is a disruptive solution and has no matching competitor as such. There are many solutions combining part of PleezMee's functionalities but none is matching the total value proposition.

Chapter 5: Products and services

PleezMee is a mobile app developed with the Xamarin's cross-platform development software with the language C#. With Xamarin it is an easy and fast way to build a mobile app thanks to the various development tools the software is providing (Xamarin Platform, Xamarin Test Cloud and Xamarin Insights).
This software has the advantage to allow us to launch the app on the App store but also on the Play Store with a low amount of modifications.[1]

PleezMee is going to be a social media oriented platform where all the users can share content together.
The first version of the PleezMee app is in French as our initial target public will be French speakers.

5.1. Design

PleezMee is designed to be a very simple and intuitive app to facilitate the customer adoption and allow new users to directly understand and try the core functionalities of the app. To give an overview of the mobile app design, there is below two of the core pages of the app.

[1] Information found on the website https://www.xamarin.com/

5.1.1. The Homepage

The homepage section is separated in 4 main tools:

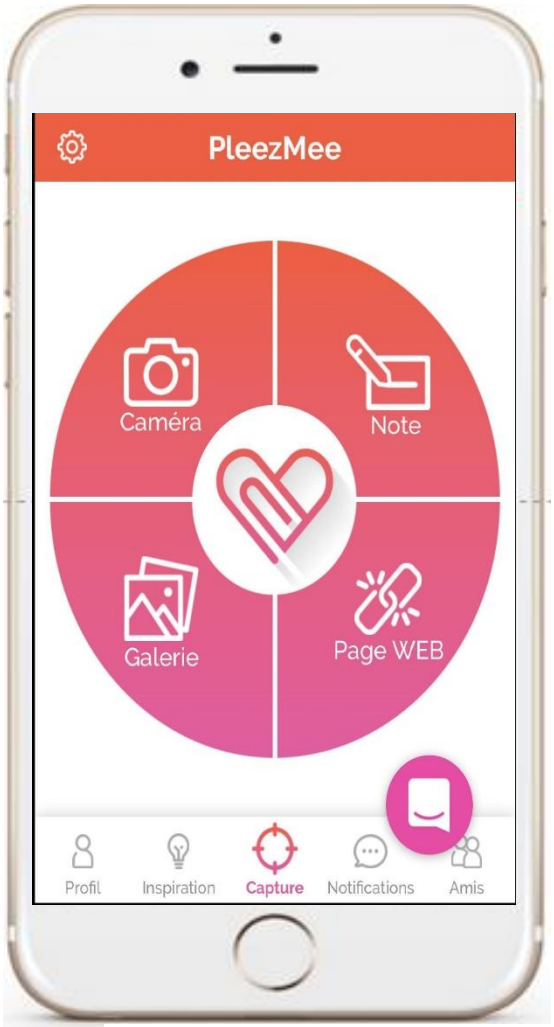

Figure 4 : Mobile app homepage

Camera

This feature allows the user to take instant pictures and store them instantly.

Galerie

This feature allows the user to choose a picture directly in the gallery of the device.

Note

This feature allows the user to take written notes and store them on the app.

Page Web

This feature allows the user to capture pictures from websites online.

The mobile application is separated in five sections:

Profil

This section is the personal space of the user. All the pictures he takes or shares are stored in this section. All the ideas are organized in lists according to the user's preferences.

Inspiration

This part provides personalized inspiration for the user, regrouping the best trends and pictures shared by his friends.

Capture

This is the homepage with the 4 main tools. *[See figure 4]*

Notifications

This section provides the user with alerts when there is something important happening.

Amis

Here is the friends list of the user on the app.

5.1.2. The Profile section

This section is the profile of the user separated into two parts.

On the top of the page we find the user's information. User's characteristics are listed there: the name, the birthday date, the number of friends and a profile picture.

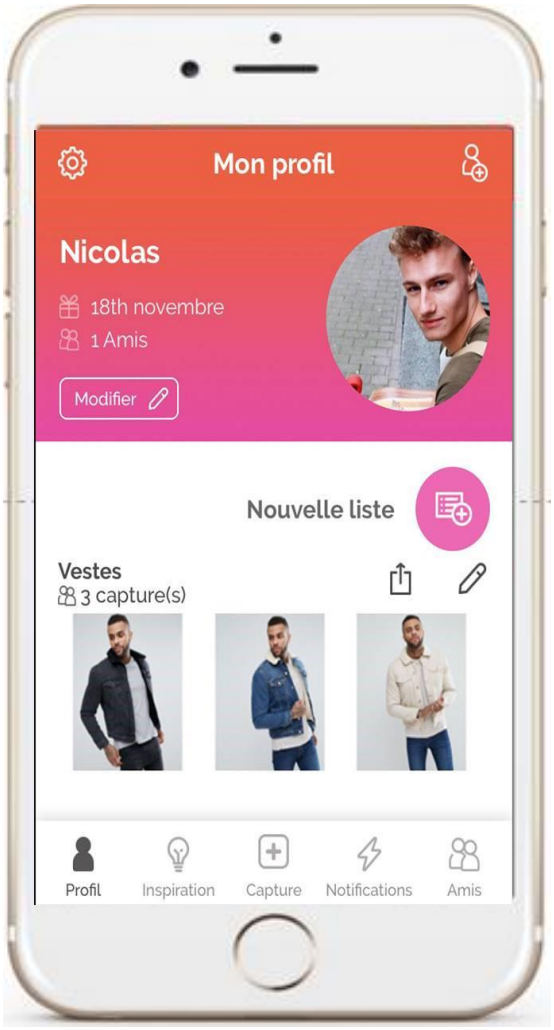

Figure 5 : Mobile app Profile

The other part of the page gathers all the captures of the user. The captures are listed according to some categories that the user created. The user can check all his captures by scrolling the page.

In this page, the user also has the possibility to modify his lists, to create new lists and after that store some captures inside the lists.

The user can choose to share on another platform some capture lists.

The user can add new friends to his friends' list, after making new friends, the user will be able to see the publications of his friends and his newsfeed will be adapted.

The sections “Inspiration”, “notifications”, “friends” are not totally completed thus will not be further explained.

Chapter 6: The identity card of the future company

The company PleezMee was founded by Vanessa Davin. Indeed, Vanessa Davin is the founder of PleezMee and she developed the IOS version of the app. After investing around 80.000€ in the PleezMee project, she decided to stop the development of the business as the startup ran out of cash. Now, Vanessa is searching for a buyer to retake the business she created. She didn’t find any buyer for the moment.
For around 20.000€, we are planning to repurchase all the rights on PleezMee and the PleezMee app to set up a new company.

The social denomination of the company will be “Online idea organiser and gift assistant”.

We are planning to create a limited responsibility company in September 2018, because we will not have sufficient capital to liberate 61.500€ and create an anonymous company. This company form requires minimum two shareholders at the foundation and the minimum subscribed capital is about 18.550€. At the foundation of the company we will have to liberate 6.200€. (Riquet & Kahn, 2004). The two first shareholders that will be registered at the creation of the company will be Nicolas Juckler (CEO) and Sahra Marly (co-founder).

As we are having big expectations for PleezMee, in February 2018, we will change the company form for an anonymous company. This form of company will allow PleezMee to grow faster, to protect the shareholders of the company and allow to raise a consequent amount of capital. This company form will require 61.500€ as liberated capital in February 2018.

Chapter 7: The management team[1]

7.1. Nicolas Juckler – [2]CEO

Nicolas is a Master student in Business Engineering finishing his studies at the end of the year. He is passionate about innovation and likes to challenge himself. His motivation, dynamism, and optimistic spirit will drive the startup in the good direction and boost the employees' implication in the project.
Thanks to his good social skills, team spirit and ambition, he will create a nice atmosphere in the company and take PleezMee to the next level. Nicolas will be able to take all the required initiatives to make PleezMee successful.

7.2. Sahra Marly – Co-founder and Artistic director

Sahra initially joined PleezMee team as a designer trainee. Her talent, enthusiasm and commitment to deliver unparalleled solutions convinced Vanessa to take her on board as co-founder. After her bachelor's degree in Graphic Design, she discovered her passion for Web design while studying in Montreal. She is the creative hand behind the PleezMee App interface, Website and all other communication supports.

7.3. Mathilde Toril Garcia – Communication trainee

Mathilde is a student in communication and public relations at HELB Ilya Prigogine. Her big implication in the project and strong knowledge in digital marketing will be a big advantage for our organization. She is in charge of social Media (Facebook) and the coordination of users focus groups.

7.4. Soufiane Begdouri – Ecommerce trainee

Soufiane is a student in Ecommerce at EPHEC. He's in charge of SEO, ASO analytics and other aspects of digital marketing. Very interested in new technologies he always finds solutions at the cutting edge of technology at his fingertips.

The PleezMee Management team can also count on the support of experienced people in digital business, mobile strategy or marketing.

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[1] It is the same management team as the one settled by Vanessa Davin, but with myself as CEO.
[2] The founder/CEO was Vanessa Davin, but she abandoned the project due to a shortage in funds. We will repurchase the business.

Part 2 - The Market

PleezMee addresses corporations active in the "lifestyle market" i.e: Fashion, Beauty & cosmetics, Wellness, Home decoration, Leisure, culture and entertainment, Travel, etc.

The total size of this market is very difficult to measure with precision but represent more than a trillion dollars industry at worldwide level according to a study from Krom (2016).

PleezMee will be active in the social network industry. Following some recent studies from Statista (2018) this sector experiences a huge expansion for several years, with an approximately 10% annual growth in terms of social network users. Another recent report (Coëffé, Chiffres réseaux sociaux – 2017, 2017) found that 2.91 billion people (39% of the total population) are active on social networks and 2.7 billion are active mobile social users (36% of the population).

PleezMee could become a major influencer in the retail sector. This industry represents more than $22 trillion worldwide sales in 2014. Users are more and more influenced by social media and with the huge growth of e-commerce, PleezMee can take an important role in this sector. *[See retail sector prescriptive analysis - Appendix 3]*

The main source of revenues for social media is advertisement. In 2016, according to Statista (Social network advertising revenue, 2018) social media advertising generated 33 billion US $ but this market is in huge growth and is forecasted to generate 41 billion US $ in 2017.

Mobile applications are very trendy for the moment and are more and more used for social network navigation. *[See appendix 4]*

The factors which affect the market growth are the socioeconomic trends, new technologies, internet speed, social pressures, law & politics …

Our target market in the short and mid-term will be the French speaking population of Belgium and France. We decided to focus on a smaller public in the short term as we want to begin our business locally before expanding it globally. Indeed, we need to develop awareness locally before expecting to develop it on a larger scale.

To be more precise in our market estimation, we have to take into account the fact that 41% of the Belgian population speaks French (VivreenBelgique, 2015).

Chapter 1: The PESTEL Analysis

The PESTEL analysis gives us an overview of the macro environmental tendencies and the impact they can have on our firm. (Johnson, Whittington, Scholes & Fréry, 2017)

1.1. Political factors

Since 2015, a measure from Michel Government "Startup Plan" encourages the foundation of startups by reformatting the tax legislation and allowing a tax reduction for the investments of Belgian startup's and SME's. This advantage is valid on both direct investments and investments via crowdfunding. The goal of this reform is to encourage people to invest in the real economy and simplify the financing of startups. This new law comparable to "dispositif IR PME" in France, allows the Belgian entrepreneurs to deduct the capital invested from their taxes. Moreover the Startup plan from Belgium is even more interesting than the "dispositif IR PME", allowing more tax reduction (Lippens, 2015).

The occidental European countries are generally exposed to low risk in term of political factors, even the changes in terms of government do not really generate fundamental changes with big impact on the companies (Johnson, Whittington, Scholes, & Fréry, 2017). The political stability in developed countries is an opportunity for PleezMee.

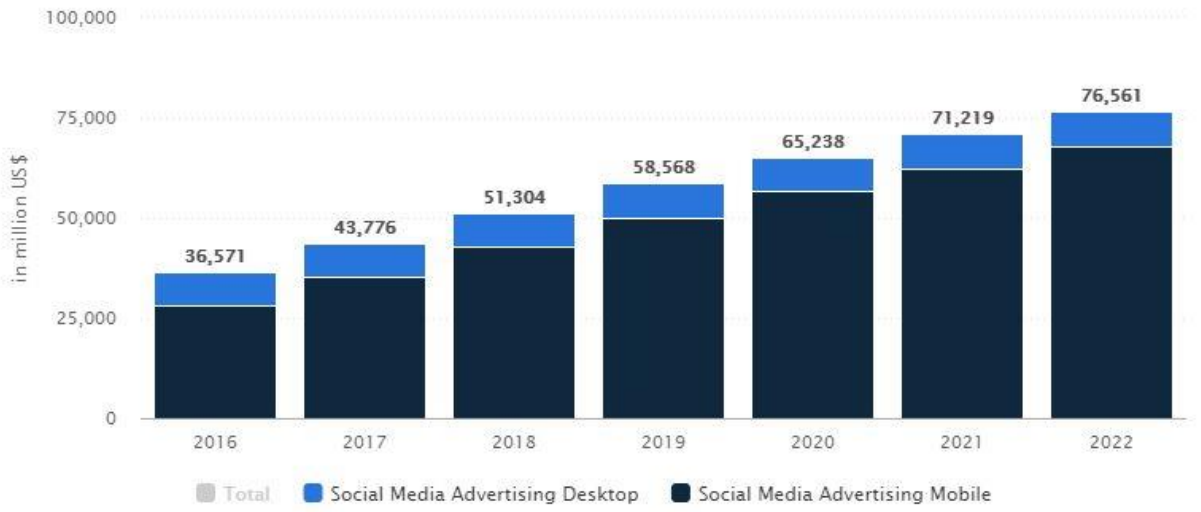
Concerning the internal dimension of the political factors, more specific for Belgium, we can highlight the fact that Belgium is developing the new 5G network. This new, faster network can have a positive impact on the utilization of social media platform on smartphones. Unfortunately, Belgium will be a bit behind with this new technology comparing to other European countries (UK, France, Germany, etc.) and we should not expect 5G networks in Belgium before 2020. We will have to rely essentially on the Belgian government and the biggest Belgian operators (Proximus, Orange, Base) for the implementation of this new technology (Forment, 2018).

1.2. Economic factors

The macroeconomic environment is influenced by some economic factors as the exchange rate, the interest rate, the activity cycles, etc. (Johnson, Whittington, Scholes, & Fréry, 2017), but some of these factors (activity cycles for example) can be neglected as they will not have a significant impact on PleezMee.

For our market economic analysis, it is interesting to analyze the trends of advertising on mobile social media, this will be one of our main future source of revenue.

Figure 6: Social media advertising forecast comparative– source: (Statista, Revenue growth, 2018)



As we can see on this graph, mobile advertising will be increasing significantly in the following years with an average increase of 16% per year. The increase in social media advertising is slowing down every year, but will still be very high in 2022 with 8.4% *[See Appendix 5],* which is very favorable in our case.

As the app PleezMee will be operating in the lifestyle market, it is important to analyze the financial health of the Belgians as the lifestyle products (Fashion, Beauty & cosmetics, Wellness, Home decoration, Leisure, culture and entertainment, Travel …) can generate a certain amount of costs.

According to an article from the Belgian newsletter la DH (P.D.-D., 2016), the Belgian households have a net patrimony of around 450.000€, this is higher than the other household of Europe. As comparison, the average patrimony of European households is about 255.000€. In general, Belgians were not really impacted by the European crisis but it is important to mention that the wealth repartition of Belgium is unequal. Indeed,

10% of the Belgian population possesses almost 50% of the Belgian patrimony (Belga, 2017).

1.3. Social factors

Our business can be influenced by some social tendencies in the following years.

The smartphone becomes more and more popular in the West European culture in the recent years. In 2011, 22.7 % of the west Europeans were using a smartphone comparing to 67.3 in 2018 (Statista, Smartphone user penetration as percentage of total population in Western Europe from 2011 to 2018, 2018). We can make the assumption that this trend is going to continue in the following years and that people will be more and more connected.

In paralled with the smartphone penetration increase, we see that there is also an increase in the online buying attitude (Young, 2018). This is a good opportunity for PleezMee as its primary source of revenue is the placement of advertisements to promote the e-commerce.

1.4. Technological factors

Concerning technological factors, we can first highlight the fact that the number of online social media companies is increasing, making the online competition even more intense, and social media have more difficulties to attract users (Young, 2018).

Already very common in France, more and more operators are proposing affordable unlimited internet connection subscriptions to surf on internet everywhere and everytime. The operator Orange is the first Belgian telecommunication service proposing this offer in 2018. We can predict that the other competitor in the telecommunication market will also propose this formula in few months. (Froment, 2018)

1.5. Environmental factors

The business of PleezMee seems not to be influenced by the environmental factors at first sights.

1.6. Legal factors

The right to privacy is protected by the article 8 of the European convention on human rights.

European convention on human rights (ECHR)
Art. 8 Right to respect for private and family life
"1 Everyone has the right to respect for his private and family life, his home and his correspondence.

2 There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others."

The General Data Protection Regulation (GDPR) that came into force on the 25th of May 2018 reinforces the online data protection and gives citizens more control on their personal data. This new regulation is applied to any organization operating in the EU and to the organizations outside the EU that are providing goods and services to businesses or customers inside the EU. Under the GDPR rules, the organizations using data information will have to ensure that the personal data is gathered legally and under strict conditions and the people who are collecting these information will be obliged to protect it from misuse and exploitation.

The GDPR forces the companies using data to take measures to adopt their system according to these new regulations. Companies have to adapt their terms and conditions and the utilization of the user information. Companies will have to review their data handling procedures. To do so, companies will need to proceed some important changes, for example: document all the data collection channels and steps, provide clear consent wording for the collection of data, create an age-verification process, reinforce cyber- security, design a data breach plan, etc. (Palmer, 2018)

Chapter 2: The Porter analysis

The M. Porter analysis will help us to determine how our business can compete in the industry by determining and evaluating the competitive strengths and position of our organization in the industry.

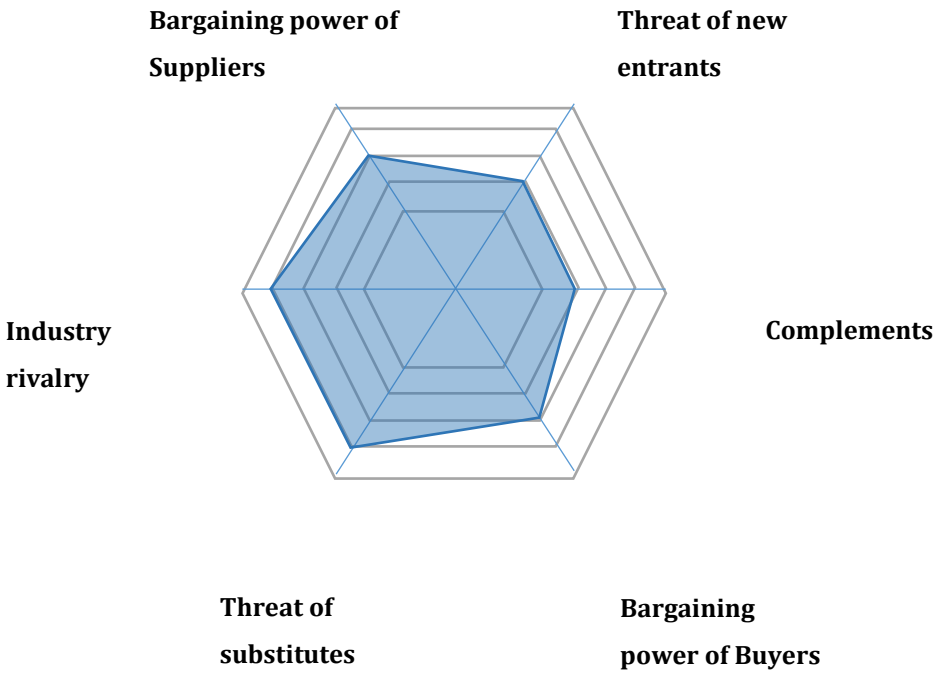


Figure 7: Porter Analysis

2.1. Bargaining power of Suppliers

It refers to the pressure that suppliers can put on our business by raising their prices, lowering quality, or reducing the quality of their supply. The more suppliers a business has, the more dependent and risky it will be.

2.1.1. Intercom – Customer messaging platform

Intercom is a customer messaging platform with a lot of different tools to interact with customers in the right way at the right time. Intercom will help PleezMee to grow and increase user's retention thanks to four different features.

a) Targeted marketing campaigns

Intercom provides analytic tools to set up targeted marketing campaigns, focusing on a certain type of customers (gender, age…), with a time planner for the sending of the campaign, response rate analysis, etc.

With this kind of tool, PleezMee will improve significantly its marketing campaigns.

b) Attracting potential new users

Intercom allows PleezMee to create bots on website or mobile app to interact with the potential new users, answer their questions and thanks to it, increase the number of app downloads and increase the app retention rate.

c) Customer support

Intercom can boost significantly customer support on the app, website and by mail by centralizing all the messages (Facebook, Twitter, Mail, on the app, etc.) on one unique platform. This supplier allows PleezMee to be very reactive with its users but also with other stakeholders as its partners, influencers, etc.

d) Analytic tool

Thanks to its analytic tool, Intercom will allow us to visualize our performances in real time. We will be able to know which kind of marketing campaigns are the most efficient, our performances in terms of new users, etc.

Our switching costs concerning this supplier are quite low as there exist other suppliers that are providing the same services as Intercom. Ex. Helpscout, etc.

We decided to choose the offer: Messages + Inbox of Intercom for the price of 106$/month (91€/month).

2.1.2. Apple app Store & Google play Store – Google / Apple

We are very dependent on the Apple Store and Android Store as our mobile app can only be downloaded on these two platforms.

The price of the Apple Store developer account to publish our app is 99€/year (Publier sur l'App Store, 2018).

The price of the Play Store developer account to publish our app is a fixed fee of 25$ (22€) for the creation of the account, after that there is no extra costs.

Additional to the price pressures, we are also restrained by all the terms and conditions of the two stores, we must fit their requirements and adapt ourselves to all the changes they want to make on their platforms, for example if they are changing their terms and conditions, etc.

2.1.3. Leaware

Leaware is our development company that is in charge of developing our app following our wishes. We are very dependent on Leaware because they are creating our product and services and without them we cannot get users and develop our business.

There are high switching costs for PleezMee if we decide to change our developer team. Indeed, Leaware built all the app since the beginning and know every detail of the app.

Changing the developer would signify that the new developer company should learn and understand all what the previous developers coded. This would take a lot of time and money, this is a risky process.

2.1.4. Admob

AdMob is a mobile advertising platform launched by google. This supplier will be used to generate advertising revenue through in-app advertising. Ads can be displayed as banner ads, interstitial ads, video ads or native ads. We chose Admob as advertising assistant as it's the leader as monetization platform for mobile (Google, 2018).

The Admob subscription, download and the installation of the SDK (Software Development Kit) are totally free. After that, PleezMee can directly begin to make some revenue through an app advertising.

AdMob has a revenue sharing ratio of about 60:40; 60% of the revenue for the publisher and 40% for Google.

For Belgium the average CPM can be expected around 5 following the graph below from Adtapsy (2018).

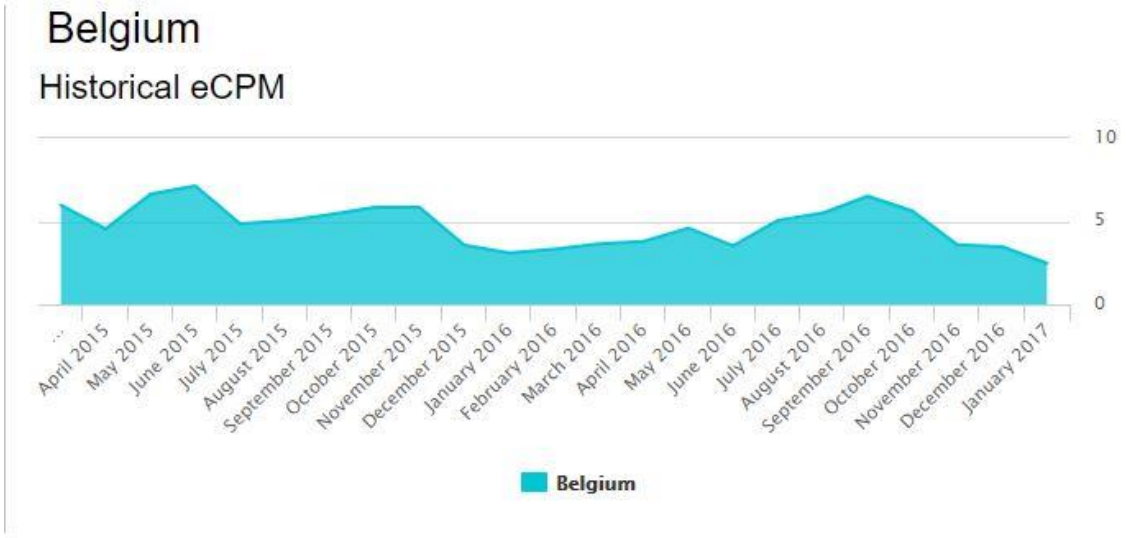
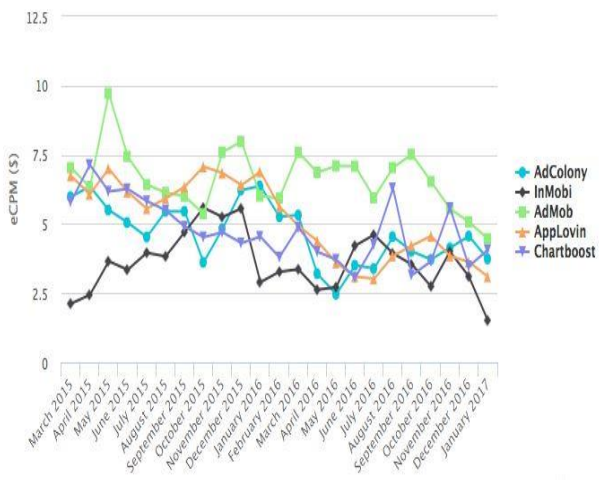


Figure 8: CPM Belgium - Source: (Adtapsy, 2018)

Also, we chose the supplier Admob due to his very good scores in term of CPM (Cost per thousand impression). And scoring good on both mobile stores (Apple store and Play store)



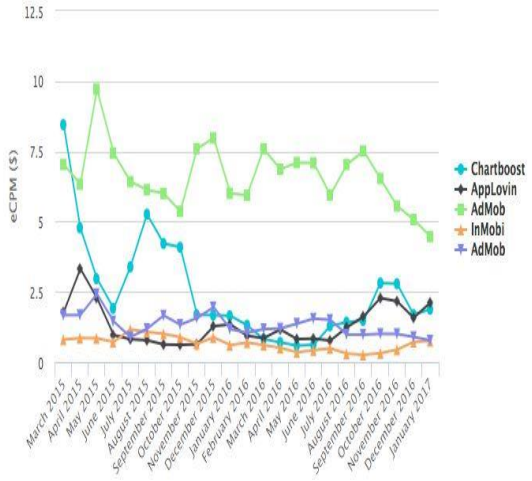


Figure 9: CPM comparison IOS – source: (Adtapsy, 2018)
Figure 10: CPM comparison Android – source: (Adtapsy, 2018)

2.1.5. Mixpannel

This supplier will help us to analyze the different trends on the app and allow us to provide detailed analyses to our partners to guide them in their marketing strategies. We are using the free version of Mixpannel. We will upgrade it to the paid version in January 2019 for 999$/year[1] (855€/year).

[1] https://mixpanel.com/

The bargaining power of suppliers has a score of 4/5.

2.2. Bargaining power of Buyers

It refers to the pressure that customers can exert on the business. The bargaining power of buyers is exerted to get better product quality, better customer service and lower prices and leads to a lower profit for the company.

For our case, to measure the bargaining power of the buyers we have to separate the users, that are using the app, and the partners, that are buying for our user's information.

Concerning the users, they can get the app totally for free and cannot exercise much pressure on us as PleezMee is not known yet and the customers are not well informed about the app.

Concerning the partners, their bargaining power is moderated. Partners could have bargaining power according the prices of PleezMee services as the partners of PleezMee will not be very numerous at the beginning. Also, there are other substitute offers that the partners could find to make targeted marketing campaigns (Facebook, Pinterest, Google etc.).

Concerning the transfer costs, these are moderated. Indeed, to change from supplier, the clients will have to do a prior benchmarking process to analyze which substitution offer would be the best, this process is time consuming. Also, the other suppliers could have some onboarding fees that could engender some extra costs.

The bargaining power of buyers scores a 3/5.

2.3. Threat of new entrants

The threat of the new entrants is measurable by matching all the barriers to entry and by estimating their impact on new entrants. If the barriers to entry are numerous and big, there will be a low threat of new entrants coming in the industry.

We can separate the barriers to entry in three different categories (Johnson, Whittington, Scholes, & Fréry, 2017).

2.3.1. The financial barriers

Considering Yarmosh (2015), a basic reliable app would cost at least 25.000$ to launch. This amount of initial investment is moderated.

But creating an app is also a very long and fastidious process. The costs are often much more than the initial budget allocation. There will be some costs required for the ongoing updates, optimization, sever costs sometimes, refocusing the app (mostly for innovative apps), etc.

In addition to the development costs, there are a lot of advertising and marketing costs to launch the app on the market and make it visible.

To increase the online visibility of the app, some search engine optimizations will be required that will mean also extra work as content writing. This operation is time consuming and leads to extra cost if the optimizations are done by a third party.

We could also estimate that a lifestyle mobile app will make low economies of scale. As a lifestyle app is providing a service, there will not be any economies of scale in the production. About the R&D costs, the initial R&D costs will be high in the beginning but the economies of scale will not be very significant for R&D either. Concerning the economies of scale, they are low.

For our industry, the transfer costs are not significant. Indeed, as PleezMee can be downloaded for free on the online stores as many of its concurrent, changing from one app to another doesn't engender any financial cost and is not time consuming.

2.3.2. Commercial barriers

The access to the distribution channels is very easy and affordable. The app developers just have to build an app which respects the conditions of the different online stores and pay an annual fee or subscription fee to publish their app in the store.

The reputation is quite important concerning free mobile apps. The app with a very good reputation will stand out from the app crowd and be more visible on the online stores. However, as the majority of the mobile lifestyle apps are totally free, the user can download as many apps as he wants and does not have to think a lot before choosing which app to download.

2.3.3. Resource and competence barriers

Technological barriers are moderated in this industry as the new entrants will have to build and optimize their app before launching on the market. This process is expensive and time consuming.

The experience is important concerning mobile app industry. The app needs a certain amount of users before starting to have partnerships with big brands and earning money thanks to digital advertising.

The threat of new entrants scores a 2/5.

2.4. Threat of substitutes

The substitutes are products or services that are offering the same benefice to the customers but thanks to a different approach (Johnson, Whittington, Scholes, & Fréry, 2017).

We can see that there are a lot of possibilities on the Apple Store to create some wish lists or to capture some ideas.

It is easy to find some substitutes for the need "creating a wish list" by searching apps on the Apple Store or Play store. We can find some other apps as Gifty, My WishList, WishMindr, and more.

Concerning the need "capture/organize ideas", there are quite less possibilities, we can find some substitutes as the famous app Evernote or ClipUp but there are not a lot and these are not lifestyle oriented as PleezMee.

IWantit is the substitute with the most similar value proposition as PleezMee. The application is quite fluid but the design is basic. The last update was in December 2017 for Christmas, meaning that the developers are not very active. On the apple store we can find an old Christmas description. The mobile app seems abandoned.

Even if there is a lot of possibilities for substitution, a lot of apps on the market have a really low amount of customers and do not have the means to attract more customers. Moreover, the other mobile apps on the market do not propose exactly the same value proposition as PleezMee combining the capture of ideas and the wish lists and optimizing them as much as possible.

The threat of substitution scores a 4/5.

2.5. Industry rivalry

The company success is affected by the number of competitors present in the industry and their propensity to threaten the firm. The more there are competitors, the less power the firm will have in the industry.

We can see that the lifestyle app industry[1] is pressured due to a large amount of competitors with unequal power (lot of small competitors and few big competitors with lot of market shares - ex. Pinterest)

The application PleezMee however reduces this competitive pressure by having a differentiation and focus advantage. To keep a sustainable advantage, PleezMee differentiates itself from other applications on the market and focus a specific market segment, the connected moms.

The market is still fast growing, steed more people are buying a smartphone, and the number of mobile apps are increasing every day (Saifi, 2017). Following the trends we will see mobile apps continue to generate a lot of revenues in the modern industry. We can conclude that the market concentration is moderated.

The industry rivalry scores a 4/5.

Here is an overview of the non-exhaustive list of the direct and indirect competitors of PleezMee in the lifestyle app industry. These platforms could propose a part of the value proposition that our app proposes. But none of these competitors proposes the complete value proposition of PleezMee.

[1] We are choosing the lifestyle mobile app industry because PleezMee needs first to gain awareness in these industries before hoping to gain money through advertisings. That is why we are not mentioning the mobile advertising industry.

A small description is provided for each competitor to determine its significance.

<table>
<tr>
<td> Pinterest
• Huge community (ranked 8th worldwide – 150M active users)
• Good quality pictures
• Half of the users come from US
• 67% of users are millennials
• Women-oriented app
• Make campaign to target more men users
• Difficult to buy the things liked[1][2]</td>
<td> Evernote
• Huge community (+/- 200M users)
• Organization app > inspiration app
• All devices are interconnected
• Task lists/Reminders/Pictures
• Sharing tool[3][4]</td>
</tr>
<tr>
<td> Covet
• Significant community (10M - 50M installed app)
• Worldwide app
• Game oriented app
• Partnership with big brands
• Only female users (98%)
• Style inspiratory[5]</td>
<td> Wishibam
• Restricted community (10k-50k installed app – 10k Facebook likes)
• Founded in France
• Shopping partner
• 2500 brands proposed
• Strong customer relationship
• Picture recognizer</td>
</tr>
</table>

1 https://techcrunch.com/2012/03/14/this-is-everything-you-need-to-know-about-pinterest-infographic/
2 http://www.jeffbullas.com/2015/02/26/10-amazing-facts-about-pinterest-marketing-that-will-surprise-you/
3 http://expandedramblings.com/index.php/evernote-statistics/
4 https://evernote.com/intl/fr/
5 http://www.covetfashion.com/

We heart it • Significant community (10M-50M installed app on google Play) • Inspiration app • Good quality pictures • Not possible to share new pictures Organize pictures found on the app[1]	**Pearltrees** • Reasonable community (500k-1M installed app on google Play) • Social network with inspiring ideas • Organize and share ideas • Add URL, docs, pictures, notes, etc.[2] [3]
Fancy • Reasonable community (5M-10M installed app on google Play) • Webstore • Blog, magazine & bookmaking tool • Sharing and inspiration tool • Buy direct on the app • Based on the community that recommend items[4]	**Menlook** • Reasonable community (160.000 Facebook likes) • Only for men • Webstore • Trends and lifestyle for men • Buy direct on the webstore[5]

[1] http://weheartit.com/
[2] https://www.pearltrees.com/
[3] https://www.similarweb.com/app/google-play/com.pearltrees.android.prod/statistics
[4] https://fancy.com/about
[5] http://www.menlook.com/fr/

Wanelo • Reasonable community (1M-5M installed app on google Play) • Women oriented (90% female users) • Shopping center on mobile • Buy direct on the app • Many partners • Satisfied users (almost 5 star on the google Play store)[1]	**Svpply** • Restricted community (100k-500k installed app on the google Play) • Hand-selected collection of trendy items (more than 5000 added each day) • Each item is referred with an URL to buy the product[2]

2.6. Complements

We can see that the economic literature identifies two types or relationship between products: substitutes and complements (Grant, 2016). While substitute's products are decreasing the value of a product, the complements will add value to our product.

For example, the value of my computer will depends on the internet connection, the possibility to download software, electricity, computer repair services, etc. All these complements will add value to my computer.

It is interesting to add this sixth force to the five Porter's forces analysis to be more critical and have a complete analysis.

For our case, the value of a lifestyle mobile app will depend on the internet connection, smartphones and new lifestyle trends.

The complements score a 2/5.

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[1] http://www.relationclientmag.fr/Thematique/acteurs-strategies-1014/Breves/Wanelo-centre-commercial-digitalise-socialise-252255.htm#umePDbR4vFhzPFcC.97

[2] http://www.lexpress.fr/tendances/produit-high-tech/application-pour-wishlist-de-noel-need-svpply-et-my-whislist_1729293.html

Chapter 3: The Microsegmentation

Customers could be separated in five different groups depending on a sociodemographic segmentation. We will differentiate the groups following the gender and the age of the customers. These groups of customers will react in different ways with the value proposition of PleezMee and could have different uses of the product.

This microsegmentation is made on basis of the quantitative analysis *[See Appendix 2].* Some calculations that were required required in the elaboration of the Microsegmentation can be found in the *[Appendix 6].*

3.1. The French speaking market

3.1.1. Connected Teenagers

This segment is at the cutting edge of the technology and very active on social media. Teenagers are very connected, curious and affected by social pressures. But they don't have a huge purchase power. They will collect ideas or things they would like to receive as presents and actively interact with their friends and family to generate ideas. Following social media studies (Lenhart, 2015), more than 70% of American teenagers are using one or more social media.

To facilitate our analysis, we will make the assumption that the percentage of connected teenagers for Belgium and France is approximately the same as for America.

To calculate the portion of the French connected teenagers for Belgium, we will base our analysis on the report from Statbel about the Belgian population structure (Structure de la population, 2017).

For Belgium we find that this segment represents approximately 370.000 connected teenagers.

To estimate the proportion of connected teenagers for France, we will base our analysis on the report from Ministère de la jeunesse et des solidarités actives (2010) analyzing the young population of France.

In France, it represents approximately 5.540.000 connected teenagers.

According to the digital marketer Sidda (2016) teenagers represent only 5-7% of Pinterest users, a lifestyle application which is a direct competitor of PleezMee. Teenagers are a small part of users but this segment could influence other people to use the application.

These teenagers could represent a considerable part of the ambassadors of PleezMee.

3.1.2. Connected women between 19 and 35 years

These are the early adopters segment. They are attracted by new trends and technologies and are very active on social media. They spend a lot of time and money on taking care of themselves, their home, their hobbies and their friends. They are prone to share information with their peers and to be inspire from them. This segment includes users with a considerable purchase power.

According to Coëffé (Les réseaux sociaux les plus utilisés en France selon l'âge des internautes, 2016), women are generally more connected on social media than men. Approximately 70% of the women between 19 and 35 years old are going on social networks every day or almost every day in France.

Making the assumption that the proportions are approximately the same for Belgium and for France, we find that in Belgium this segment represents approximately 270.000 connected women (Structure de la population, 2017).

In France, this represents approximately 4.590.000 connected women (Bilan démographique 2017, 2018).

3.1.3. Connected women between 36 and 50 years

Active mums or single women who are active on social media and are looking for inspiration for their lifestyle, holiday, restaurants, decoration…

According to Coëffé (Les réseaux sociaux les plus utilisés en France selon l'âge des internautes, 2016) a bit more than 50% of women of this age range are connected on social networks (every day or almost every day).

Once again we make the assumption that the trends concerning social media are following the same proportions in Belgium and France.

For Belgium, this segment represents approximately 230.000 women (Structure de la population, 2017).

In France about 3.200.000 women (Bilan démographique 2017, 2018).

3.1.4. Connected men under 50 years

This segment is represented by all the men who are attracted by new trends, like to share pictures and will try to find inspiration and organize their ideas through lifestyle applications.

Our mobile app is more Female oriented but this segment is however non negligible.

Indeed, if we take a look at the analysis Interest in Pinterest Keeps Rising (2012) we learn that men on Pinterest represent approximately 28% of the community although the app is more female oriented. Another study (Tien, 2018) shows also that the usage amount is growing really quickly in the recent years. In fact, over 40% of the new signup on Pinterest are men and this percentage is growing over years. As men are going to be more and more lifestyle oriented and knowing all these data, we are convinced that this segment could be significant in our case.

Coëffé (2016) shows that approximately 50% of the men are connected. According to the demographic data of Belgium (Structure de la population, 2017) and France (Bilan démographique 2017, 2018) this segment would represent about 430.000 people in Belgium and 6.140.000 people in France.

3.1.5. Connected people between 51 and 65

From a report about social media usage (Greenwood, Perrin, & Duggan, 2016), they discover that 28% of connected Americans between 50 and 64 years old are using Pinterest. This shows us that this demographic range is not negligible and we have to take it into account in our potential users.

This segment could use the application to search for inspiration and creative presents for their family, colleagues, and friends. From Coëffé (Les réseaux sociaux les plus utilisés en France selon l'âge des internautes, 2016) about 45% of this segment are using at least one social media, the targeted segment is about 430.000 people in Belgium and 5.540.000 people in France.

For our microsegmentation we will not take into account the connected people above 65 years old as following Greenwood, Perrin, & Duggan (2016) only 16% of the American Population is active on Pinterest, this percentage being compared to the

other segments can be negligible. Also the 65+ will not be the first adopters of our app as they are less connected than the other segments.

The overall set of possible users of the app, total potential base, is represented by the total of France and Belgium using a Smartphone and speaking French. In France, in 2018, this potential base represents 46.5 million users (Statista, 2018) and in Belgium about 3 million users[1] (Sailani, 2017), with a total of 49.500.000 people in France and Belgium together. According to a report from (Emarketer, 2016), the smartphone penetration will increase during the following years. To calculate the evolution of the total potential base in the following years, we are forecasting the changes in Smartphone penetration in the following years, based on the data found by Emarketer (2016).

Smartphone penetration change		
Year	Change	Change between years
2015	4,5	
2016	3,6	-20,00%
2017	3,2	-11,11%
2018	3	-6,25%
2019	2,5	-16,67%
2020	2,2	-12,00%
	Mean	-13,21%
2021	1,9	-13,21%
2022	1,7	-13,21%
2023	1,4	-13,21%
2024	1,2	-13,21%
2025	1,1	-13,21%
2026	0,9	-13,21%
2027	0,8	-13,21%
2028	0,7	-13,21%

Figure 11: Smartphone penetration change

We can see on the table that the smartphone penetration is increasing well in the following years but that the increase is slowed down each year by 0,13%.

According to McGarty (1989), we have to restrain this total potential base by adding some limitation factor to have a more achievable estimation of the possible users of the

[1] 7.5 Million smartphone users * 41% (percentage of people speaking French in Belgium)

application. The addressable market is determined by the connected people of France and Belgium. These people, active on social media, will be the people that will most likely download our app comparing to the others. This addressable market is composed by approximately 27.000.000 people in France and Belgium if we take the sum of the people targeted from our microsegmentation.

The feasible market can be estimated by adding psychologic limiting factors to the addressable market. According to our market research, we can see that 90% of the respondents sometimes forget about some products they wanted to buy, and 50% of those find that frustrating. By adding these 2 limiting factors to the addressable market, we obtain a potential feasible market of 12.000.000 people.

After determining the customer base that is demographically and psychologically acceptable to download our application, we will estimate our target market by taking into account the adoption rate curve. We will assume that the total adoption curve will not exceed 10 years due to rapid technology changes and competitive mobile application industry.

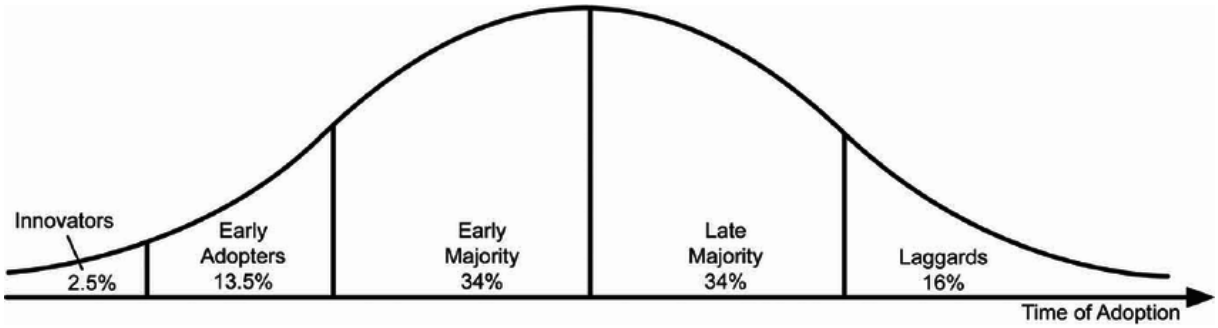


Figure 12: Adoption curve - source: (Dickson, 2011)

The final step that will allow us to calculate our target market size is to calculate the potential market share.

It is very difficult to give a clear estimation of the market share that PleezMee will gain in the industry. As PleezMee is proposing an innovative service that is not totally proposed by other apps in the industry, considering the fact that a lot of competitors have negligible size and considering the cost of gaining market share, we will estimate the market share of PleezMee to be 50%.

This gives us a target market size of approximately 150.000 users in 2020, after approximately 2 years, composed by the innovators. In our case, the innovators would be the very connected women between 19 and 50 years old and the teenagers.

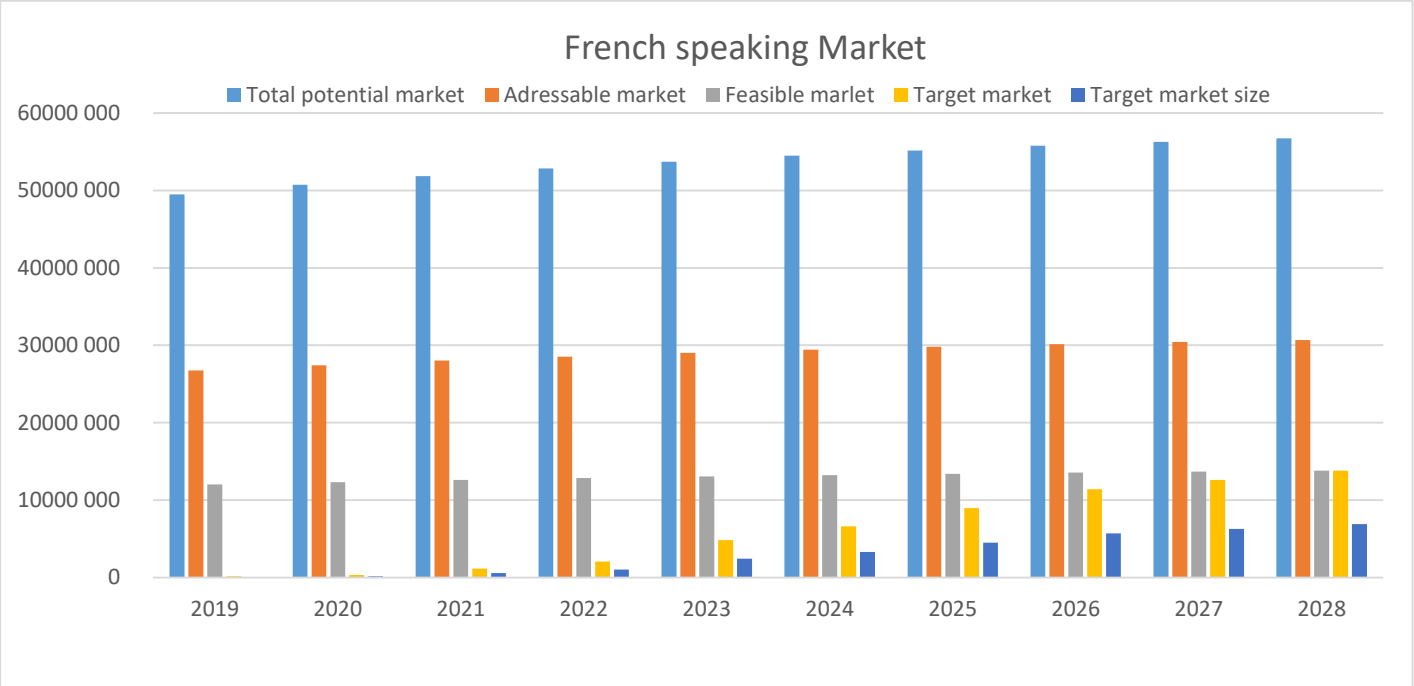


Figure 13: French market evolution graph

French speaking market	1	2	3	4	5	6	7	8	9	10
year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total potential market	49 500 000	50 737 500	51 853 725	52 843 860	53 719 653	54 492 389	55 172 730	55 770 600	56 295 141	56 754 696
Adressable market	26 741 205	27 409 735	28 012 750	28 547 647	29 020 773	29 438 226	29 805 763	30 128 749	30 412 120	30 660 383
Feasible marlet	12 033 542	12 334 381	12 605 737	12 846 441	13 059 348	13 247 202	13 412 594	13 557 937	13 685 454	13 797 172
Target market	150 419	308 360	1 166 031	2 055 431	4 831 959	6 623 601	8 986 438	11 388 667	12 590 618	13 797 172
Target market size	75 210	154 180	583 015	1 027 715	2 415 979	3 311 800	4 493 219	5 694 333	6 295 309	6 898 586
Smartphone penetration increase		2,5	2,2	1,9	1,7	1,4	1,2	1,1	0,9	0,8

Figure 14: French market evolution

3.2. The expansion to European market

Two years after the launch, at the beginning of 2021, once we will have built brand awareness locally, we are going to update the app with an English version to extend our market to all the English speaking Europe. This will considerably increase our market. The European population is composed by approximately 740 million people. According to a report from the European Commission (2006), 51% of the Europeans have sufficient skills in English to have a conversation.

Also, to calculate our total potential base, we are only keeping the population that is having a smartphone. If we make the assumption that the percentage of smartphone users in France and Belgium is valid for the rest of Europe and is equal to 65% *[see Appendix 6]*, we will reach a total potential base of 280 million people in 2021.

If we apply the same limiting factors as with the French speaking market, we will obtain a target market size of approximately 3.500.000 people at the end of 2022, 4 years after the launch.

In 10 years, if we keep the assumption that we will have a 50% market size, the late majority will join the app and our target market size will be about 33 million people.

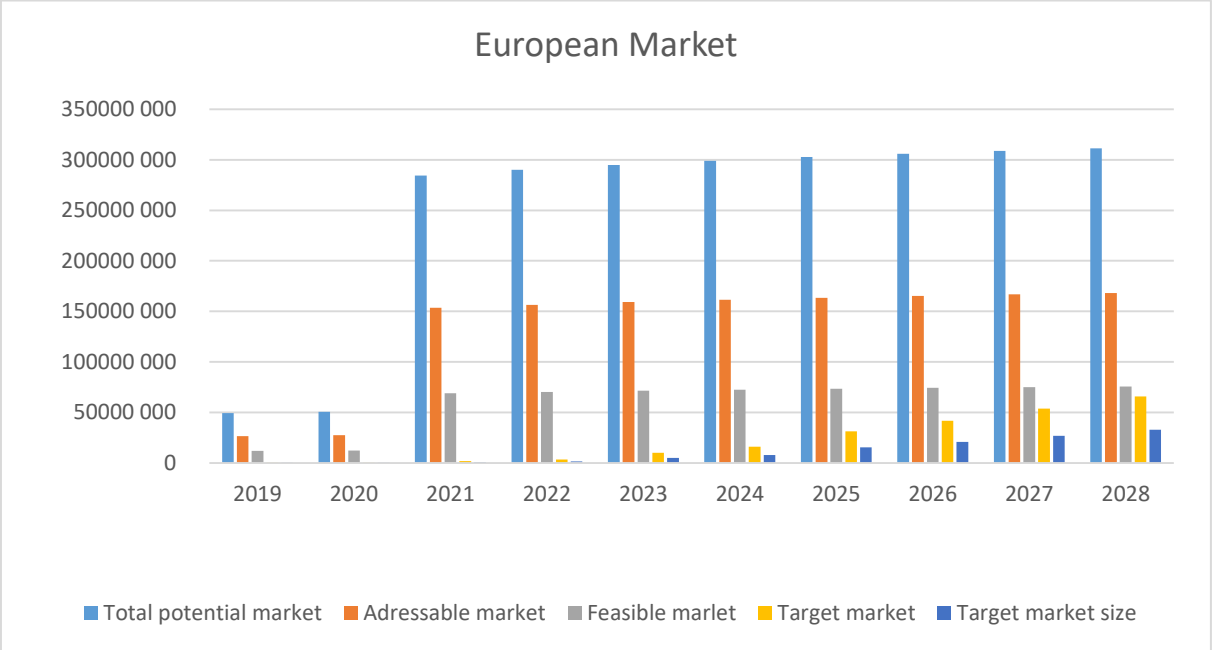


Figure 15: European market evolution graph

Total market	1	2	3	4	5	6	7	8	9	10
Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total potential market	49 500 000	50 737 500	284 519 818	289 952 660	294 758 106	298 998 090	302 731 097	306 011 592	308 889 733	311 411 295
Adressable market	26 741 205	27 409 735	153 652 440	156 586 399	159 181 538	161 471 304	163 487 282	165 258 884	166 813 199	168 174 947
Feasible marlet	12 033 542	12 334 381	69 143 598	70 463 879	71 631 692	72 662 087	73 569 277	74 366 498	75 065 940	75 678 726
Target market	150 419	308 360	1 872 754	3 495 867	10 249 901	16 129 982	31 244 410	41 792 947	53 715 543	65 777 677
Target market size	75 210	154 180	936 377	1 747 933	5 124 950	8 064 991	15 622 205	20 896 474	26 857 772	32 888 839

Figure 16: European market evolution

Chapter 4: The distribution channels

The Google play and the App store are the two biggest distribution channels for mobile applications with a nearly worldwide coverage and a massive audience (Statista, The biggest app Stores, 2017). These two online stores are far ahead from their competitors and are proposing millions of apps [*see chart, Appendix 7].*

The biggest negative point of these two online shops is that due to the enormous amount of apps released on the platform, it is difficult to obtain visibility when releasing a new app. PleezMee is going to invest some time and money on ASO (App

Store Optimization) to increase its authority on the Google Play Store and on the App store.

As the other online stores have less visibility that the Google Play store and the Apple App Store, we decided not to publish our app on those for the launch of PleezMee. Indeed, it would take time and money to adapt our app for each platform and promote it on other platforms.

PleezMee is also developing a widget that could be downloaded on a computer. This widget will be available on the 3rd biggest online app store, the windows Store (Statista, The biggest app Stores, 2017).

Chapter 5 : The Swot Analysis

Strengths • Pictures are referenced • App available offline • Intuitive organisation of ideas • Easy capture • Intuitive design • Wishlists • Reminders • All the ideas are centralized in one unique app • Instant messaging tool (optimized later) • Best offers on products • Personalized inspiration • Young and motivated team • Free app • Many tests were done on potential users	Weaknesses • App not totally optimized yet • Need financing • Good picture quality not guaranteed • Geolocalisation is not guaranteed when people share screenshots • More women oriented
Opportunities • Market is growing • E-commerce is emerging • Retail sector is innovating • Become the referencial platform for the omni-channel marketing • Partnerships with big brands	Threats • Many competitors • Alternatives exist that already propose partially the value added of PleezMee • Risky startup environment

Chapter 6: The positioning

In this section, we will analyze how PleezMee can be distinguished from competitors' products and services in the mind of customers.

Pinterest is the most powerful competitor of PleezMee with a very huge community and brand awareness. We will analyze how PleezMee should compete with this brand.

We conducted a market research with 30 respondents using Pinterest to know about their feedback about the app and position PleezMee in the industry comparing to Pinterest.

We matched eight attributes that could differentiate PleezMee from Pinterest and we asked our respondent to give the importance they would give for each attribute. Then we asked them to give the performance level of Pinterest for these factors.

Atttributes	Importance		Performance
	Mean	Sd. Deviation	Pinterest
Utlisation facility	8,45	1,72	7,60
Caputre of idea	8,06	1,78	7,73
Newsfeed quality	7,57	1,89	7,40
Centralisation of ideas	7,57	1,93	7,07
Find the perfect gift	7,00	2,21	5,53
Share ideas	6,67	2,18	6,43
Popularity	6,00	2,22	7,90
Get discounts	4,96	2,47	4,03

Figure 17: Table of attributes - 30 respondents

We chose to keep two determinant attributes. The first one is "Capture of ideas", this attribute is quite important and is one of the main goals of PleezMee.
The second one is "Find the best present". This attribute could be a good element of differentiation of PleezMee from Pinterest, as Pinterest is not scoring a good score on this attribute.

In this analysis, Pinterest is placed according to the answers of the respondents. For the two determinant attributes, we decided to put 8.5 for both attributes for PleezMee according to the feedback and impressions of our MVP testers.

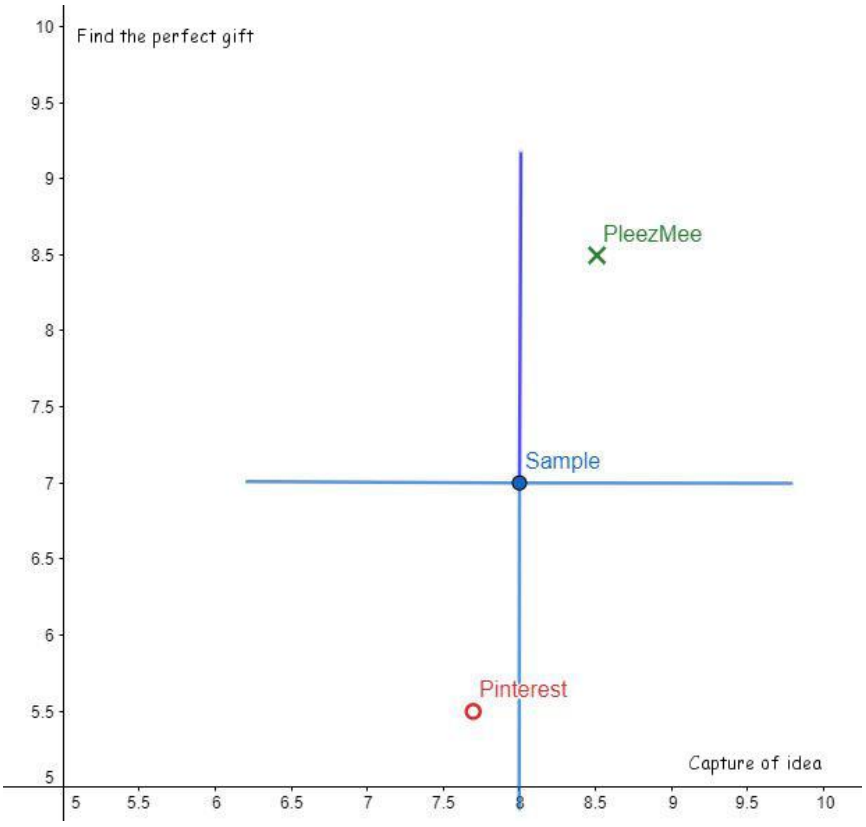


Figure 18: PleezMee Positioning

Part 3 - The Operational plan

Chapter 1: The technical product development

In this section, we will determine all the steps needed to develop and field the product. The product's development can be characterized through different steps (McGarty T. P., 1989).

1.1. The goals

Concerning PleezMee app performances and acceptance by the audience.
The app PleezMee is going to be a cross-platform native app that should be totally optimized and fluid by November 2018 for the launch on both Apple App Store and the Google Play Store. All the sections of the app must be finished and ready to be used.

The app must be totally optimized, without any lag. The time required to launch the app on the device must be less than approximately 5 seconds and loading time to load each page inside the app must be less than approximately 2 seconds to provide a good user experience.

We will have some reference profiles already on the app before the launch that are creating content on the app and on the newsfeed. We are targeting 500 posts on the newsfeed and 29 accounts (25 influencers and 4 PleezMee team members) before the launch, so that the new users could already find some inspiration when discovering the app.

Finally, we would like to launch the widget on the windows Store a bit later, to focus first on the mobile app. The launch on the Windows store is scheduled for May 2019.

1.2. The strengths

Leaware is our development team based in Warsaw in Poland. We chose Leaware as app developer due to the good reviews they have from previous customers and their experience in mobile app development. Leaware team has a good reputation and was the developer of many well designed apps, for example BNP Easy Banking, Belfius Bank, Memory game and many others.

*"Combining web and mobile technologies to create the most effective solutions tailored to our customers' needs. Custom software is our motto!" (*Leaware, 2018).

Leaware is composed with a team of experts in cross-platform app development coding the apps using Xamarin coding software and using an agile approach. The Xamarin software allows to have many similarities in the codes of the apps for Android and IOS softwares. Indeed, it provides up to 75% of similarities between codes for IOS and Android (altexsoft, 2017).
Leaware is very polyvalent and can also develop widgets on the Windows store and a website for PleezMee to gain more visibility on the Web and on research softwares as Google.
Due to the large range of capabilities of Leaware, we will only need one developer company for all the platforms where PleezMee will operate.

1.3. The process

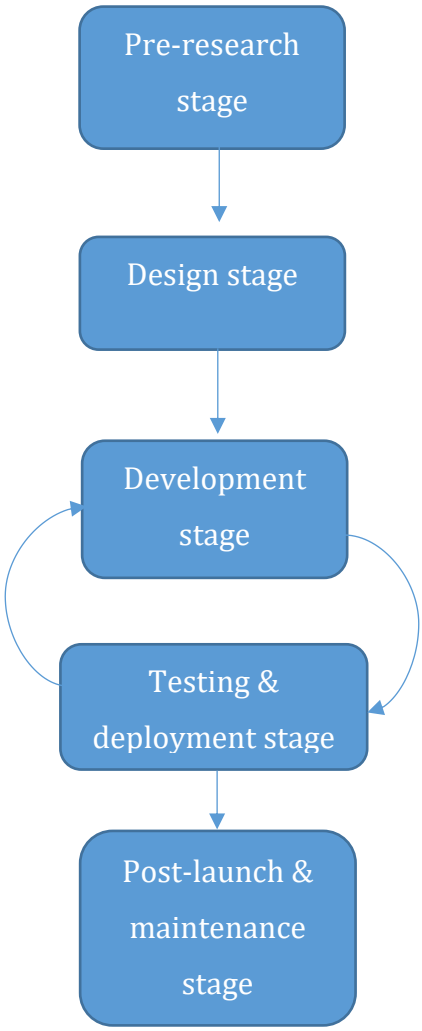


Figure 19: Product development process

The process is explaining the means and the method that need to be done to achieve the goals.
The IOS PleezMee app development is already made and ready for launch[1]. The app's IOS development process to be ready for the launch took 5 months and had cost around 70.000 €.[2]
The Android app development still needs to be done. We are estimating the Android app development process to last approximately 3 months as a majority of the codes are the same between Android and IOS when developing using Xamarin software even if Android development takes normally more time than IOS development.

We can separate the app development process into five different steps:

1.3.1. Discovery/ pre-research stage

This step clarifies all the elements of the app development project and ensures that the app development company and the clients have the same vision of the app before building the mobile app.
The developers team Leaware gave Mrs. Davin a total development price estimation of around 60.000€ for the IOS version.
This stage was already done and does not need to be done again for Android development.

1.3.2. Design stage

This design stage includes the wireframing, which can be seen as the "Blueprint" of the app. This refers to the visual architecture of the app, the design of the pages and the links between the pages. It will allow the developers to have a clear vision of the global application architecture. (Panko, 2017).

Once the wireframing is completed and that the developer team has a clear overview of the content of the app, the design process of the different pages of the app can

[1] Indeed, PleezMee is already avaiblable on the Apple App store, but for strategy purposes we will do as it is not the case.
[2] Informed by Vanessa Davin.

begin. It is at this stage that interactive app mockups are created to have the overall design of each page with the colours, the logos, etc.
For the design we did not pay any charge as Sarha the artistic designer of PleezMee made it herself. She was still intern in the company when she worked on the wireframing and did not have any remuneration as she was still in master. Some plans of the wireframing can be found in the [*Appendix 8]* .

As Android does not have the same specifications as IOS for the app design, this stage needs to be done for android app development and will be designed by our artistic director Sarha.

1.3.3. Development stage

The app was developed first on IOS for several reasons.
IOS development is faster than Android development. Android development requires approximately 40% more code than IOS development and 30% more time (Car, 2015).

App Type	Time in hours	iOS Cost ($150 per hour)	Android Cost ($168 per hour)
Simple Apps	300	$45 000	$50 400
Moderate Apps	500	$75 000	$84 000
Multifaceted Apps	750	$112 500	$126 000
Highly Multifaceted Apps	900+	$135 000	$151 200

Figure 20:App development statistics - source : (Mobiloud, 2018)

We can notice here that the cost for developing a mobile app on IOS is also cheaper than developing an app on the Android devices due to higher hourly costs.

The Android emulators are slower on Android than on IOS delaying even more Android development. Emulators are platforms where you have the opportunity to test the application without having a real Android device, (ex. Genymotion for Android).

Many different smartphone brands are running under Android software. Developing an application on Android is more complex as the app has to fit with every Android device. This means more fragmentation of the developer work, more devices to be tested and more potential bugs (Car, 2015).

During this stage, there is continuous communication between the PleezMee team and the Leaware developer team. Communication is crucial as every miscommunication, error or iteration in the development stage can increasecosts and delay the development. During the IOS development, Skype meetings were organized everyday with the development team to keep a continuous track of the development. The developers were sending regularly some mock ups to test.
Every Monday there was a longer meeting to set the objectives of the week.
The IOS development stage lasted for 4 months before having a MVP of the app.

1.3.4. Testing stage

This stage will begin once a MVP (minimum viable product) version of the app is optimized and can be tested by possible future users.
For the IOS version of the app, 28 users test sessions were already organized with possible future users to have their impressions about the app and optimize it as much as possible to improve the user experience.[1]
Once we have collected all the feedbacks from the testers[2], we have developed a beta version of the app, adapted according to the feedback of the users. You can find a detailed version of the test in the appendix.
The IOS test stage lasted for about 1 month, we are expecting the same for the Android tests.
An audit of the app was done for the IOS version, to improve it and increase customer retention.

1.3.5. Deployment stage[3]

The deployment stage is the publication of the app on both Apple App store and the Google Play store. During the development stage, the developers have to be sure that

[1] Qualitative analysis not included in the appendix as really long and illisible (Excel table).
[2] Feedbacks collected by Vanessa Davin and, for some, also collected by myself
[3] PleezMee is already launched on the Apple App store, but for the Master thesis, we will do as the app was not launched yet, so that we can rework the launching strategy.

the app is respecting all the conditions for the publication of the app on the Apple store[1] and the Google Play Store[2].

This stage can take some time as we will have to wait the approbation from the online stores to be published.

1.4. Schedule[3]

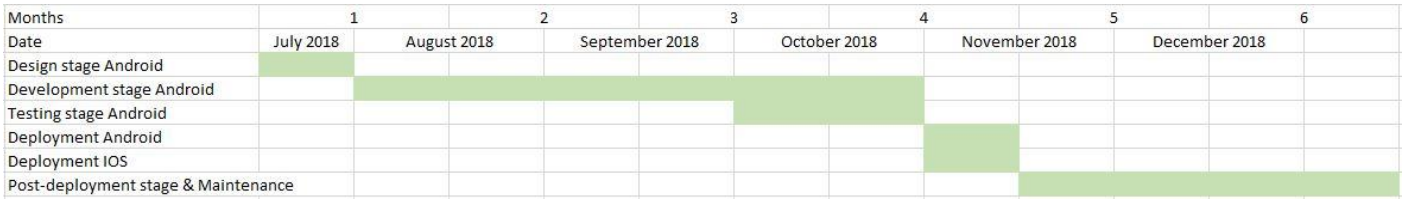


Figure 21: Development schedule

1.5. Costs

According to Mrs. Davin, the total cost for the MVP IOS version was 35.000€ and the total IOS development was 70.000€ (15% more than the initial estimation) for a total development duration of 5 months.
The audit of the IOS version costed 5.000€.
According to that, we are expecting a cost of 40.000€ for the Android development with a total duration of 3.5 months, design stage and tests included.

1.6. Development Risks

The development of a mobile app is a long and fastidious process that can be exposed to a lot of different risks.

1.6.1. Budget Risk

Our app will be developed through agile development methodology. Mixing the test stage with the development stage will allow us to perfect our app and make it as efficient as possible. But this method can be very costly as Agile method includes continuous improvement. The budget can increase considerably if the

[1] See App Store Review Guidelines on https://developer.apple.com/app-store/review/guidelines/
[2] See « Publier une application » on https://support.google.com/googleplay/android-developer/answer/6334282?hl=fr
[3] Schedule made on the 12.07.2018

development team makes a mistake, the planning is not correctly scheduled or if there are unexpected changes in the product development.

We minimized this risk as much as possible by making a clear schedule, a WBS of the development processes and by beginning the development with a pre-development stage having a clear overview of all the specifications of the mobile app.

1.6.2. Personnel Risk

Personnel risks can have a considerable influence on the schedule of the project. The risk of losing or the absence of some developer team members can delay considerably the project or lead to some errors in the development.

To reduce this risk, we are developing our app through a reliable app development company that develops the app through several different developers of the company. If one of the developers cannot come to work for some reason, another developer can work on the project to avoid any delay.

1.6.3. Risk of delay

The risk of delaying the development of a mobile app can be high due to different reasons as the lack of planning, low productivity, errors in the coding, wrong communication, etc. To minimize this risk, we have clearly planned the different steps in the development of the app and overestimated the time needed for the development to anticipate the eventual errors that could lengthen the developing stage. We also chose a trustful and experienced team of developers.

Chapter 2: The marketing strategy

Our market development goals in the short term is to develop our user base in Belgium and France. Once we will gain some authority and compete with the lifestyle mobile apps of Belgium and France, we will move to the European market and then the worldwide market.

In parallel with the development of the user base, we will develop our partner network. In the short term, our goal is to close several contracts with small lifestyle brands selling clothes, jewelry, decoration, etc.

Once we get a considerable amount of small partners, we will try to attract more famous brands as Nike, Adidas, etc.

2.1. Promotion strategy

2.1.1. Guerilla marketing

Before and just after the launch, we will do guerilla marketing. Indeed, we will first focus our marketing on own media channels that are free and then invest in some paid media. (Guerrieri, Dosquet, & Dosquet, 2016) At the beginning, we will develop awareness on social media as much as possible and boost our posts as much as we can to reach a maximum level of audience.

As the word of mouth, the most powerful marketing method, is taking a long time before being initiated and effective (Guerrieri, Dosquet, & Dosquet, 2016), we are devoting a lot of effort in this guerrilla marketing to develop the word of month later and make it as much effective as possible.

We will proceed our guerilla marketing on a large range of own media channels to cover as much as possible the opportunities of "free" marketing.
Our first users, just after the launch of the app on the online stores, will be composed of the family and friends of the PleezMee team.

Then, we will use three of the main social media channels (Facebook, Instagram and Twitter) to communicate with our potential users, create retention and attract new users.

In complement with this continuous communication with the users via social media channels, we will use our website to explain our concept to the users, communicate with them and give them information about PleezMee.

To increase the authority of the Website on the search engines, a search engine optimization will be done through a blog. Several blog posts about lifestyle topics will be published regularly to increase the awareness of PleezMee.
On the top of that, we will ask the help of our partners to increase quickly the awareness of PleezMee in the lifestyle sector. Indeed, PleezMee will be advocated by small to medium brands that are already operating in the lifestyle sector and have a recurrent customer's base.

Each of the promotional channels are explained broadly below.

a) Family and friends

PleezMee first users' base after the launch will be composed of the family and friends of the PleezMee team. We will count on family and friends also to advocate the new app with their entourage. We are targeting at least 500 downloads with this promotion method.

b) Facebook promotion

PleezMee can be found on Facebook on the page https://www.facebook.com/PleezMeecommunity/.

It will be used to communicate a lot of different kinds of information for the users. We will communicate about the new updates of the app, good deals, new interesting lifestyle ideas, inspiration quotes, team pictures or just random things with a lifestyle target. This social media channel will also be a great tool to organize events (conference, webinar, training session, etc.) with the community of users (Halligan & Shah, 2014).

https://sproutsocial.com/insights/facebook-stats-for-marketers/#adstats

c) Instagram promotion

PleezMee can already be found on Instagram under *pleezmeetheapp.* Instagram will be used to inspire followers and make them aware of the last trendy products. Instagram has a young community and will be a useful media to attract younger users (-30 years old). We are going to publish regularly on Instagram and make some stories from time to time. Instagram will be intensively used during some strategic periods (See Promotion plan).

We created a business account which is useful to plan the publications and track the reactions.

The content that will be published on Instagram will be quite diverse, we will publish about some interesting products, team pictures, inspiring quotes, travel pictures, etc.

d) Twitter promotion

We are going to create a Twitter account before the launch of the app. Twitter can be described as a kind of microblogging platform where you can post articles of maximum 140 characters long. It can seem surprising to use Twitter as promotional platform due to the high volume of unsuitable tweets of people telling about what they are doing,

eating, etc.

But some specialists (Halligan & Shah, 2014) showed that promotion on Twitter surprisingly works. Indeed some conversations on Twitter are useful for brand promotion. People ask questions about products and services, post product reviews, conference attendees post tweets about live updates from workshops, etc. Twitter will be used to create customer engagement with the brand by reacting to customers' questions, commenting lifestyle topics and posting live updates about lifestyle trends and PleezMee.

e) *Youtube*

As we want to extend as much as possible our guerilla marketing, we also launched a Youtube channel to publish some videos that will present the PleezMee app. There are already 4 videos on the PleezMee channel explaining the app.
https://www.youtube.com/channel/UCLDgE5sxr_Bin3EVf9_DXYQ

f) Website

PleezMee can be found on the internet via a Website to improve our visibility on the web and explain our value proposition. The website is regrouping a lot of different information about PleezMee, the app or the team. On the website, people can find some feedback from testers about the app to give them incentives to download the app once PleezMee will be available on the online stores.

An email subscription option is available on the website. The website visitors can subscribe on the website and give their mail addresses to receive information about PleezMee, receive the newsletter and get a notification when the app will be launched on the online stores.

g) Blog

We set up a blog to improve our authority on search engines. We are planning to create two new posts per months. To boost these posts, these will be promoted on our Facebook page.

h) Brand Partners

The principal source of revenue for PleezMee will come from the contracts with the partner companies operating in the lifestyle sector (See pricing section). But additional

to the source of revenue that partners will become, the partners can also be very interesting for the launch of the app.

Our strategy is to launch the app on both Android and IOS stores with a few small but implicated commercial partners. We will begin our strategy targeting small partners who are easier to convince and retain. Once we get a considerable amount of users and more credibility as omni-channel marketing platform, we will target more charismatic partners.

These partners will be asked to participate in the launch at two different levels. First, the partners will communicate the launch of the app with their customers' base to stimulate the use of the app and get more audience. Then, the partners will test the integration of the app with their own platforms.
The target partners are retail shops that are having an e-commerce platform. For the launch of the app we are targeting 25 contracts with partners. Before 10.000 users, the partnerships will be totally free. Indeed, we will be reporting the trends on PleezMee to the partners and as counterpart, the partners will promote PleezMee to their clients.

We already closed some deals with the 15 first partners[1] and we are targeting to find ten more partners before the launch in November. These partners are heterogeneous having a business in different sectors of the lifestyle industry. Here you can find an explanatory table of the 15 partners.

Name	country	type	Head Office	phone	FB page	B FOLLOWERS	IG page	IG FOLLOWERS	WEB site
Be Original	BE	shoes	Ch. de Bruxelles 90 B141	(+32) 2 343 72 7	https://www.f	5 800	https://www.	869	http://www
Take off	BE	shoes	Koperino s.a.Rue de la Pc	-	https://www.f	12 813	https://www.	3 661	http://www
Lolo the Ballerina	BE	shoes	Burggraaf Henri de Spoelber	(+32) 9 282 21 57	https://www.face	2 653	https://www.ins	2 389	https://www.lo
Mia Zia	BE	Clothes	Rue du Mail 90-92, 1050 Ixell	02 534 54 28	https://www.face	3 937	https://www.ins	740	http://miazia.e
Babbi	BE	shoes	Burggraaf Henri de Spoelber	00 32 9 282 21 57	https://www.face	1287	https://www.ins	343	http://www.ba
Made and more	BE	clothes	Boulevard Piercot 44, 4000 L	04 227 29 00	https://www.face	8 290	https://www.ins	5 000	http://www.ma
Calys sport	BE	underwear	na	(+33) 6 09 97 77 52					http://www.cal
Noa Noa	BE	Clothes	na	0045 70 25 30 05.	https://www.face	28 400	https://www.ins	10 800	http://www.no
Daisy Dixon	BE	watches	na		https://www.face	10 258	https://www.ins	4442	http://www.da
Mark Maddox	BE	watches	na		https://www.face	30 457	https://www.ins	3 587	http://www.ma
Co88	BE	jewelry	na		https://www.face	39 929	https://www.ins	4 732	https://www.c
Rich gone broke	BE	watches	na		https://www.face	27 152	https://www.ins	75 800	http://www.rich
(Blu distribution)	BE	jewelry	na		https://www.face	107	NA	NA	http://bludistri
Millesia	BE	underwear	14-22 Ave. Barthelemy Thimo	(+33) 427 11 84 14	https://www.face	6 239	https://www.ins	699	www.millesia
Zora by L	BE	jewelry	rue du mail 24	(+32) 478 90 11 32	https://www.face	44 119	https://www.ins	26800	http://www.zor

Figure 22: Current partner list

2.1.2. Paid media

Paid marketing will be articulated with three different strategies.
The first part of the paid promotion strategy that will begin just after the launch is the

[1] Mrs. Davin closed a partnership with these brands when she was still working on the project.

influencer promotion. Through this strategy, PleezMee will be promoted by selected lifestyle influencers that are reflecting PleezMee values (See Product description).

Once we use guerilla marketing to its full potential we will boost promotion trough paid marketing using Facebook advertising. We chose Facebook as social media promotion channel for it is very convenient, it brings good results and it will allow us to make advertising on different platforms as Facebook, Instagram, Messenger, etc. targeting a huge range of users.

Once the Brand awareness of PleezMee will be increased though previous promotion, we will invest in interstitial in-app advertising. This in-app advertising will be conducted by the marketing assistant Ironsource[1].

a) Influencer marketing

Influencer marketing involves using brand advocates to drive the brand's message to larger markets and attract new potential users. By pinpointing large social influencers who have sway over a target audience and incorporate them in the marketing strategies. Rather than marketing directly to a large target audience, we pay influencers to share our ideas and values, they become an extension of the marketing department of the company (Haran, 2018).

Influencer marketing is becoming more and more popular due to the rise of social media platforms. This marketing strategy is really interesting and has become one of the most effective technique to attract customers. Indeed, 81% of the marketers who have used influencer marketing find it to be effective (Emarketer, 2015).

According to a recent report from Solis (2016), we notice that ongoing ambassadorships are the most effective form of influencer marketing, for ahead sponsored content, event coverages or brand mention.

For our influencer strategy, we will target 25 influencers and close a contract with them. For choosing our influencers, we based ourselves on three elements: the size of the community (from 5.000 to 50.000 followers), the type of content proposed and the

[1] More info on https://www.ironsrc.com/

engagement (likes, comments, etc.). We are targeting small influencers as they are easier to attract and will ask for cheaper remuneration than bigger ones.

We will propose different offers to these influencers according to their audience and impact on their community. We will be offering creative freedom to the influencers for their publication, offering them a discount code they can share with their users, a commission on the sales made with the discount code additional to a compensation.

Following some studies from Solis (2016), the majority of the digital marketers are not exceeding a buget of 500$ per influencer and most of the campaigns are not exceeding 10.000$, we have estimated our budget taking into account this information.

As the partnerships with the influencers are new, those are risky because we have never worked with the influencers before and we do not know how the partnerships will go and how much audience and retention those will lead to.
So, we decide to close partnerships with a consequent amount of influencers (25 influencers) but with a small budget per influencer to reduce the risks. The average budget per influencer will depend on the audience size of the influencer and the engagement rate of the users. The average budget per influencer is estimated at 400€ and the maximum budget for an influencer will never exceed 500€. The total cost of the influencer marketing will be 10.000€ (400€*25) for the launch of the app.

2 months after the beginning of the influencer promotion of the app, we will proceed with a checkup of all the partnerships, only to reinvest the most performing ones and find new potential influencers.

Here is the complete list of all the targetted partners[1] with their engagement rate. The engagement rate was calculated with the formula : $\frac{Sum\ of\ the\ likes\ on\ the\ 5\ last\ pictures/5}{Number\ of\ followers}$

[1] All these influencer scan we found on Instagram with their nickname.

Title	Country	Language	Gender	Followers	Type of content	Type of influencer	Author	URL	URL2	Engagement
Callmeparadise	France	French	F	18000	Fashion - Beauty - Lifestyle - Trav	Blog + instagram	Charlotte	http://callmepara	https://www.insta	6,91%
ChapitreSept	Belgium	French	F	25200	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Ambre Frei	https://www.insti	http://www.chapi	4,70%
Noblogjustlove	Belgium	French	F	34400	Fashion - Beauty - Lifestyle - Trav	Blog + instagram	Emilie	https://www.insti	www.noblogjustlo	4,70%
Raspberrylipstick	Belgium	French	F	10800	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Louise Acca	https://www.insti	www.raspberrylip	4,82%
Alessiadrinklipstick	Belgium	French	F	8000	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Alessia Am	http://instagram.	drinklipstick.com	4,31%
Mybelgianwayoflife	Belgium	French	F	18200	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Audrey Cost	https://www.insti	https://mybelgian	9,48%
Thewildgirlblog	Belgium	French	F	30700	Fashion - Beauty - Lifestyle - Trav	Blog + instagram	Vanessa	www.thewildgirl.com		4,08%
Blondiechicblog	Belgium	French	F	14300	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Elisabeth	https://www.instagram.com/blondi		8,00%
JulietteKitch	France	French	F	16800	Fashion - Beauty - Lifestyle - Trav	Blog + instagram	Juliette	http://www.juliet	https://www.insta	4,08%
Beauteparisienne	France	French	F	21100	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Audrey	http://www.labea	https://www.insta	6,15%
Lafleuks	France	French	F	40200	Fashion - Beauty - Lifestyle - Trav	Instagram	Claire	https://www.instagram.com/lafleuk		7,12%
Navynoemie	France	French	F	33000	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Noemie	https://www.insti	http://www.navyn	4,40%
ash_wayoflife	France	French	F	26400	Fashion - Beauty - Lifestyle - Trav	Youtube + Instagram	Ashley	https://www.insti	https://www.yout	6,01%
mimiarr	France	French	F	44700	Fashion - Beauty - Lifestyle - Trav	Youtube + Instagram	Mimi	https://www.yout	https://www.insta	16,12%
Alamodeliegeoise	Belgium	French	F	5436	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Geraldine	http://www.alam	https://www.insta	4,30%
Imparfaites	Belgium	French	F	13200	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Chrys	https://www.impa	https://www.insta	2,71%
Sophieplusmode	Belgium	French	F	11100	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Sophie	http://www.sophi	https://www.insta	3,69%
Thesparkeflake	Belgium	French	F	18100	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Amandine	https://thesparkl	https://www.insta	2,26%
thelittlewhiteboots	Belgium	French	F	5567	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Cindy	http://www.thelit	https://www.insta	6,84%
morgane.adventures	Belgium	French	F	7585	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Morgane	https://morganea	https://www.insta	11,10%
chloeacquaviva	Belgium	French	F	9963	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Chloé	https://www.insti	https://www.chlo	13,98%
Onnthego	France	French	F	7104	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Chloé	http://onnthego.c	https://www.insta	7,17%
Imxmelissa	France	French	F	41300	Fashion - Beauty - Lifestyle - Trav	Blog + Instagram	Melissa	http://travelmooc	https://www.insta	2,39%
Mllekaw	France	French	F	12200	Fashion - Beauty - Lifestyle - Trav	Blog + Indtagram	Karine	https://mllekaw.f	https://www.insta	4,71%
thetallblonde	Belgium	French	F	8483	Fashion - Beauty - Lifestyle - Trav	Facebook + Instagram	Clara	https://www.face	https://www.insta	4,64%
Dupuis_emilie	Belgium	French	F	29200	Fashion - Beauty - Lifestyle - Trav	TV/radio animator + Instagran	Emilie	https://www.insti	https://www.emil	6,36%

Figure 23: Influencer list

b) Facebook, Instagram, Messenger advertising

Our first paid media advertising campaign will be launched on Facebook. Facebook has the largest number of monthly active users in the world. Moreover, Facebook advertising is very interesting for PleezMee as it allows some audience filtering, allowing to reach a certain type of customers with the advertising. This "lookalike" audience of users will allow PleezMee marketing campaigns to be more effective and increase the number of positive reactions concerning the advertising by targeting new potential users who exhibit the same interests and values of the app. Indeed, paid social advertising helps users find businesses that are in line with their interests through complex algorithms. (Wordstream, 2015)

As we are a new business, we have to increase our brand awareness, to generate interest in our content and our value proposition. We want to reach people who are possibly interested in our value proposition and share the same values as PleezMee.

Concerning Facebook advertising, we will focus our campaign on a certain target audience: connected women between 19 and 50 years old.
The audience should be located in Belgium and France, speaking French. In detailed targeting, we will target lifestyle people sharing the same values as PleezMee. We chose to target people with interests in: 1. Shopping and fashion 2. Leasure 3. Fitness and wellness 4. Sports and outdoor activities. With this target, Facebook gives us as result, a total target audience of 2.200.000 people.[1] *[See Appendix 9]*

[1] Estimation made on Facebook Business.

For the apparition format, we will choose for the option carousel. This option allows us to put several images. This is good for us, as the app is not known yet, to explain the different features of the app and to show different aspects of the app through different pictures. This option can fit on desktop as well as on mobile devices.

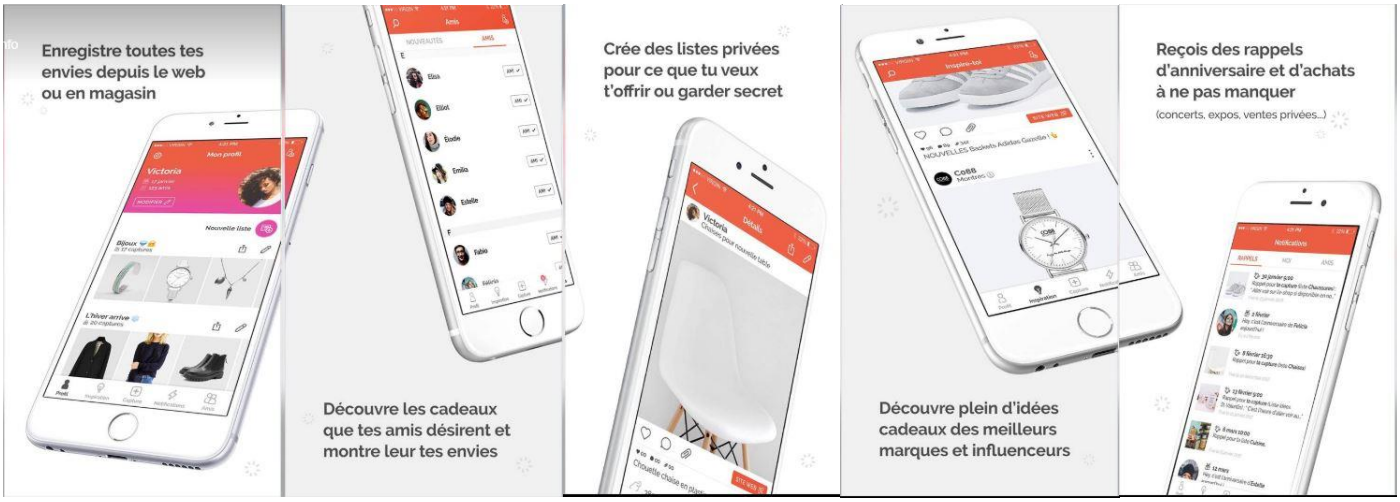


Figure 24: Facebook advertising

We chose the option “automatic placements” so that Facebook can choose where to put the advertising, as well on Facebook, Instagram, Messenger and audience network. We chose this option as Facebook is a very reliable brand and knows how to advertise content. We decided to rely on Facebook to make the most of our app advertising.

We decided to put five pictures of the app to give a global overview of the app feature without overloading the potential new users with information.
A short sentence is added to each picture to give some complementary information about the picture.

Concerning Facebook mobile and desktop advertising budget, we will spend around 5.000€ at the beginning and we will decide the amount we will reinvest considering the results of the campaign.
About the payment method, we cannot choose the payment method. Facebook is imposing the payment method CPM (cost per thousand impressions) if it is the first time we are promoting the company using Facebook.

As we want to spend around 5000€ for the advertising, taking into account the average CPM of Facebook of 10.66€[1], this investment will lead to 469.043 impressions. Knowing that the Facebook CTR is about 2.34%, we can expect 10.975 clicks on the add placements (Prater, Facebook Ads CPM, CPC, & CTR Benchmarks for Q4 2017, 2018).

c) Interstitial in-app advertising

Once the brand awareness is increased, we can boost our app through interstitial advertising in other apps. This will be done through Ironsource. This marketing assistant is using (cost per install) CPI pricing which is more expensive than CPC. When paying with CPI we first have to make sure that the retention rate on the app is sufficient enough to pay back the CPI of each new customer.

This tool will be used for later in our marketing strategy.

2.1.3. Earned media

a) Word of mouth

The power of the word of mouth marketing has already be proven as being the most successful promotion method. According to (Wiley, 2017), 92% of the customers say they trust W-O-M recommendations more than other types of advertising.

This form of promotion is the most powerful but takes time to build, requires strategic thinking and serious work.

Our guerilla marketing work and influencer marketing which will be made since the launch of the app will help the word of mouth to grow significantly. PleezMee will be very active on social media, reacting with the users, commenting lifestyle publication, and create a relationship with the internet users. This kind of marketing will create reactions from the Internet users on social media channels and create word of mouth. Also the fact that PleezMee is using influencers to promote its concept and values will create word of mouth (Jankowski, 2013). Indeed, influencers are having a lot of followers that are reacting to their posts and ideas. The influencers are having a considerable power on their followers, influencing their ideas and actions. The fact that influencers are promoting PleezMee will raise interest from the followers and create reactions.

A last way to increase the word of mouth will be to make PleezMee become a thought

[1] 12.45$

leader. Indeed, thanks to Instagram, everybody can now influence people and become an influence leader. We will invest a lot of time on the Instagram profile of PleezMee to create interesting content, post regularly about last trends, nice stories and interesting deals. By having a lot of followers on Instagram, PleezMee will be able to make word of mouth easy with each publication.

b) Influencers that become brand advocates/promoters

Once PleezMee will gain some community and awareness, influencers who are liking the app can become brand advocates without receiving a compensation. This earned promotion is not happening a lot but is very powerful. This form of earned media will be for later when PleezMee will be more famous

c) Search engines authority

Through search engines optimization (SEO), PleezMee will have more and more authority on the search engines and will be found more easily as gift assistant and idea organizer. The blog posts that we will write regularly will have to increase the authority of PleezMee on search engines. Search engine optimization will take a lot of time but will be worth at the end if we are ranking good, and it will lead to more downloads of the app.

2.2. The promotion schedule

The promotion schedule for the first year of activity is set below. We are planning to do an intensive promotion for the launch of the app at the end of the year, taking profit of the fact that Christmas and New year are coming and that PleezMee will be a very useful tool for the organization these two events. We are continuing the intensive promotion until January taking profit of the January sales period.
Also, it can be seen on the development schedule that we are investing more intensively in the promotion between May and July. This is due to the fact that the summer sales period is happening at the end of June and that PleezMee downloads can increase significantly during this period.

LAUNCH

Promotion plan		Q3	Q4			
		September	October	November	December	January
Guerilla marketing	Family and friends					
	Facebook promotion					
	Instagram promotion					
	Twitter promotion					
	Youtube promotion					
	Website promotion					
	Blog posts					
	Brand partner promotion					
Paid advertising	Influencer marketing					
	Facebook advertising					
	In-app advertising					

Figure 25: Promotion schedule

Promotion plan		Q1		Q2					Q3
		February	March	April	May	June	July	August	September
Guerilla marketing	Family and friends								
	Facebook promotion								
	Instagram promotion								
	Twitter promotion								
	Youtube promotion								
	Website promotion								
	Blog posts								
	Brand partner promotion								
Paid advertising	Influencer marketing								
	Facebook advertising								
	In-app advertising								

: Very intensive promotion
: Intensive promotion
: Moderate promotion

Chapter 3: The pricing strategy

PleezMee will be totally free to download. In this way, we will boost the downloads and gain users rapidly. In contrast with paid applications, we are going to get many more downloads (easily 10 times more) than other paid apps, but we will make less money on each user in the short term (Sandberg & Rollins, 2013).

We are going to build our pricing strategy through a comparative pricing strategy, basing our price following the prices of the leading online advertisers in the world. As the competition in this sector is high, if the prices are too high, the customer will move to other services.

One of the primary sources of revenue of the app PleezMee will be generated though the advertisings on the app provided by the partners of PleezMee. Although ads come in many shapes and sizes on mobile apps, PleezMee will focus on three basic ad types: Banner ads, interstitial ads and native ads.

1) Banner ads

The banner ads will appear on the top of the page and are discreet. Banner ads' size will be between 320*50 and 300*50 for mobile.

2) Interstitial ads

Interstitial ads are way more visible than Banner ads and so more powerful. These ads are full-screen ads and are lasting a predetermined time before returning the user back to the application. These ads are more expensive but are also more disruptive for the user experience. We are going to be very careful with these interstitial apps, although those will generate a lot of money per impression, we don't want to deteriorate the user experience of PleezMee.
The interstitial ads will be fullscreen, we will ask for a picture size of 320*480.

3) Native ads

Native ads will be composed by ads directly included in the newsfeed. These ads are less disruptive than the interstitial ads. In fact, if the user does not want to see these ads, he just has to scroll down the page a bit.
For PleezMee we will ask for a square banner of 300*250.

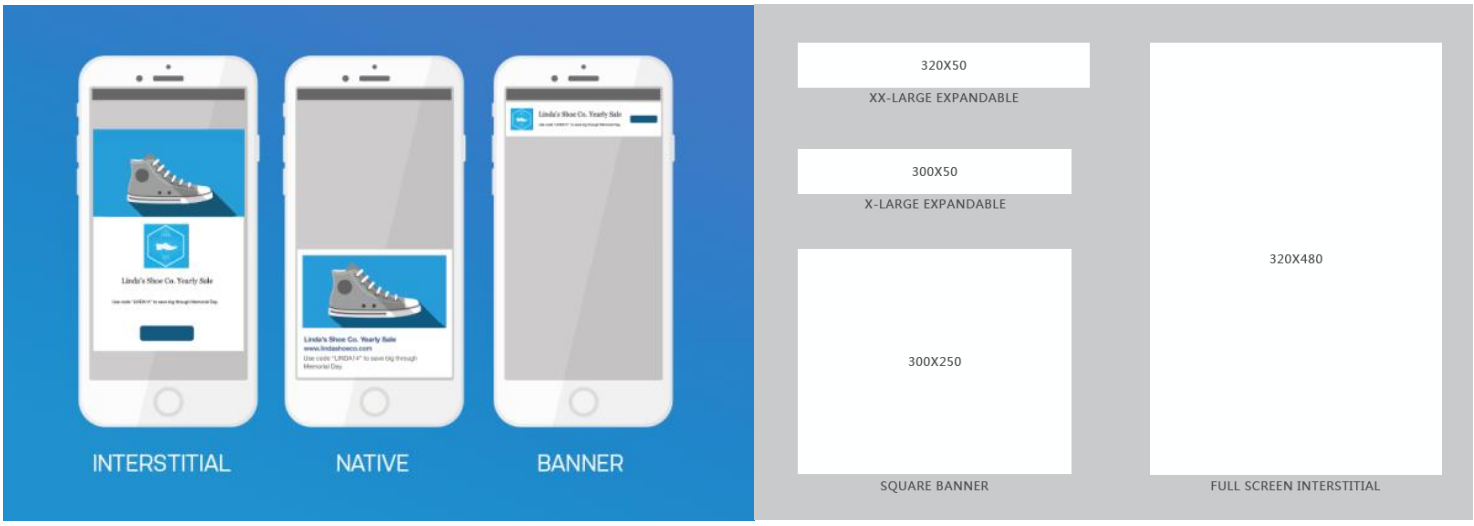


Figure 26: Advertising placement norms - source: (Adroll, 2018)

We will base our pricing method on Cost per click (CPC) and Cost per thousand impressions (CPM). The CPC and CPM of competitors in the sector are very difficult to determine as these are very volatile and are depending on many factors. Indeed, a click on an advertising doesn't cost the same depending on many factors (target audience, placement, time of the year, ad quality, etc.).

The online literature about advertising cost on online platforms is not easy to find and sources are giving different data. For example, AdEspresso (2018) and Adstage (2018) are etimating the average CPC of Facebook for the Q4 of 2017 and are giving different results. While AdEspresso is estimating an average CPC of $0.97, Adstage is giving an average CPC of $0.54.

We will decide to continue our analysis with the data found on Adstage for several reasons. Indeed, Adstage is very relyable because it is based on the analysis of several billions of ads on online platforms (ex. Adstage is analyzing 4.3 billion ad impressions for the LinkedIn advertising report).
Moreover, Adstage is trusted by repected brands and agencies as Pearson, Purple, Hanapin or Hired.
Finally, Adstage is proving information and useful data on different online advertising platforms. That will allow us to compare the different online advertisers.

Prater (2018) shared several advertising analysis on the website Adstage. He found some very interesting data. Thanks to his analysis, we can build a table with the average

Cost per thousand impressions (CPM) , Cost per click (CPC) and Click Through Rate (CTR) of the main online advertising platforms.[1]

	Facebook[2]	Google Adwords[3]	Twitter[4]	LinkedIn[5]
CPM	$12.45	$78.47	$5.92	$8.39
CPC	$0.54	$0.36	$0.36	$6.50
CTR	2.34%	8.33%	1.76%	0.13%

Figure 27: CPM - CPC - CTR

CPM : Cost per thousand impressions of the advertising

CPC : Cost per click on the advertising

CTR : Click Though Rate – Number of Clicks / Number of impressions * 100

In this table, we can first highlight the fact that the CPM and CPC are impacted by the CTR. If the CTR is very high (as for Google Adwords), an impression of an advertising will be worth more as the possibility that a surfer clicks on it is increased. So, the CPM will be higher. If the CTR is very low, the probability that people click on the add is lower and the CPC will increase.

But we have to keep in mind that if the CTR is low for an advertising platform it does not mean that the platform is not good for advertising. People can still see the ad without clicking on it. That will still increase the brand awareness but without increasing the traffic on the website or app.

The average CPM[6] of the analyzed online advertisers is $8.92 (7.67€[7]) and the average CPC[8] is $0.42 (0.36€).

[1] Unfortunately, I could not find reliable and complete data about Pinterest pricing on the web.
[2] Information found on https://blog.adstage.io/2018/02/13/facebook-ads-benchmarks-q4-2017
[3] Information found on https://blog.adstage.io/2018/02/14/google-adwords-benchmarks-q4-2017
[4] Information found on https://blog.adstage.io/2018/02/15/twitter-ads-cost-2017
[5] Information found on https://blog.adstage.io/2017/09/19/linkedin-cpc-increase-2017
[6] For this calculation we do not take into account the CPM of Google Adwords. Indeed the CPM is impressively high due to the high CTR.
[7] Conversion $/€ on the 13.07.2018
[8] For this calculation we do not take into account the CPC of LinkedIn. Indeed, the CPC is impacted by the low CTR and is impressively high.

3.1. CPM Pricing

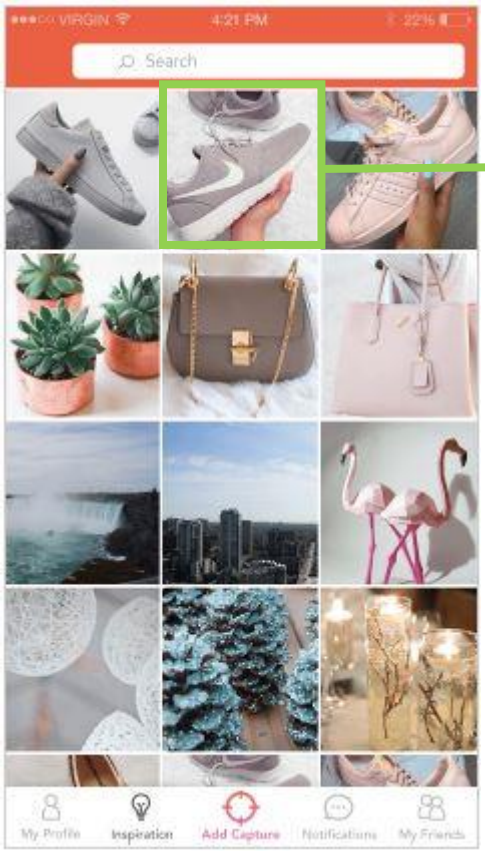
For PleezMee, we will base our pricing on the pricing of the main online advertising platforms. To make the pricing strategy easier at the beginning, we will base the pricing only on CPM. The standard partner companies that want to promote their brands on PleezMee will only pay for the impressions of their advertisings on our platform. To be competitive with the other advertising platforms, we will set our CPM at 7€, a bit under the average CPM.

By managing itself all the ads on the app, and to not pass through an intermediary to place the ads on the app (Admobs, Mobclix, etc.), PleezMee keeps a real track of the advertising on the app and is increasing the revenues generated by the ad placements on the app.

3.2. Premium partnership

PleezMee will also propose reports for premium partnerships for 100€/month. Thanks to Mixpannel, PleezMee will have a complete analysis of all that is happening on the app, it will know what the users like the most and the best performing ads. PleezMee will provide the premium partnership brands with a complete report including wish lists basic reporting, strategic reporting, complete analytics of the brands advertising on the app.

Through premium membership, PleezMee will also allow the brands to create an account on the app to promote their brand and share their lists of products on the app. Users on the app can become “friends” with their favourite brands to follow their latest updates and see their new products.



Here is the inspiration section of the PleezMee app of a user that is friend with the Brand "Nike" on the mobile app. When a user becomes friend with another user on the app, PleezMee is inserting some of the friends' pictures on the newsfeed of the user according to an algorithm. We can see that through premium membership, Nike is becoming more visible on the app. The picture of the shoe (green suare) is a picture that is available on the profile of Nike and that is also appearing on the inspiration feed.

Figure 28: Premium partnership placement

To promote premium partnership service, we will provide the services of premium partnership for free on the first month after the onboarding of the new partner. After this first month, the partner company will decide to continue or not the contract with PleezMee and then chose for the paid version of the premium partnership for 100€/month.

The premium partnership service will also be totally free for the premium partner companies before PleezMee reaches 10.000 active users.

Chapter 4: The Human resources strategy

The actual PleezMee team is composed by the CEO (Nicolas Juckler), the co-founder & artistic director (Sarha Marly), one communication trainee (Mathilde Toril Garcia) and one e-commerce trainee (Soufiane Begdouri).

The main functions of Nicolas Juckler, CEO, is to lead the company by accomplishing

financial, HR, strategic and brand development tasks. The functions of Nicolas are very large, indeed, he is in charge of controlling the overall financial health of the company, providing a clear product vision, creating an exciting company culture, managing the team and partnerships, having an ongoing communication with investors and managing the brand image and brand development.
The Artistic director, Sarha Marly is in charge of the artistic content of PleezMee, the overall design of the app and creating interesting content for social media publications and on the app. She will also work for the business development and manage partnerships.
The trainees are managed by the CEO and are in charge of improving the awareness of PleezMee on social media, communicating with potential users, and SEO.

4.1. Post-launch Strategy

On the short term we are going to hire three employees and search for other trainees. We are planning to hire two full time developers. Having developers in the team will allow us to make modifications in the app more easily than hiring an external consulting company as Leaware. After several weeks, the PleezMee developers will have a good knowledge of the code of the app and will handle the app easily. The mission of the developers will be to implement all the minor and major modifications in the app that are required to adapt the app from the feedback of the users. They will be also responsible to add on the app all the advertising placements. To be sure that the app will be as fluid and practical as possible, having two full time developers will be crucial for PleezMee.
Having full time developers will allow us to have a more efficient communication and better tracking of the app development. We are hiring two developers (One senior and one junior) to be sure that we will have a quality work and that the app updates will be done quickly. We need a senior developer with already good experience with mobile app development to ensure good quality work. The junior developer will be under the lead of the senior developer and will gain experience and skills rapidly.

We are also planning to hire a partnership manager. The partnership manager will work in the business development, and will be responsible for a part of the ongoing partnerships PleezMee has. As PleezMee is planning to increase its partnerships during

the following years, we will need partnership managers to ensure good service for the partners, good reports and also to develop our business to new partnerships. The number of partnership managers will increase in parallel with the number of partners we have to manage.

We are planning to hire young partnership managers with no or low experience that just finish their degree in business high schools. We will offer them an exciting job, with lot of responsibilities and allow them to gain experience very quickly.

We are going to search for more trainees finishing their master degree and searching for an internship in Business Development.

The trainees will be responsible for different tasks. First, the trainees will work on SEO by creating blog content to improve the ranking on search engines and improve PleezMee authority.

The trainees will also work on social media, reply to questions on Facebook, Twitter, Instagram. They will also comment several lifestyle posts to improve PleezMee visibility on social media.

The last task of the trainees will be to provide interesting content on the PleezMee app, upload nice ideas in the inspiration feed and react in the comment section in the app.

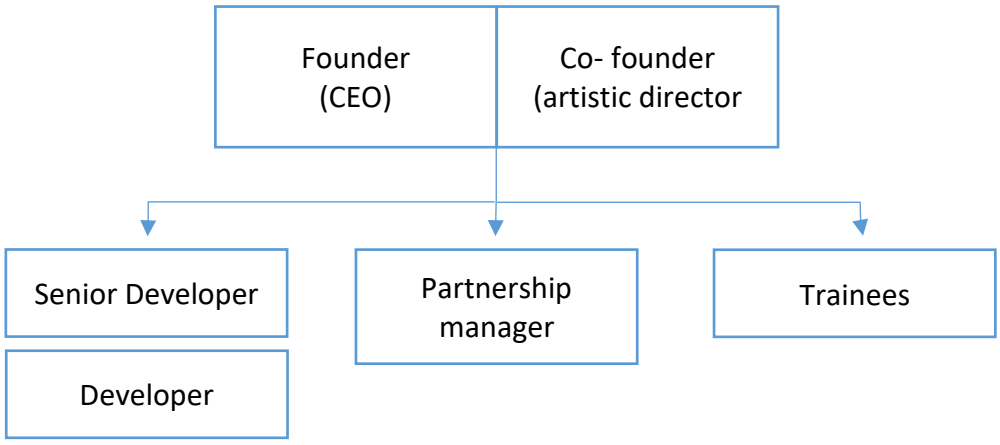


Figure 29: Post-launch HR architecture

4.2. Short-term strategy

At the begin of 2020, one year after the launch, due to the expected business growth, we are going to hire three more full time employees. Indeed, as we are targeting to reach 400 partnerships (whose 200 premium

partnerships) at the end of 2020. We will hire two new partnership managers that will be responsible for a part of the ongoing partnerships PleezMee has. They will be in charge of helping the founder with the current partnerships that PleezMee has, review the deals, communicate with them and boost the partnerships. We are going to hire junior partnership managers that made their studies in a business high school. We are proposing an interesting position for these young talents. Indeed, as we are a new company, the partnership managers will quickly gain lot of responsibilities and experience and will be soon at the head of a team when the startup will expand more.

Due to this growth in community, we will also hire a community manager. The community manager will report to the CEO and artistic director all what is happening on the app, and will be the brand ambassador online. The community manager will be responsible for the e-reputation of the brand. He will check online on websites, blogs, forums etc. all what is said about the brand PleezMee and extract all the information he can find.
The community manager will also be responsible for the Social Media Optimisation (SMO), create and provide digital content.
The future trainees will be under the supervision of the community manager. They will help her/him in these tasks.

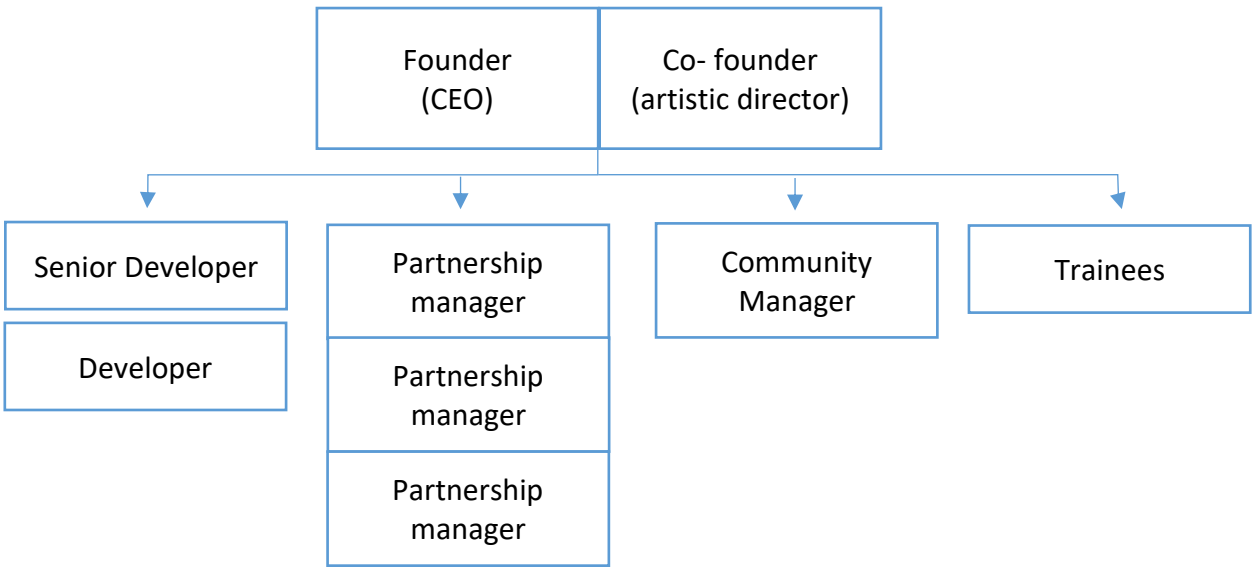


Figure 30: ST RH strategy

4.3. Long-term Strategy

At the end of 2020, two years after the launch of the app, we are expecting around 170.000 active users on the app (See microsegmentation). In 2021 we are planning to expand our market to the European market, targeting a lot of new potential users. To manage and control this expansion successfully, we will need to hire more employees.

According to this growth in users, we will need to hire a third developer. As the community on the app is growing, we will need more developers to add the advertisings on the mobile app and always check the app security, bugs and app maintenance.
We are also planning to hire a fourth developer according to the community growth and the needs in app maintenance.

To boost our partnerships with brands in all Europe, we are going to promote the best of our partnerships to the business development director function and he will be responsible for managing the partnership managers. Moreover, we are also going to hire one more partnership manager to anticipate the business growth, and ensure partnerships' quality as we are expanding our service to all Europe.

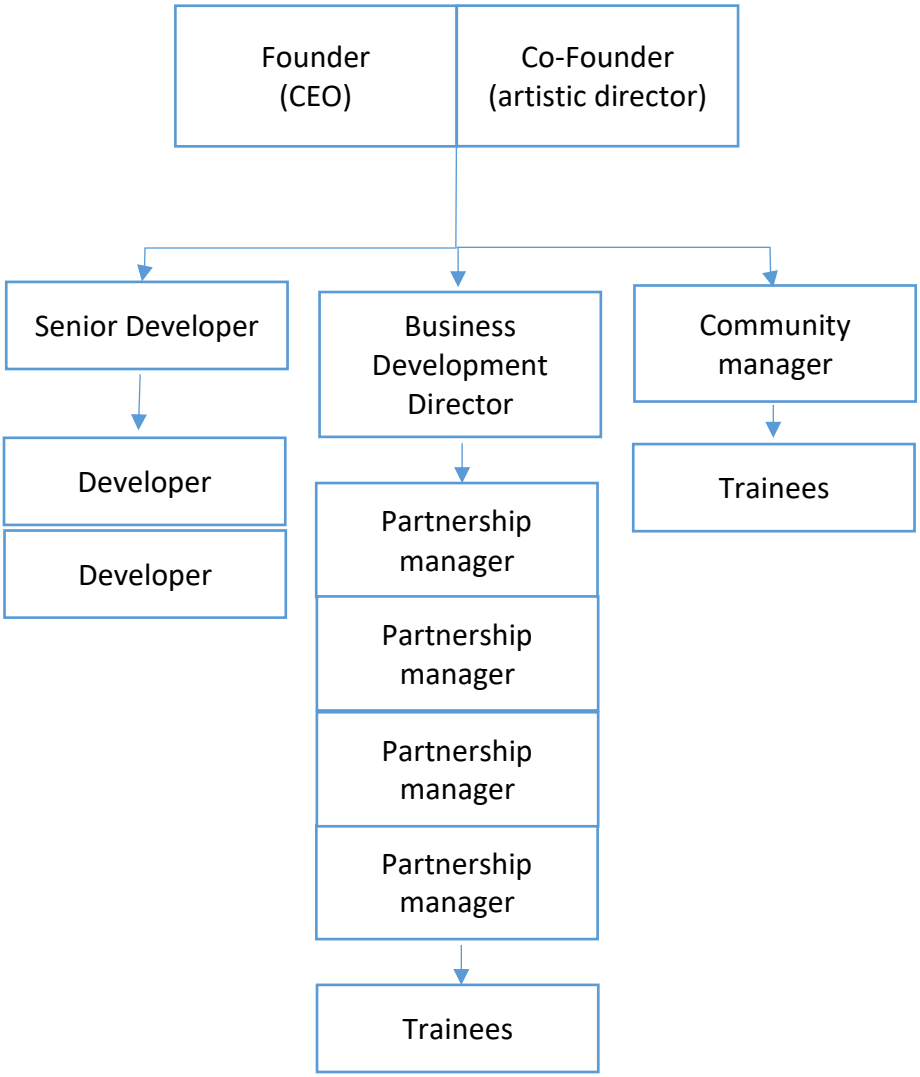


Figure 31: LT RH Strategy

4.4. Talent attraction strategy

One of the key success factors of a successful startup is a motivated, engaged and flexible workforce with good skills (Janssen, 2016). We need to find and attract good talents to join our team and help us to develop PleezMee in an effective way.

We are going to be present in some universities/high schools' job fairs, put job announcements on Facebook groups to collect CV and present the company in student events.

Moreover, we will be allocating a budget of 1000€ per year for student organization sponsorship. Thanks to that, our company will increase our awareness in universities and higher schools and we will be able to recruit young talents more easily.

Part 4 – The Financial Plan

In this section is explained all the financial planning since the repurchase of the app in September 2018. For more details about the financial planning, see the excel tables in [*Appendix 10]*.

We will begin to calculate the revenue generated by our partners at the begin of 2019. Indeed, we decided not to charge our partners until we reach the amount of 10.000 active users on the platform. According to our estimations [*see Part 2.],* we are expecting more than 10.000 users in January 2019.

At the beginning of 2019, we are targeting to have the 25 standard partners that we closed in November for the launch of the app on the online stores and to reach the number of 10 premium partnerships (included in the 25 standard ones).

To forecast our business evolution, we found reasonable to close around 200 new standard partners per year, whose 100 premium partners per year, until 2020. After 2020, according to our business evolution, and the human resources growth, we are expecting to close 400 new standard partnerships per year, whose 200 premium. But, concerning the number of standard partnerships buying PleezMee ad placements, we have to be sure that the number of users will be sufficient enough to see all the advertisings that will appear on the platform.

It is really difficult to estimate how much revenue we will generate with our standard partners as each partner can allocate a different budget for digital marketing. So, we have to make some assumptions to make a plausible calculation of the future revenues of PleezMee.

We can find on the Internet diverse sources advising to invest around 5€/day in Facebook advertising to make effective campaigns (Duchesnes, 2016) (Clydes Formation, 2017). For our business, we will follow this advice and encourage our partners to invest this amount in our campaigns. According to the fact that we are selling 1000 impressions on our platform for 7€, PleezMee will deliver 714 impressions for 5€. Each partner will then allocate 150€/month for impressions on the platform.

To calculate our future revenue, we will make the assumption that each partner invest

150€ per month in our service for placing advertisings. But, we have to be sure that the number of users will be sufficient enough to see all the impressions that will appear on the platform.

Referring to a report from Localytics (2017), the average amount of time a user spends in an app is 73.57 mins/month.

If we make the assumption that an average user is seeing one advertising every 2 minutes on the app (Hillis, 2012), it means an average of 36 impressions per month per user on an app.

According to our calculation and taking into account our active user growth, we will only be able to close a maximum of 118 normal partnerships spending 5€ per month in advertising at the end of 2019. Indeed, the number of users on the app will not be sufficient enough to have 200 partners allocation 150€ per month for impressions on

	year 0 - 2018												TOTAL -
	1/2018	2/2018	3/2018	4/2018	5/2018	6/2018	7/2018	8/2018	9/2018	10/2018	11/2018	12/2018	2 months
PleeMee Premium parners	-	-	-	-	-	-	-	-	-	-	-	-	-
PleezMee Standard partners	-	-	-	-	-	-	-	-	-	-	-	-	-
	year 1 - 2019												
	1/2019	2/2019	3/2019	4/2019	5/2019	6/2019	7/2019	8/2019	9/2019	10/2019	11/2019	12/2019	12 months
PleeMee Premium parners	10	18	27	36	45	52	61	69	77	85	92	100	100
PleezMee Standard partners	25	27	36	45	54	64	73	82	91	100	109	118	118
	year 2 - 2020												
	1/2020	2/2020	3/2020	4/2020	5/2020	6/2020	7/2020	8/2020	9/2020	10/2020	11/2020	12/2020	12 months
PleeMee Premium parners	108	116	124	132	140	148	156	164	172	180	188	200	200
PleezMee Standard partners	138	149	160	172	183	194	205	216	227	238	249	261	261
	year 3 - 2021												
	1/2021	2/2021	3/2021	4/2021	5/2021	6/2021	7/2021	8/2021	9/2021	10/2021	11/2021	12/2021	12 months
PleeMee Premium parners	217	233	250	266	283	300	316	333	349	366	383	400	400
PleezMee Standard partners	371	467	500	533	567	600	633	666	700	733	766	800	800
	year 4 - 2022												
	1/2022	2/2022	3/2022	4/2022	5/2022	6/2022	7/2022	8/2022	9/2022	10/2022	11/2022	12/2022	12 months
PleeMee Premium parners	417	433	450	466	483	500	516	533	549	566	583	600	600
PleezMee Standard partners	833	867	900	933	967	1 000	1 033	1 066	1 100	1 133	1 166	1 200	1 200

Figure 32: Partner evolution forecast

the platform.

Here is the forecasted partner evolution until 2022.

Chapter 1: The Investment

For the constitution of the company, we will be allocating 1500€ for the constitution costs[1].

We will make an offer of 20.000€ for the repurchase of the app and all the rights on the app and brand PleezMee from Vanessa Davin.[2]

We are also investing 40.000€ in 2018 for the development of the app on Android. This give us a total investment of 61.500€ in 2018.

[1] Data from Impulse Bruxelles

[2] As Mrs. Davin didn't find any buyer for the mobile app yet, there is a very high chance she will accept

Then, as we are hiring full time developers, those will be working 20% of their time working for our partners placing their ads on the app and 80% of their time on app development. We will put 80% of the salary of the developers as investments (Intangible assets) in the balance sheet and 20% as Payroll costs in the income statement.

The amortization length for the investments is 5 years as digital technology is evolving very quickly and an app quickly becomes obsolete after a few years.

Chapter 2: The Income statement

	Revenue
(-)	*COGS*
=	**Gross Profit**
(-)	*Operating expenses*
	(+) General charges
	(+) Payroll
=	**EBITDA**
(-)	*Amortization & Depreciation*
=	**Operating Income**
(-)	*Interest & Taxes*
=	**Net income**

Figure 33: Income statement structure

2.1. Revenue

The Premium partnership and standard partnership CPM prices are respectively 100€/month and 7€.

By multiplicating our number of partnership forecasted [*figure 34*} by their selling prices, we obtain our revenue forecast.

	year 0 - 2018												TOTAL - 2 months
	1/2018	2/2018	3/2018	4/2018	5/2018	6/2018	7/2018	8/2018	9/2018	10/2018	11/2018	12/2018	
PleeMee Premium parners	-	-	-	-	-	-	-	-	-	-	-	-	-
PleezMee Standard partne	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-
	year 1 - 2019												
	1/2019	2/2019	3/2019	4/2019	5/2019	6/2019	7/2019	8/2019	9/2019	10/2019	11/2019	12/2019	12 months
PleeMee Premium parners	1 000	1 800	2 700	3 600	4 500	5 200	6 100	6 900	7 700	8 500	9 200	10 000	67 200
PleezMee Standard partne	3 728	5 415	6 769	8 122	9 476	10 830	12 184	13 537	14 891	16 245	17 599	18 953	137 749
Total	4 728	7 215	9 469	11 722	13 976	16 030	18 284	20 437	22 591	24 745	26 799	28 953	204 949
	year 2 - 2020												
	1/2020	2/2020	3/2020	4/2020	5/2020	6/2020	7/2020	8/2020	9/2020	10/2020	11/2020	12/2020	12 months
PleeMee Premium parners	10 800	11 600	12 400	13 200	14 000	14 800	15 600	16 400	17 200	18 000	18 800	20 000	182 800
PleezMee Standard partne	20 611	22 269	23 927	25 586	27 244	28 902	30 560	32 218	33 876	35 535	37 193	38 853	356 774
Total	31 411	33 869	36 327	38 786	41 244	43 702	46 160	48 618	51 076	53 535	55 993	58 853	539 574
	year 3 - 2021												
	1/2021	2/2021	3/2021	4/2021	5/2021	6/2021	7/2021	8/2021	9/2021	10/2021	11/2021	12/2021	12 months
PleeMee Premium parners	21 660	23 320	24 980	26 640	28 300	29 960	31 620	33 280	34 940	36 600	38 260	40 000	369 560
PleezMee Standard partne	55 279	69 570	74 535	79 500	84 465	89 430	94 395	99 360	104 325	109 290	114 255	119 280	1 093 686
Total	76 939	92 890	99 515	106 140	112 765	119 390	126 015	132 640	139 265	145 890	152 515	159 280	1 463 246
	year 4 - 2022												
	1/2022	2/2022	3/2022	4/2022	5/2022	6/2022	7/2022	8/2022	9/2022	10/2022	11/2022	12/2022	12 months
PleeMee Premium parners	41 660	43 320	44 980	46 640	48 300	49 960	51 620	53 280	54 940	56 600	58 260	60 000	609 560
PleezMee Standard partne	124 245	129 210	134 175	139 140	144 105	149 070	154 035	159 000	163 965	168 930	173 895	178 860	1 818 632
Total	165 905	172 530	179 155	185 780	192 405	199 030	205 655	212 280	218 905	225 530	232 155	238 860	2 428 192

Figure 34: Revenue forecast

2.2. Gross Profit

We do not have any cost of goods sold as we don't have direct costs that are attributable to the production of the services sold by PleezMee. Placing ads on the app or reporting the trends of PleezMee do not require any raw material of direct costs. The gross margin is 100% and the gross profit is equal to the revenue.

2.3. Operating expenses

The complete table with all the operating expenses per month can be found in the Appendix 10. Due to the high amount of data, we will just include here the table with a summary of the operating expenses per year.

	VAT	TOTAL - 2018	TOTAL - 2019	TOTAL - 2020	TOTAL - 2021	TOTAL - 2022
		4 months	12 months	12 months	12 months	12 months
610 - Retal expenses	*21%*	-	15 300	24 480	33 660	33 660
6120 - Consumables - Water, gas, electricity,	*21%*	-	-	-	-	-
6121 - Consumables - Telephone, GSM, Internet	*21%*	320	2 400	3 840	5 280	5 280
6124 - Consumables - Others	*21%*	200	600	600	600	600
6131 - Insurances HR exlu. (fire, theft, cars, credit)	*21%*	-	-	-	-	-
61321 - Experts' fees - Bookkeepers and accountants	*21%*	1 000	4 800	8 000	11 000	-
61321 - Experts' fees - Social secretariats	*21%*	140	1 680	2 940	4 200	4 200
61321 - Experts' fees - Lawyers	*21%*	-	20 000	20 000	20 000	20 000
61321 - Experts' fees - Others	*21%*	-	5 000	5 000	5 000	5 000
61330 - Transport costs - Employees	*21%*	800	6 000	9 600	13 200	13 200
61331 - Transport costs - Business Trips	*21%*	-	6 000	9 600	13 200	13 200
61332 - Transport costs - Others	*21%*	-	-	-	-	-
6140 - Commercial costs - Publicity and announcements	*21%*	10 000	35 000	53 957	146 325	242 819
6143 - Commercial costs - Fairs and exibitions	*21%*	-	1 000	1 000	1 000	1 000
6144 - Commercial costs - Others	*21%*	1 676	3 196	3 317	3 317	3 317
615 - Other subcontracting costs	*21%*	-	-	-	-	-
6230 - HR Costs - employee insurances	*21%*	147	1 727	2 644	3 716	3 828
6400 - Taxes - Vehicules and others	*21%*	-	-	-	-	-
6402 - Taxes - Region, Provinces, Town	*21%*	-	-	-	-	-
66 - Unforseen	*21%*	-	12 000	12 000	-	-
TOTAL (VAT excl.)		14 283	114 703	156 979	260 498	346 104

Figure 35: Operating expenses forecast

2.3.1. General charges

a) Retail expenses

We chose to rent a co-working place in Brussels rented by the company Multibureau[1]. The working place is rented for 255€ per month per person. All charges are included (water, gas, electricity, high-speed internet, insurances, etc.)

[1] https://startupshelter.be/blog/liste-des-espaces-de-coworking-a-bruxelles-liege-belgique/

b) Consumables – telephone, GSM, internet

The Internet is comprised in the rent of the co-working office. Concerning the GSM, as we will make a lot of communications with partners, influencers etc., we will provide an unlimited phone package (Orange Aigle[1]) for 40€ per person per month.

c) Consumables – Others

We are allocating a budget of 50€ per month for all the other consumables as the pens, sheets, etc.

d) Expert's fees – Bookkeepers and accountants

For these fees, we are allocating a budget depending on the revenue, the number of employees and the number of transactions.[2]

e) Expert's fees – Social secretary

Concerning social secretary fees, we estimated a budget of 35€ per employee[3] per month.

f) Expert's fees – Lawyers

We estimated a budget of around 20.000€ for the lawyer fees. Indeed, we need a lawyer to control that the data collection procedures are respecting the legislation.

g) Expert's fees - Others

We will proceed every year with an audit of the app done by Experts in the mobile application development. The audit will help us to improve the user experience on the app. We are allocating a budget of 5000€ for the audit of the app every year[4].

h) Transport costs – Employees

Concerning the transport costs for the employees, we will provide each employee with a STIB[5] card (49€/month) for public transport. We will allocate a total budget of 100€ per employee to also cover the extra fuel charges to come to the offices in Brussels.

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[1] Seen on https://www.orange.be/fr/produits-et-services/abonnements/aigle?gclid=EAIaIQobChMI57iT7cK83AIVimwbCh1uPAvqEAAYASAAEgKinPD_BwE

[2] Estimations given by Mr. Philippe Juckler, expert accountant

[3] Data received from Guichets de l'économie locale Bruxelles

[4] Mrs. Davin already made an audit that costed 5.000€. We are planning to make the same audit each year

[5] Seen on https://www.stib-mivb.be/article.html?l=fr&_guid=800309e8-1983-3410-b599-e90c40f84dea

i) Transport costs – Business Trips

The business trips charges are depending on the company size. A certain budget is allocated each month to cover all the transport charges to go to events, meetings, exhibitions, etc.

j) Commercial charges

Commercial costs		Price	2 018	2 019	2 020	2 021	2 022
Ads & insertions	Influencer marketing	Variable	10 000	20 000	10% revenue	10% revenue	10% revenue
	Facebook advertising	10,66€ CPM		10 000			
	In-app advertising	Variable		5 000			
Fairs and exibitions	Student organisation sponsorship	Variable	1 000	1 000	1 000	1 000	1 000
Others	Intercom	91€/month	364	1 092	1 092	1 092	1 092
	Mixpannel	855€/year		10 260	10 260	10 260	10 260
	Google Play store	22€/app	22				
	Apple App Store	99€/year	99	99	99	99	99
	Flyers	121/year	121	121	121	121	121
	Website fee	10€/month	40	120	120	120	120
	Visit cards	30€/year	30	30	30	30	30
	PleezMee events	1000€/year	1 000	1 000	1 000	1 000	1 000
		Total	12 676	48 722	67 679	160 047	256 541

Figure 36: Commercial charges estimation

Publicity and Announcements

The budget for promotion is increasing every year. Since 2020, we will be allocating around 10% of our total revenue in digital marketing (Bang, 2014). A more detailed analysis of the budget allocation is explained in the Part 3 - Operational Strategy.

Fairs and exhibitions

A budget of 1000€ per year is allocated for the sponsorship of student organizations to gain in visibility and attract young talents.

Others

Other commercial charges are including a large number of costs. We need to pay the fees of all our commercial suppliers as Intercom[1], Mixpannel[2] and Online stores[3]. Also, we are going to print around 10.000 flyers A5[4] each year and 1000 business cards[5].

[1] 91€/month : https://www.intercom.com/fr/pricing
[2] 855€/month : https://mixpanel.com/home/

[3] Apple App store : 99€/year Google Play stores : 22€
[4] 10.000 flyers A5 : 121€/year https://fr.onlineprinters.be
[5] Vistaprint – 29.98/1000 card impressions https://www.vistaprint.be/fr/

Moreover, we need to pay for the website[1] and we are going to organize some PleezMee events each year for a budget of 1000€ annually.

k) HR insurances

HR insurances will cost about 0.8% of the total payroll per year (La Baloise insurance[2]).

l) Taxes – Region, Provinces, city

The Brussels capital region is not taking taxes anymore on businesses, since 2016[3].

i) Unforeseen costs

We are allocating a budget of 1000€ per month for the unforeseen costs.

2.3.2. Payroll

Employees		
Function	**Gross starting salary**	**Entry date**
Artistic director	*3 000*	*1/09/18*
Senior Developer 1	*3 951*	*1/01/19*
Junior Developer 1	*2 658*	*1/01/19*
Partnership manager 1	*2 047*	*1/01/19*
Partnership manager 2	*2 047*	*1/01/20*
Partnership manager 3	*2 047*	*1/01/20*
Community manager 1	*1 796*	*1/01/20*
Partnership manager 4	*2 047*	*1/01/21*
Partnership manager 5	*2 047*	*1/01/21*
Junior developer 2	*2 658*	*1/01/21*
Annual salary increase		*3,0%*
National Social Security contribution		*32,0%*

Figure 37: Payroll table

Concerning the employees' payroll, we are increasing the salary annually of 3% (Thompson, 2018).

Moreover, we are paying 32% of the gross salary as National social security contribution (Office National de sécurité sociale, 2018).

[1] Website : Combell - 9.33/month https://www.combell.com/fr/hebergement/hebergement-web?gclid=EAIaIQobChMI_YLmjNC83AIVyIjVCh2KfA4WEAAYASAAEgKo3fD_BwE
[2] https://www.baloise.be/fr/particuliers.html
[3] https://fiscalite.brussels/taxe-regionale-pour-les-entreprises-et-les-independants

a) Artistic Director

The gross salary of our Artistic director will be around 3000€ per month (NSSC non incl.). This is a good salary for a young artistic director with almost no experience.

b) Senior developer

The senior developer salary will be around 3951€ per month (NSSC non incl.). This is the average salary for a developer with 4-6 years of experience[1] (between 50.000€-60.000€/year).

c) Junior developer

The junior developer will have a gross salary of 2658€ per month (NSSC non incl.). This is the average salary for a young developer with 0-2 years of experience[2] (between 34.000-40.0000€/year).

d) Partnership manager

For the partnership manager, we will recruit young workers that just finished their business studies. We will give them a gross start salary of 2047€ per month [3](NSSC non incl.).

e) Community manager

The community manager will have a gross start salary of 1796€ per month [4](NSSC non incl.). Indeed, almost no experience is needed to become community manager, so the salary is not so high.

f) Director remuneration

The director remuneration[5] will begin only in 2019 with 4000€, gross salary, per month. In 2020, the salary stays at 4000€/month. Then in 2021, due to the higher revenues, the salary reaches 6000€ per month and up to 8000€ per month in 2022.

[1] http://www.journaldugeek.com/2014/08/27/etude-le-salaire-des-developpeurs/
[2] http://www.journaldugeek.com/2014/08/27/etude-le-salaire-des-developpeurs/
[3] https://start.lesechos.fr/rejoindre-une-entreprise/actu-recrutement/zoom-sur-le-business-developer-le-commercial-nouvelle-generation-5915.php
[4] http://www.blogdumoderateur.com/salaire-community-managers-france-2014/
[5] htt/www.smartcompany.com.au/startupsmart/news-analysis/sydney-entrepreneur-built-salary-calculator-show-startup-founders-paying-much/ps:/

2.4. EBITDA, Operating income, Net income

	2018	2019	2020	2021	2022
Turnover	**-**	**204 949**	**539 574**	**1 463 246**	**2 428 192**
PleezMee premium partnership target	-	67 200	182 800	369 560	609 560
PleezMee advertising views target/1000	-	137 749	356 774	1 093 686	1 818 632
COGS	**-**	-	-	-	-
Gross profit	**-**	**204 949**	**539 574**	**1 463 246**	**2 428 192**
Gross margin		100,0%	100,0%	100,0%	100,0%
Operating expenses	**32 510**	**259 661**	**412 820**	**631 190**	**754 184**
General costs	**14 136**	**92 976**	**134 334**	**236 782**	**326 104**
Payroll	**18 374**	**166 685**	**278 485**	**394 408**	**428 080**
Employees	18 374	118 685	230 485	322 408	332 080
Administrator - CEO	-	48 000	48 000	72 000	96 000
EBITDA	**-32 510**	**-54 712**	**126 754**	**832 057**	**1 674 008**
Amortissements	4 100	31 730	51 744	80 172	109 453
Operating income	**-36 610**	**-86 443**	**75 010**	**751 885**	**1 564 555**
Interest long term borrowings	489	1 956	1 956	1 467	-
Interests on cash credits	-	-	85	-	-
EBT	-37 099	**-88 398**	**72 970**	**750 418**	**1 564 555**
Taxes	-	-	-	167 473	388 864
Net Income	**-37 099**	**-88 398**	**72 970**	**582 946**	**1 175 691**

Figure 38: Income statement

The breakeven point is expected for April 2020. We can see that after that, the net income is growing significantly.

After April 2020, we are paying Income taxes for about 25% (Art, 215 CIR 92).

Chapter 3: The Cash flows

In this chapter we analyze the treasury per month. We can see that the treasury is always positive except between March and August 2020, where there is a small shortage in cash. To cover this small overdraft, we will be making a cash facility loan of 25.000€[1] with an expected rate of 3.5%. This loan will only be used when we have a negative treasury to cover the cash shortage. A more detailed cash flow table is available in the Appendix.

Treasury											
1/2018	2/2018	3/2018	4/2018	5/2018	6/2018	7/2018	8/2018	9/2018	10/2018	11/2018	12/2018
-	-	-	-	-	-	-	-	20 991	28 404	22 781	3 555
1/2019	2/2019	3/2019	4/2019	5/2019	6/2019	7/2019	8/2019	9/2019	10/2019	11/2019	12/2019
183 351	134 191	115 730	102 931	89 925	67 546	55 714	50 647	48 186	38 080	28 731	33 848
1/2020	2/2020	3/2020	4/2020	5/2020	6/2020	7/2020	8/2020	9/2020	10/2020	11/2020	12/2020
19 972	5 495	3 382	-9 782	-6 569	-671	-11 669	-431	13 517	6 370	25 673	47 533
1/2021	2/2021	3/2021	4/2021	5/2021	6/2021	7/2021	8/2021	9/2021	10/2021	11/2021	12/2021
31 453	52 373	95 106	93 349	142 218	196 810	197 512	263 553	295 317	302 044	385 404	474 311
1/2022	2/2022	3/2022	4/2022	5/2022	6/2022	7/2022	8/2022	9/2022	10/2022	11/2022	12/2022
487 058	576 723	681 798	700 401	816 924	939 172	961 997	1 095 692	1 235 112	1 263 839	1 414 732	1 571 185

Figure 41: Treasury forecast

[1] We are opening a credit line for a higher amount of money to cover unforeseen expenses.

Chapter 4: The balance sheet

4.1. Assets

	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
Fixed assets	57 400	122 822	171 144	233 113	270 065
Constitution fee	1 500	1 500	1 500	1 500	1 500
intangible assets	60 000	157 152	257 219	399 359	545 764
Tangible assets	-	-	-	-	-
Accumilated deprecitation	-4 100	-35 830	-87 574	-167 746	-277 199
Current assets	6 367	68 881	118 746	667 040	1 860 206
Stocks	-	-	-	-	-
Trade receivables	-	35 033	71 213	192 729	289 021
VAT current account	2 812	-	-	-	-
Other receivables	-	-	-	-	-
Treasury	3 555	33 848	47 533	474 311	1 571 185
Total	63 767	191 702	289 890	900 153	2 130 272

Figure 39: Assets estimation

We are not planning to buy any intangible assets at the beginning of the business, except the repurchase of the name and the IOS development of the founder for 20.000€ and the Android development for 40.000€. The intangible assets are due to the investment in the mobile app. 80% of the salary of the developers is registered as intangible assets as they are developing the app. The amortization period is 5 years.

It can happen to have some trade receivables as we put a customer payment deadline of one month.

4.2. Liabilities

	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
Equity	22 901	134 502	207 472	790 418	1 966 109
Equity	60 000	260 000	260 000	260 000	260 000
Reserves and reported results	-37 099	-125 498	-52 528	530 418	1 706 109
Bank debts & long-term loans	40 000	40 000	40 000	0	0
Borrowing 1 - Refundable advance (Actiris - particitation funds)	40 000	40 000	40 000	0	0
Cash credit Borrowing	-	-	-	-	-
Other debts	866	17 200	42 418	109 735	164 162
Commercial debts	866	5 041	14 409	27 577	36 483
VAT current account	-	12 159	28 009	82 158	127 679
Other debts	-	-	-	-	-
Total Liabilities	63 767	191 702	289 890	900 153	2 130 272

Figure 40: Liabilities estimation

The total equity of 2018 is composed by the funds raised by Nicolas Juckler and the family and friends. Then we are planning to raise 200.000€ from investors in January 2019. We are taking a refundable advance of 40.000 (5% interest rate) at the bank Actiris.[1]

It can happen to have some commercial debts as we have a supplier payment deadline of 1 month.

Chapter 5: The financing sources

On the 09/2018 we will invest 60.000€ in capital for PleezMee, 30.000€ will come from Nicolas Juckler and 30.000 from family and friends.
These amounts will be required to launch the business, acquire the PleezMee IOS version of the app and run the business.

In parallel, we are making a bank borrowing of 40.000€ with an expected interest rate of 5% on the 09/2018, refundable totally on 09/2021, to cover the Android app development expenses.

Then in January 2019, we will raise 200.000€ in capital from investors. This will be the capital required to cover the costs in the following years and build the business. We are

[1] http://www.actiris.be/

planning to raise about 50.000€ through crowdfunding and 150.000€ through business angels.

Finally, we are also making a cash credit line of 25.000€ with an expected interest rate of 3.5%.

Chapter 6: Profitability analysis

All the results can be found in a table at the end of the chapter.

6.1. Return on Assets

The return on assets ratio is an important profitability ratio as it measures the efficiency with which the company is managing its investments in assets to generate profit.

$$ROA = \frac{Net\ income}{Total\ assets}$$

6.2. Return on Equity

The return on equity ratio measures the efficiency with which the company is managing the capital invested in the company to generate profit.

$$ROE = \frac{Net\ income}{Shareholders'Equity}$$

6.3. Return on Capital Employed

This ratio measures the efficiency with which its capital is employed.

$$ROCE = \frac{EBIT}{Shareholders'Equity + LT\ debts}$$

6.4. Solvency ratio

This ratio measures the ability of the company to pay its debts and other obligations.

$$Solvency\ Ratio = \frac{Net\ income + Depreciation}{ST + LT\ liabilities}$$

	2 018	2 019	2 020	2 021	2 022
ROA	-0,58	-0,46	0,25	0,65	0,55
ROE	-0,62	-0,34	0,28	2,24	4,52
ROCE	-0,37	-0,29	0,24	2,89	6,02
Solvency	-0,81	-0,99	1,51	6,04	7,83

Figure 41: Profitability ratios

Conclusion

The business plan was very complex to implement, given the fact that the development of the application PleezMee was stopped by Mrs. Davin, due to a lack of funds. I had to find a lot of documentation, ask the opinion of experts, and take a lot of decisions by myself to plan the business in the most efficient way possible. Indeed, I could not implement the same strategy as Mrs. Davin since it didn't bring the startup to a success. The project allowed me to further develop my knowledge in innovation, gain skills in digital marketing and realize how difficult it is to start a new business.

A lot of different assumptions and choices had to be made for the elaboration of this business plan. If other assumptions were made at the beginning, the financial forecast of the startup would be totally different.

Thanks to the market research we can see that there is clearly a need to satisfy and an opportunity to take for PleezMee. Also, targeting the French speaking market can be a good start for PleezMee to settle the business. Then, to increase the number of users and improve the startup's revenues generated by ads, PleezMee will need to expand its business to a larger market and target all Europe.

Depending on the assumptions made in this business plan, and following the forecasted estimation of the financial performance of the business, PleezMee seems to be a very profitable investment in the long term. However, it will take some time before this business becomes profitable (breakeven point in April 2020). In addition to this, we can see that investing in PleezMee will require to raise a consequent amount of capital (200.000€) and convince the banks to grant a loan to launch the business and develop it (40.000€).
The main challenges of PleezMee will be to enter the highly competitive market, gain users rapidly and increase its market authority. A meticulous strategic planning and a dedicated team convinced about the potential of the app will be crucial for the success of PleezMee.

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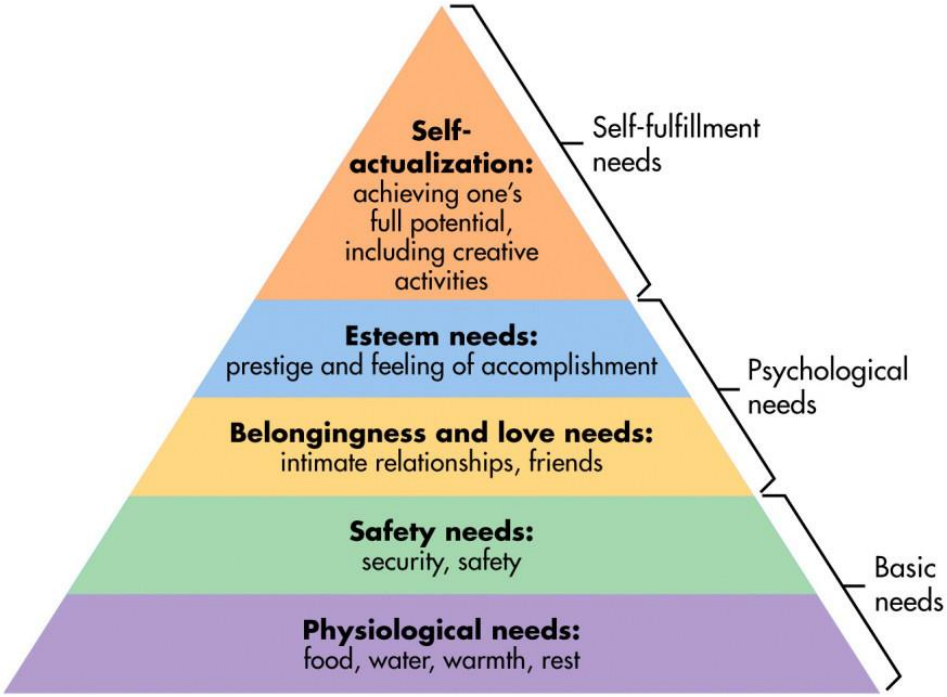
Appendix

Appendix 1 : Maslow Hierachy of needs - Source: (McLeod, 2018)



Appendix 2: Market research PleezMee – Directed by Nicolas Juckler

92.

PleezMee

PleezMee est un organisateur d'idées plaisir et un assistant cadeau.

Via l'application mobile, tu captures et partages ce que tu aimes. Grâce aux rappels dans l'application, tu ne rates aucune occasion de (te) faire plaisir.

PleezMee te permet également de bénéficier des meilleures offres pour les achats que tu projettes de faire.

Nous aurions besoin de ton aide pour optimiser au mieux notre application et répondre à tes attentes.
Merci d'avance pour ton aide précieuse.

Vous êtes *

- ○ Homme
- ○ Femme

Vous avez *

- ○ -18 ans
- ○ entre 19 et 25 ans
- ○ entre 26 et 35 ans
- ○ entre 36 et 50 ans
- ○ + 50 ans

Vous êtes *

- ○ Etudiant
- ○ Travailleur
- ○ Retraité
- ○ Autre...

Possédez-vous un smartphone ? *

- ○ Oui
- ○ Non

Etes-vous actif sur les réseaux sociaux ? *

- ☐ Très actif
- ☐ Dans la moyenne
- ☐ Peu actif
- ☐ Pas du tout actif

Chaque jour, vous croisez des choses qui vous plaisent et que vous aimeriez acheter ou faire plus tard. Vous arrive-t-il d'oublier ces idées ? *

- ○ Oui
- ○ Non

Est-ce frustrant ? *

- ○ Oui
- ○ Non

Que faites-vous pour vous souvenir de vos idées ? (plusieurs choix autorisés) *

- [ ] Vous prenez en photo
- [ ] Vous stockez l'information sous forme de note sur votre portable
- [ ] Vous gardez l'idée dans les favoris de votre browser
- [ ] Vous notez l'idée dans votre agenda
- [ ] Autre...

Est-ce satisfaisant ? *

- ○ Oui
- ○ Non

Si non, pourquoi ?

Réponse courte

Avez-vous déjà oublié d'acheter un cadeau pour un proche ? *

- ○ Oui
- ○ Non

Avez-vous déjà éprouvé des difficultés pour trouver un cadeau qui fasse plaisir à quelqu'un ? *

- ○ Oui
- ○ Non

Utilisez-vous l'application Pinterest ? *

- ○ Oui
- ○ Non

Utilisez-vous l'application Evernote ? *

- Oui
- Non

Donnez le niveau d'importance que vous accorderiez à chacun de ces attributs pour une application mobile de type réseau social telle que PleezMee

Description (facultative)

Capturer une photo géolocalisée

- Indispensable
- Intéressant à avoir
- Inutile

Capturer une note

- Indispensable
- Intéressant à avoir
- Inutile

Capturer une page Web

- Indispensable
- Intéressant à avoir
- Inutile

Centraliser et organiser vos idées dans un seul endroit

- Indispensable
- Intéressant à avoir
- Inutile

Avoir la possibilité de créer des listes d'envies et de les partager avec qui l'on veut

- Indispensable
- Intéressant à avoir
- Inutile

Disposer d'un fil d'inspiration personalisé

- Indispensable
- Intéressant à avoir
- Inutile

Pouvoir réserver un cadeau sur le profil d'un ami

- Indispensable
- Intéressant à avoir
- Inutile

Avoir une référence internet permettant d'acheter l'article pour chaque photo mise sur l'application

- Indispensable
- Intéressant à avoir
- Inutile

Avoir un service de réservation en magasin

- ○ Indispensable
- ○ Intéressant à avoir
- ○ Inutile

Avoir un service d'achat et de livraison à domicile, quand vous ne savez pas vous déplacer

- ○ Indispensable
- ○ Intéressant à avoir
- ○ Inutile

Disposer de la géolocalisation des articles pour pouvoir aller les acheter directement dans le magasin le plus proche

- ○ Indispensable
- ○ Intéressant à avoir
- ○ Inutile

Avoir une option premium renouvelable chaque année permettant de recevoir de grosses réductions sur les articles présents dans le fil d'inspiration

- ○ Indispensable
- ○ Intéressant à avoir
- ○ Inutile

Être informé des promotions sur vos captures grâce à la géolocalisation (recevoir une notification quand on est proche du magasin et qu'il y a une réduction sur un article capturé)

- ○ Indispensable
- ○ Intéressant à avoir
- ○ Inutile

Gagner des points grâce à vos achats via PleezMee

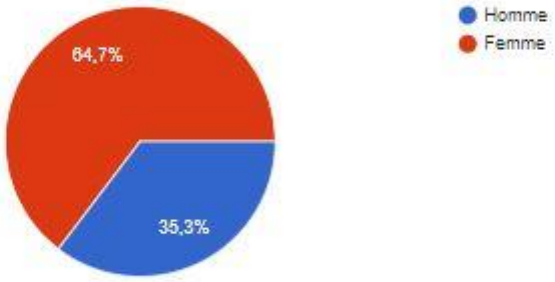
- ○ Indispensable
- ○ Intéressant à avoir
- ○ Inutile

Merci pour votre aide précieuse !

Pour plus d'infos rendez-vous sur www.pleezmee.com !
Rendez-vous bientôt sur l'application !

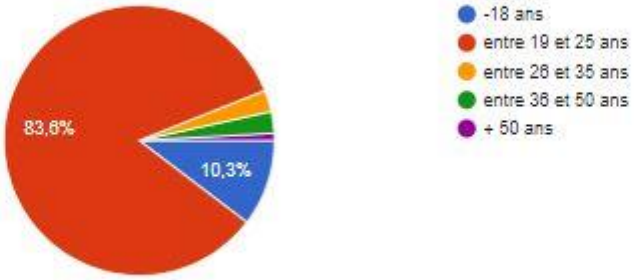
Vous êtes

116 réponses



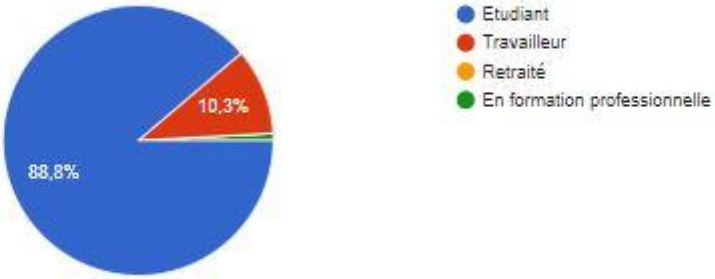
Vous avez

116 réponses



Vous êtes

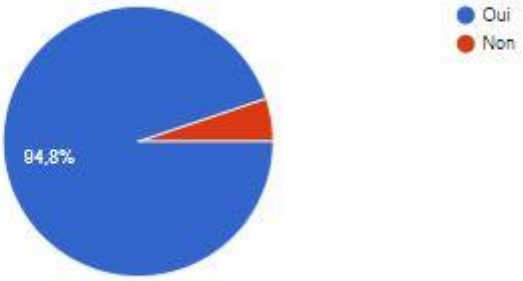
116 réponses



100.

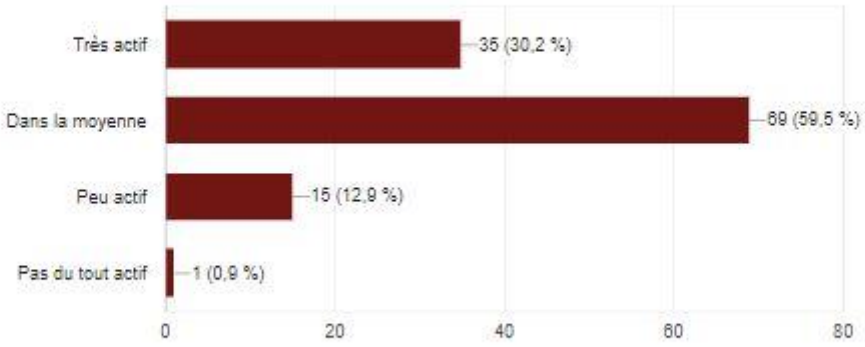
Possédez-vous un smartphone ?

116 réponses



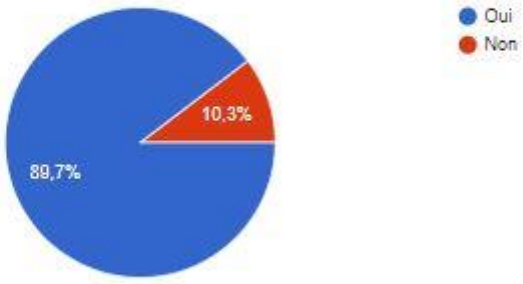
Etes-vous actif sur les réseaux sociaux ?

116 réponses



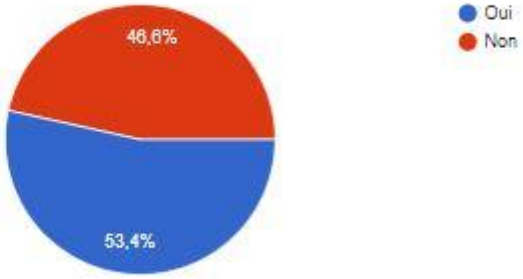
Chaque jour, vous croisez des choses qui vous plaisent et que vous aimeriez acheter ou faire plus tard. Vous arrive-t-il d'oublier ces idées ?

116 réponses



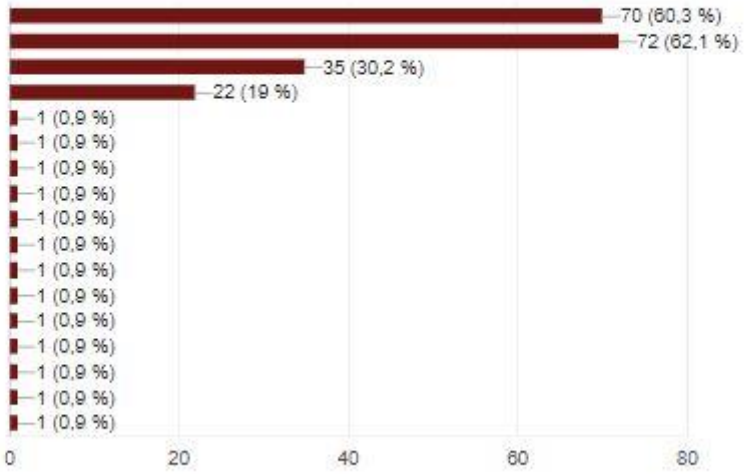
Est-ce frustrant ?

116 réponses



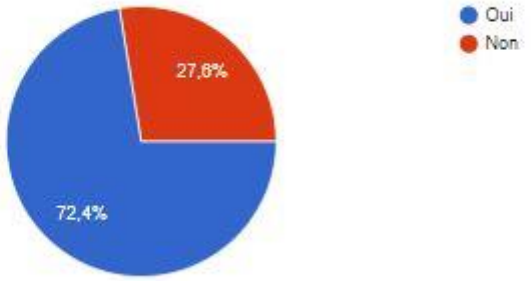
Que faites-vous pour vous souvenir de vos idées ? (plusieurs choix autorisés)

116 réponses



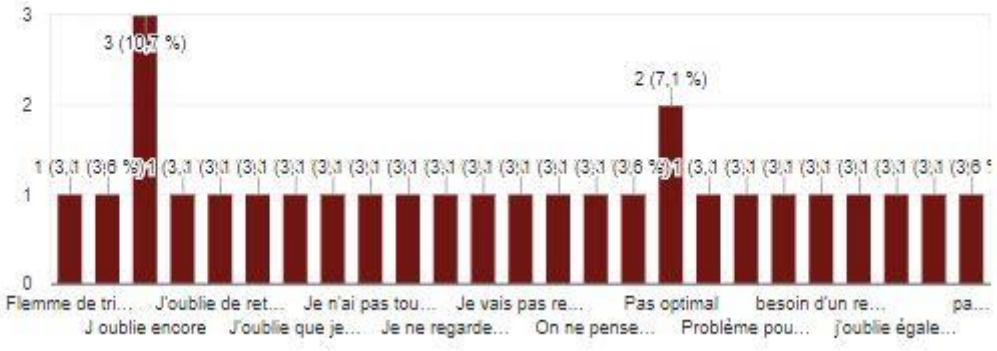
Est-ce satisfaisant ?

116 réponses



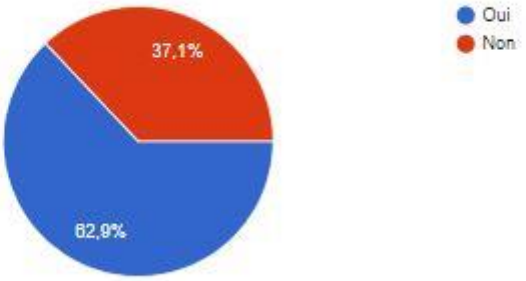
Si non, pourquoi ?

28 réponses



Avez-vous déjà oublié d'acheter un cadeau pour un proche ?

116 réponses

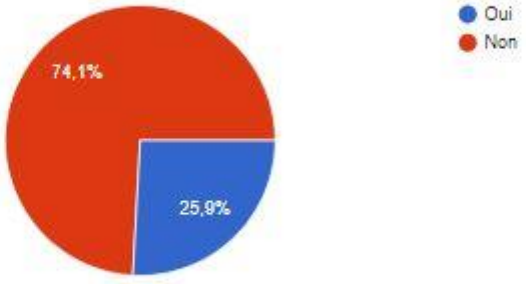


Avez-vous déjà éprouvé des difficultés pour trouver un cadeau qui fasse plaisir à quelqu'un ?

116 réponses

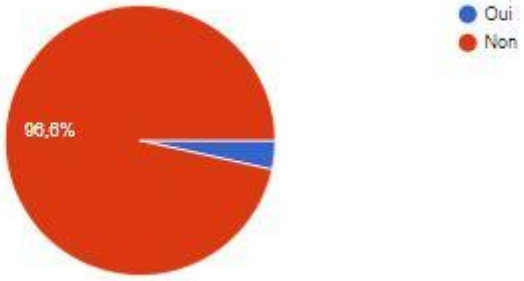
Utilisez-vous l'application Pinterest ?

116 réponses



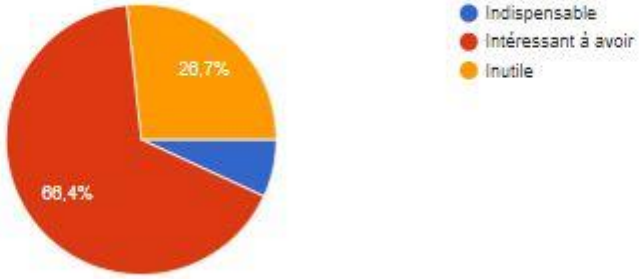
Utilisez-vous l'application Evernote ?

116 réponses



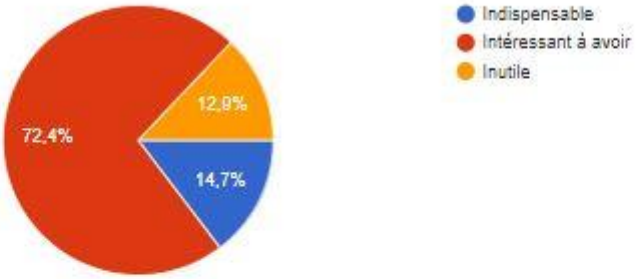
Capturer une photo géolocalisée

116 réponses



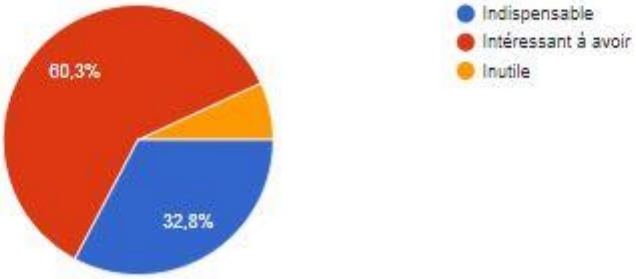
Capturer une note

116 réponses



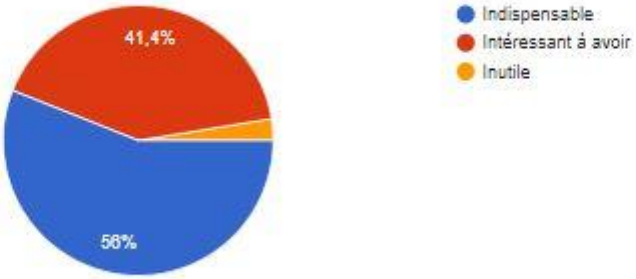
Capturer une page Web

116 réponses



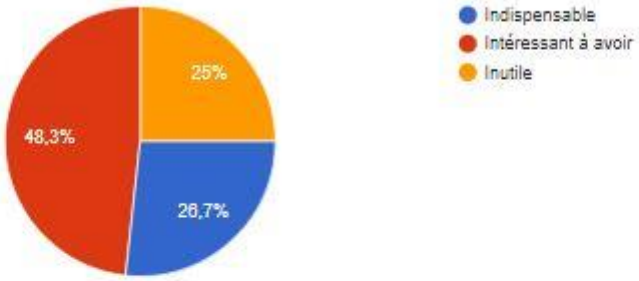
Centraliser et organiser vos idées dans un seul endroit

116 réponses



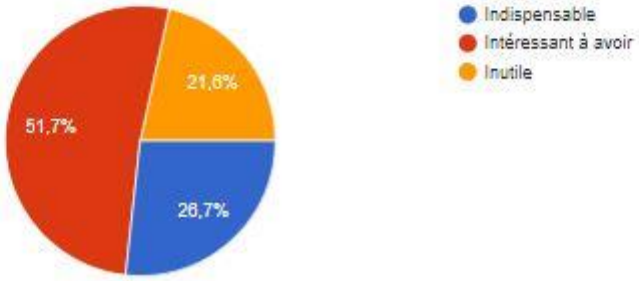
Avoir la possibilité de créer des listes d'envies et de les partager avec qui l'on veut

116 réponses



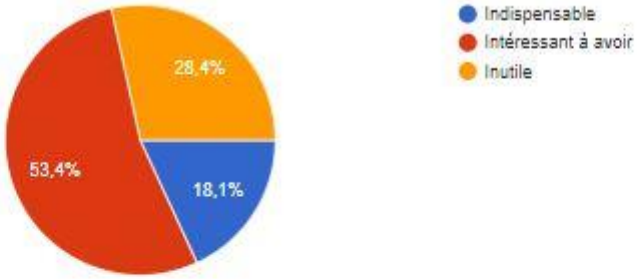
Disposer d'un fil d'inspiration personalisé

116 réponses



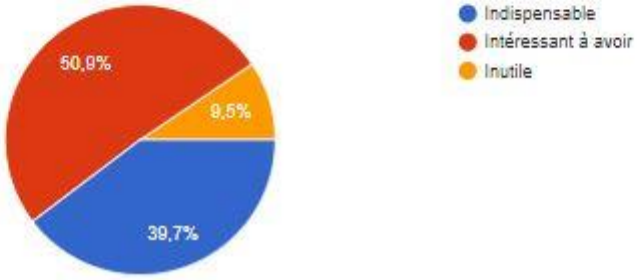
Pouvoir réserver un cadeau sur le profil d'un ami

116 réponses



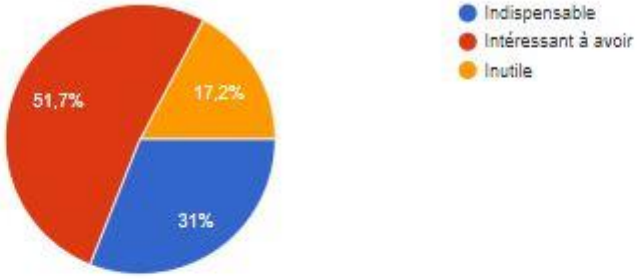
Avoir une référence internet permettant d'acheter l'article pour chaque photo mise sur l'application

116 réponses



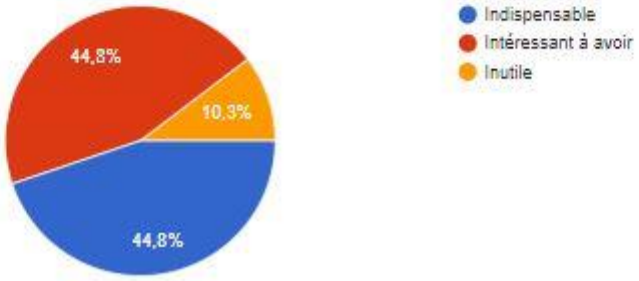
Avoir un service de réservation en magasin

116 réponses



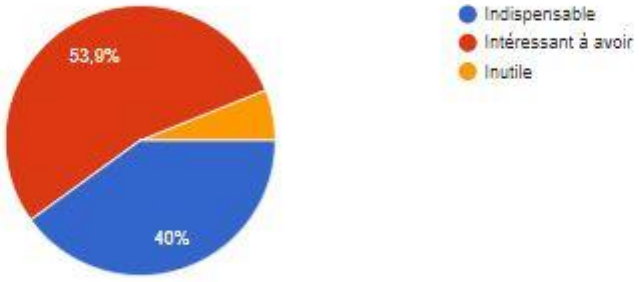
Avoir un service d'achat et de livraison à domicile, quand vous ne savez pas vous déplacer

116 réponses



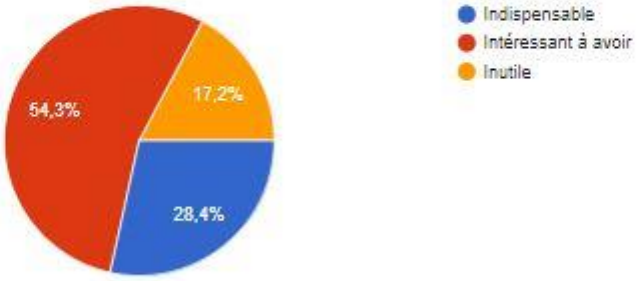
Disposer de la géolocalisation des articles pour pouvoir aller les acheter directement dans le magasin le plus proche

115 réponses



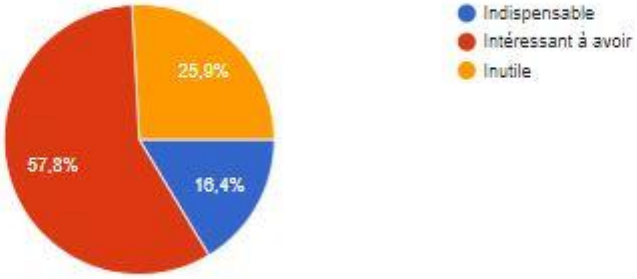
Avoir une option premium renouvelable chaque année permettant de recevoir de grosses réductions sur les articles présents dans le fil d'inspiration

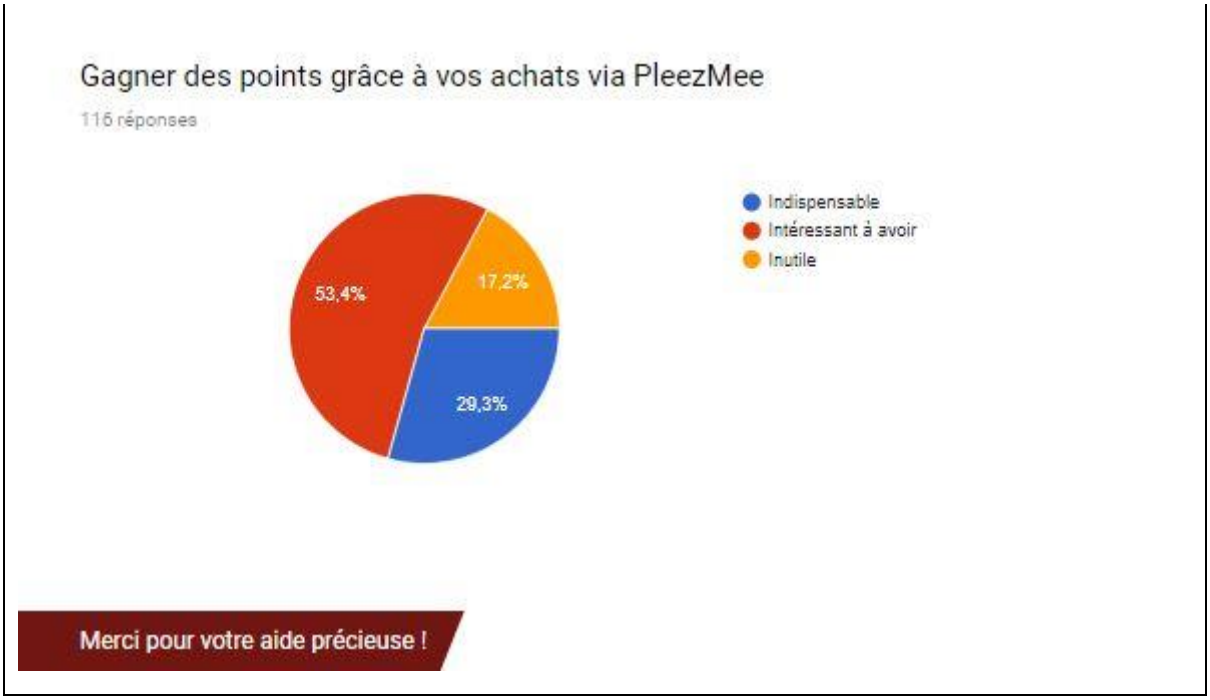
116 réponses



Être informé des promotions sur vos captures grâce à la géolocalisation (recevoir une notification quand on est proche du magasin et qu'il y a une réduction sur un article capturé)

116 réponses





Appendix 2 :

	Belgium	French speaking Belgium	France	SUM
Total Teenagers	1 292 785	530 042	7 907 212	8 437 254
Connected Teenagers	904 950	371 029	5 535 048	5 906 078
Total women (19-35)	948 541	388 902	6 562 810	6 951 712
Connected women (19-35)	663 979	272 231	4 593 967	4 866 198
Total women (36-50)	1 100 779	451 319	6 401 578	6 852 897
Connected women (36-50)	550 390	225 660	3 200 789	3 426 449
Men under 50	2 087 114	855 717	12 288 896	13 144 613
Connected men under 50	1 043 557	427 858	6 144 448	6 572 306
Between 51-65	2 338 141	958 638	12 308 416	13 267 054
Connected between 51-65	1 052 163	431 387	5 538 787	5 970 174
Total potential base	4 215 038	1 728 166	25 013 040	26 741 205
Total french population FR&BE	76 340 184			
People having a smartphone	49 500 000	65%		
Total potential base	26 741 205	54%		
Total European Population	740000000			
European Population - French Population	670000000	-70000000		
English speaking	341700000	0,51		
Having a smartphone	222105000	0,65		

Appendix 3 : Retail sector prescriptive market analysis

Prospective analysis: Retail industry - Nicolas Juckler

Some people speak about the death of the retail sector. Indeed, since the arrival of new technologies as E-commerce, mobile payment, etc, many physical shops present in the retail sector are closing, especially in the U.S. In fact, half of the retail workers are at risk of losing their jobs to robots and other automated technology.

The retail industry includes any business that sells finished merchandise to an end user. The main types of retailing businesses are motor vehicle & parts dealers, food and beverage stores, general merchandise stores, food services, etc. Worldwide, the total retail sales were more than $22 trillion in 2014 and the industry is still growing.

The retail sector is not dead is going to evolve. Physical stores remain the primary retail touch point for customers. But for how much time? The retailers' business model is going to change due to several factors.

Changing role of the store

One of the most important disruptive force is the evolution of the physical store. The customers are more and more attempted to shop online for three main reasons: It's cheaper (better deals); you can shop 24h/24h, 7 days a week and there is no need to travel to a physical store. But shopping in store has still some main advantages: You can see, touch and try merchandise; you can get the product immediately and you are more certain about the fit of the product. The three factors are generally not achieved by online shops.

But the physical stores are still in recession. In US, this trend is also due to the overabundance of retailer in the country (7 times the retail square per capita of the next leading country). But it's also due to the huge expansion of the E-commerce (7 times the growth of the total retail industry) and the lower margins made by the stores due to the increased price transparency (customers knows better the prices of the competitors, thanks the internet).

Another factor that affects the retail sector is the shift in how people spend their money. Shoppers are now devoting bigger shares of their wallets to entertainment, restaurant and technology spending less on clothing and accessories.

Two new opposite trends are rising, the showrooming (see in store and buy online) and web-rooming (see on the internet and buy in shops). These two trends are coexisting and the first one is as important as the other one. In fact, one of the biggest downside of shopping online is that it is not fast enough (you can't have the product immediately).

Mobile and related technologies

The percentage of mobile phone adoption is growing in every country, with China with the largest mobile phone adoption.
But it could be noticed that many customers are still reluctant when buying something online with their mobile phone. Indeed, when it comes to consumer confidence, the mobile phone still has a long way to go. According to a survey, more than 66% of the people are wary of having their personal credit information hacked using their mobile phone for shopping online. Mobile phone have a long way to go in term of security and habits change.

So, mobile shopping is not a huge trend for the moment, but mobile phones are changing the customers' behavior. The smartphones are instruments used for getting to the point of buying a product rather than a tool for actual purchase. These (mobile phones, tablets or other electronic devices) are used for searching products' information, compare prices with competitors, locate stores, etc. and are crucial for pre-payment activities.

Belgium is still a very reluctant country comparing with other when it goes to mobile payment. But the trend is expanding in China and we could make the assumption that this trend will spread worldwide.

The proliferation of social networks

Does the social networks have a real impact on the retail sector?

Yes, but not for direct purchase. In fact, F-commerce (Facebook commerce) doesn't work at all. But social networks are strong influencers. Many customers follow their favorite brands on the internet and discover new brands thanks to social Medias. These customers are attracted for deals, interest in new products and are used to

research products on social media before buying them.

Customers' behaviors has changed. Customers focus more on the experience than on the apparel. Thanks to the social Medias, the customers could easily find experiences about a specific product. Now, products tests and showrooms are very trendy and effective to attract customers (Samsung made a showroom for the Galaxy studio and double its market share on Best Buy).

Social network are also used to have a direct contact with the brands. Customers could react about a brand on twitter or Facebook and the brand could directly answer to their comment.

Many pictures could also be made in shops and then posted on social media. That could boost the brand awareness. This trend is concerned by legal problems. Therefore, traditional shops don't allow people to take pictures in their shops. Some shops will need a cultural evolution.

It's crucial for a brand to be present on social network, but on Facebook only is not enough. It's important to be present on all the digital spectrum (blogs, forums, mobile apps, etc)

Demographic shifts

It's interesting to compare the shopping behaviors of the millennials "Digital natives" with the other people and see how these behaviors could disrupt retailer business models. Digital natives are particular heavy users of social network, more than the rest of the population and are really influenced by social pressures. The people interact with retailers via social media much more than the global average. Digital natives could be very interesting for retailers, if these could retain the millennial interest, these could become active digital ambassadors for the brand, promoting it with their friends.

E-commerce

The e-commerce is in huge expansion in the retail industry since the last years (growth 7x more as retail industry growth). But e-commerce sales represent only 6-8% of the total sales for the moment. In fact, there is an indirect influence of the

digital on the customers' behavior influencing more than 50% of the sales in the retail sector. Digital will serve as pre-buying experience for customers, searching for price comparison, product reviews, etc.

The customers are becoming more and more exacting using Facebook or Twitter to share their experience with several products and communicate with the brands.

E-commerce innovations are interesting for retail brands. Walmart turned into e-commerce investing billions in new digital technologies. The famous company is now eating up all the lost market shares of the bankrupted companies in the retail sector. The enterprise is now trying to compete with Amazon by investing heavily in new technologies.

Conclusion

The retailers' business models are evolving, using technology to adapt their value proposition. The retail sector is not dead, the industry is in expansion but very influenced by the digital and social Medias. The E-commerce is in huge growth for the moment and traditional retailers will need to innovate if they want to be competitive on the market. Everything is going faster, communication become easier, prices are more and more transparent, social Medias are becoming strong influencers and the companies have to be aware of all these new changes in customers behaviors if these want to survive.

In five to ten years, the retail sector will be very different as now, E-commerce will be much more present, mobile payment will be more accepted in Europe and traditional shops will become more and more automated.

The digital is now becoming a huge influencer in consumers buying behaviors. It's crucial for a brand to be aware of that and to try to expand on the digital spectrum as much as possible.

What about PleezMee ?

PleezMee could be a considerable advantage for companies in the retail sector. It can provide companies an overview of their customers' behaviors and wishes. With a huge database, PleezMee could help retailers to give their customers the products they want and orientate their marketing strategies. The innovative application could

reference the main trends that are affecting the retail sector and give a competitive advantage for the brands.

The population become more and more social media oriented, being more interested by experiences than by the apparel itself. PleezMee could become a strong influencer in the buying experience of the shoppers. Users can share their opinion on the application influencing the community and providing information about the products they like. Furthermore, proposing offers and advertising on the application could help the brands to develop their brand visibility and awareness.

PleezMee could affect the E-commerce by referencing the URL of the different brands when their products are shared on the platform and by doing that, simplify the process of buying online.
Also, thanks to surveys we notice that one of the main pre-payment activities of customers on digital was to compare prices. PleezMee could facilitate this process thanks its simple design. Users could organize their profile very easily to compare different products they like in an effective way. By capturing the main features, price, details, etc. on the app, very similar products could be compared in an easier way than using any other social media.

Sources

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4 : http://www.businessinsider.com/how-automation-will-impact-the-retail-industry-2017-5

5 : http://visionmarketing.e-marketing.fr/marketing-management/avec-le-digital-les-magasins-deviennent-des-points-de-contact_a-100-2845.html

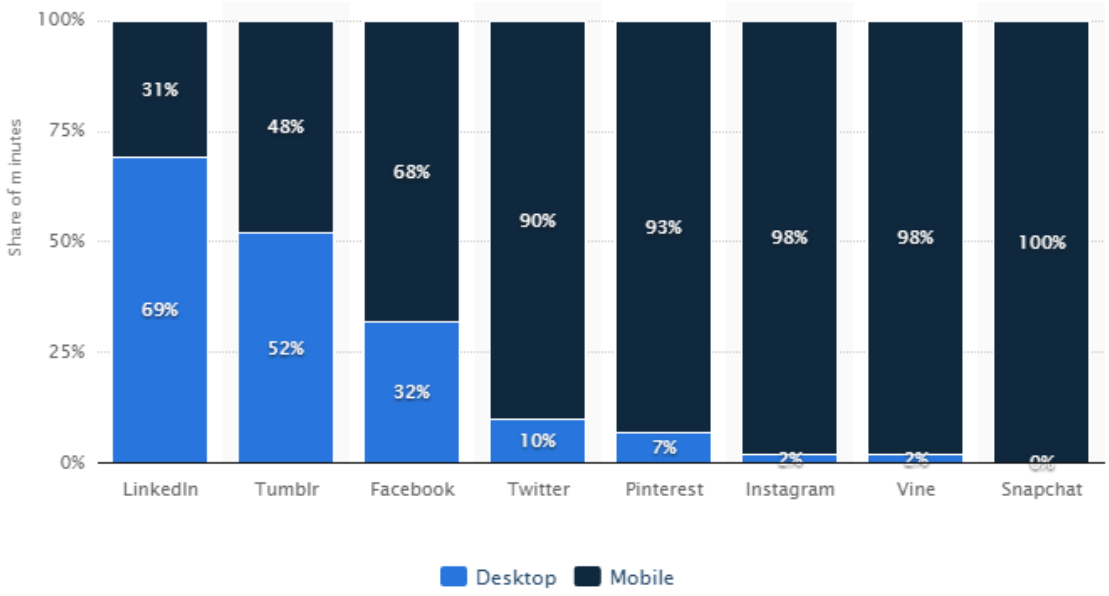
6 : http://www.retailtouchpoints.com/features/industry-insights/the-evolution-of-retail

7 : https://www.pwc.ie/media-centre/assets/publications/2015-pwc-ireland-total-retail-february.pdf

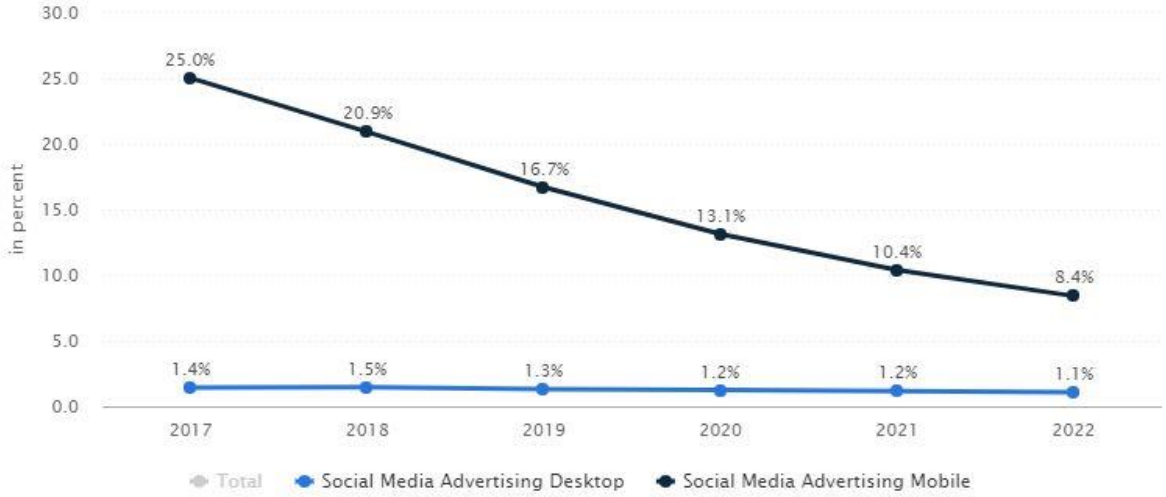
8 : https://www.thebalance.com/us-retail-industry-overview-2892699

9 : https://www.strategyand.pwc.com/trend/2017-retail-trends

Appendix 4 : Desktop/Mobile share



Appendix 5 : Social media advertising forecast – source: (Statista, Revenue growth, 2018)



Appendix 6 : Microsegementation details

	Belgium	French speaking Belgium	France	SUM
Total Teenagers	1 292 785	530 042	7 907 212	8 437 254
Connected Teenagers	904 950	371 029	5 535 048	5 906 078
Total women (19-35)	948 541	388 902	6 562 810	6 951 712
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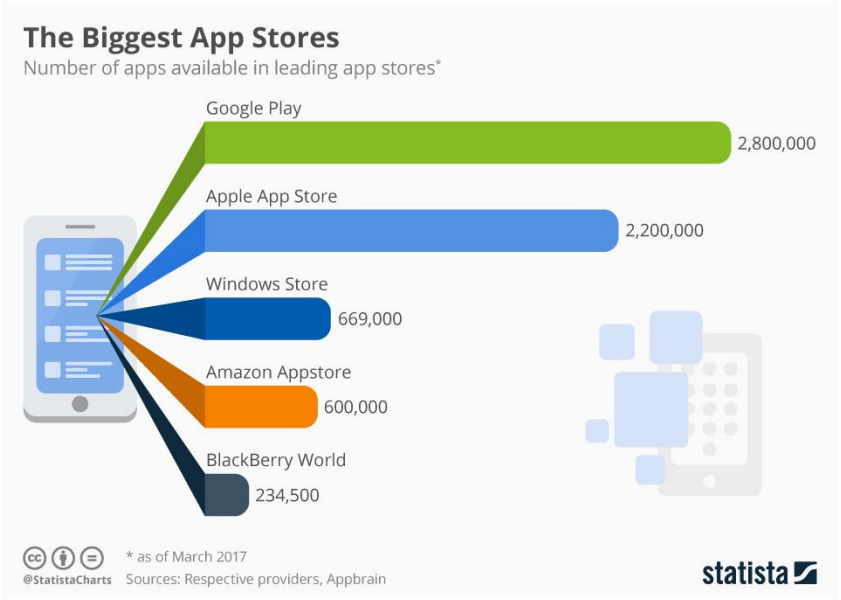
Total potential base	4 215 038	1 728 166	25 013 040	26 741 205

Total french population FR&BE	76 340 184	
People having a smartphone	49 500 000	65%
Total potential base	26 741 205	54%

Total European Population	740000000	
European Population - French Population	670000000	-70000000
English speaking	341700000	0,51
Having a smartphone	222105000	0,65

Appendix 7 : App store ranking – source : (Statista, 2017)



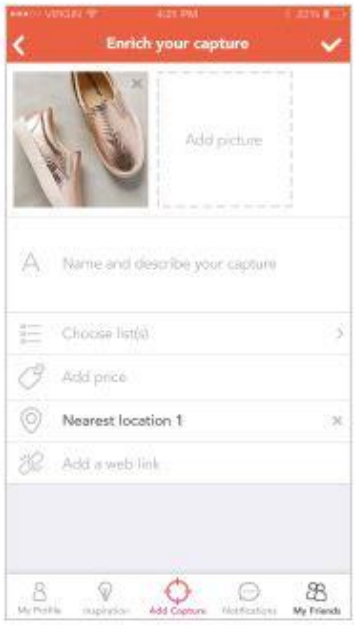
Appendix 8: Wireframing plans example

ENRICH CAPTURE

Photo capture - geolocation on

How did the user get here ?
- He chose a location on the page before

The user has the option to go backwards by clicking on the arrow. He'll return to the «add capture» page. To be sure that the user really wants to cancel this capture, a pop-up message will come out to ask:
«Watch out! If you leave, this capture won't be saved»
- STAY
- LEAVE



To save the capture, the user will tap on the «check» icon. He'll be redirected on the «my captures» page, where he can see that his capture is saved.

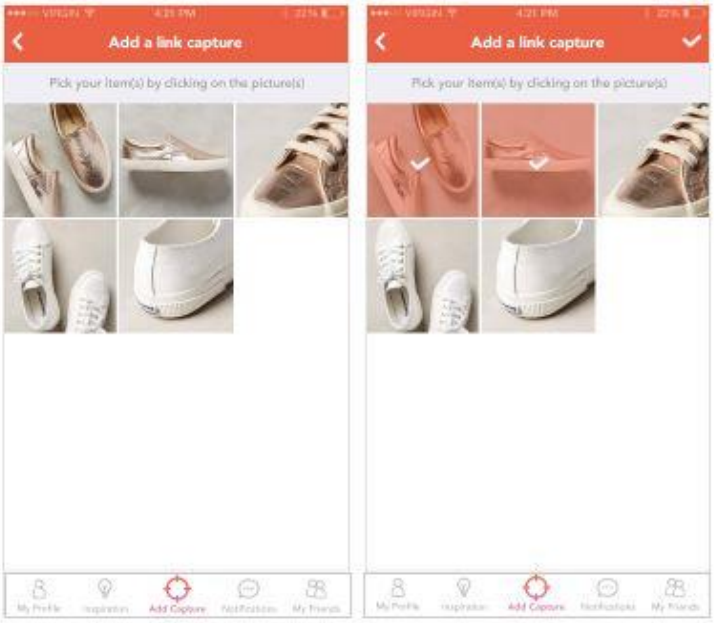
The user has the possibility to add a picture later if he wants to.
Pictures scrapped from web link will come here, as well as pictures from the camera.
He can delete a picture he took by clicking on the little cross on the top right of the picture.

He can click on the little cross to edit the location

When clicking on «add link», the user arrives to the «browser» view.

ADD CAPTURE

Link capture - images selection



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Appendix 9 : Facebook target audience

Appendix 10 : Financial planning

Prévisions financières - Résumé

BILANS	2018	2019	2020	2021	2022
Actifs immobilisés	**57 400**	**122 822**	**171 144**	**233 113**	**270 065**
Actifs circulants	**6 367**	**68 881**	**118 746**	**667 040**	**1 860 206**
Stocks	*0*	*0*	*0*	*0*	*0*
Créances	*2 812*	*35 033*	*71 213*	*192 729*	*289 021*
Trésorerie	*3 555*	*33 848*	*47 533*	*474 311*	*1 571 185*
Total de l'actif	**63 767**	**191 702**	**289 890**	**900 153**	**2 130 272**
Capitaux propres	**22 901**	**134 502**	**207 472**	**790 418**	**1 966 109**
Capital	60 000	260 000	260 000	260 000	260 000
Réserves et résultat reporté	-37 099	-125 498	-52 528	530 418	1 706 109
Dettes bancaires et emprunts	**40 000**	**40 000**	**40 000**	**0**	**0**
Autres dettes	**866**	**17 200**	**42 418**	**109 735**	**164 162**
Total du passif	**63 767**	**191 702**	**289 890**	**900 153**	**2 130 272**

RESULTATS	2018	2019	2020	2021	2022
Chiffre d'affaires	**0**	**204 949**	**539 574**	**1 463 246**	**2 428 192**
Marge brute d'exploitation	**0**	**204 949**	**539 574**	**1 463 246**	**2 428 192**
Charges d'exploitation	**32 510**	**259 661**	**412 820**	**631 190**	**754 184**
Frais généraux	*14 136*	*92 976*	*134 334*	*236 782*	*326 104*
Ressources humaines	*18 374*	*166 685*	*278 485*	*394 408*	*428 080*
EBITDA	**-32 510**	**-54 712**	**126 754**	**832 057**	**1 674 008**
Résultat avant impôts	**-37 099**	**-88 398**	**72 970**	**750 418**	**1 564 555**
Résultat après impôts	**-37 099**	**-88 398**	**72 970**	**582 946**	**1 175 691**

CASH-FLOW	2018	2019	2020	2021	2022
1. Cash-flow opérationnel	**-34 945**	**-72 556**	**113 752**	**608 919**	**1 243 279**
Résultat hors amortissements	*-32 999*	*-56 668*	*124 714*	*663 117*	*1 285 144*
Variation du BFR	*-1 946*	*-15 888*	*-10 962*	*-54 199*	*-41 865*
2. Cash-flow financier	**100 000**	**200 000**	**0**	**-40 000**	**0**
Sources de financement	*100 000*	*200 000*	*0*	*0*	*0*
Remboursement des dettes	*0*	*0*	*0*	*-40 000*	*0*
3. Investissements	**-61 500**	**-97 152**	**-100 067**	**-142 141**	**-146 405**
Variation de trésorerie	3 555	30 292	13 685	426 778	1 096 874

Situation bilantaire

	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
Actifs immobilisés	**57 400**	**122 822**	**171 144**	**233 113**	**270 065**
Frais de constitution	**1 500**	**1 500**	**1 500**	**1 500**	**1 500**
Immobilisations incorporelles	**60 000**	**157 152**	**257 219**	**399 359**	**545 764**
Immobilisations corporelles	-	-	-	-	-
Amortissements cumulés	**-4 100**	**-35 830**	**-87 574**	**-167 746**	**-277 199**
Actifs circulants	**6 367**	**68 881**	**118 746**	**667 040**	**1 860 206**
Stocks	-	-	-	-	-
Créances commerciales	-	**35 033**	**71 213**	**192 729**	**289 021**
Compte courant TVA	**2 812**	-	-	-	-
Autres créances	-	-	-	-	-
Trésorerie	**3 555**	**33 848**	**47 533**	**474 311**	**1 571 185**
Total de l'actif	**63 767**	**191 702**	**289 890**	**900 153**	**2 130 272**
Capitaux propres	**22 901**	**134 502**	**207 472**	**790 418**	**1 966 109**
Capital	**60 000**	**260 000**	**260 000**	**260 000**	**260 000**
Réserves et résultat reporté	**-37 099**	**-125 498**	**-52 528**	**530 418**	**1 706 109**
Dettes bancaires & emprunts à long terme	**40 000**	**40 000**	**40 000**	**0**	**0**
Emprunt 1 - Avance remboursable (fonds de participation, Actiris)	**40 000**	**40 000**	**40 000**	**0**	**0**
Emprunt 2 - (-)	-	-	-	-	-
Emprunt 3 - (-)	-	-	-	-	-
Crédit de caisse	-	-	-	-	-
Autres dettes	**866**	**17 200**	**42 418**	**109 735**	**164 162**
Dettes commerciales	**866**	**5 041**	**14 409**	**27 577**	**36 483**
Compte courant TVA	-	**12 159**	**28 009**	**82 158**	**127 679**
Autres dettes	-	-	-	-	-
Total du passif	**63 767**	**191 702**	**289 890**	**900 153**	**2 130 272**

Comptes de résultats prévisionnels

	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
Chiffre d'affaires	-	204 949	539 574	1 463 246	2 428 192
PleezMee premium partnership target	-	67 200	182 800	369 560	609 560
PleezMee advertising views target/1000	-	137 749	356 774	1 093 686	1 818 632
Coûts des ventes	-	-	-	-	-
Marge brute d'exploitation	-	204 949	539 574	1 463 246	2 428 192
en % du chiffre d'affaires		100%	100%	100%	100%
Charges d'exploitation	32 510	259 661	412 820	631 190	754 184
1. Frais généraux	14 136	92 976	134 334	236 782	326 104
610 - Loyers et charges locatives	-	15 300	24 480	33 660	33 660
6120 - Fournitures - Eau, gaz, électricité, vapeur	-	-	-	-	-
6121 - Fournitures - Téléphone, GSM, Internet	320	2 400	3 840	5 280	5 280
6124 - Fournitures - Autres	200	600	600	600	600
6131 - Assurances hors RH (incendie, vol, autos, crédit)	-	-	-	-	-
61321 - Honoraires d'experts - Comptables & fiscalistes	1 000	4 800	8 000	11 000	-
61321 - Honoraires d'experts - Secrétariats sociaux	140	1 680	2 940	4 200	4 200
61321 - Honoraires d'experts - Avocats	-	-	-	-	-
61321 - Honoraires d'experts - Autres	-	5 000	5 000	5 000	5 000
61330 - Frais Transport - Personnel	800	6 000	9 600	13 200	13 200
61331 - Frais Transport - Voyages d'affaires	-	6 000	9 600	13 200	13 200
61332 - Frais Transport - Autres	-	-	-	-	-
6140 - Frais Commerciaux - Annonces et insertions	10 000	35 000	53 957	146 325	242 819
6143 - Frais Commerciaux - Foires et expositions	-	1 000	1 000	1 000	1 000
6144 - Frais Commerciaux - Autres	1 676	3 196	3 317	3 317	3 317
615 - Autres Sous-traitances	-	-	-	-	-
6230 - Frais HR - Assurances du personnel	-	-	-	-	3 828
6400 - Taxes et impôts - Véhicules et autres	-	-	-	-	-
6402 - Taxes et impôts - Région, Provinces, Communes	-	-	-	-	-
66 - Imprévus	-	12 000	12 000	-	-
2. Rémunérations	18 374	166 685	278 485	394 408	428 080
Personnel employé	18 374	118 685	230 485	322 408	332 080
Personnel ouvrier	-	-	-	-	-
Administrateurs et gérants	-	48 000	48 000	72 000	96 000
EBITDA	-32 510	-54 712	126 754	832 057	1 674 008
Amortissements	4 100	31 730	51 744	80 172	109 453
Résultat d'exploitation	-36 610	-86 443	75 010	751 885	1 564 555
Charges financières sur crédità long terme	489	1 956	1 956	1 467	-
Charges financières sur crédit à court terme	-	-	85	-	-
Charges financières sur garantie bancaire	-	-	-	-	-
Résultat avant impôts	-37 099	-88 398	72 970	750 418	1 564 555
Impôts sur le résultat	-	-	-	167 473	388 864
Résultat après impôts	-37 099	-88 398	72 970	582 946	1 175 691

General charges	VAT	Year 0 - 2018												TOTAL - 2018
		1/2018	2/2018	3/2018	4/2018	5/2018	6/2018	7/2018	8/2018	9/2018	10/2018	11/2018	12/2018	4 months
610 - Retal expenses	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6120 - Consumables - Water, gas, electricity,	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6121 - Consumables - Telephone, GSM, Internet	*21%*	-	-	-	-	-	-	-	-	80	80	80	80	320
6124 - Consumables - Others	*21%*	-	-	-	-	-	-	-	-	50	50	50	50	200
6131 - Insurances HR exlu. (fire, theft, cars, credit)	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Bookkeepers and accountants	*21%*	-	-	-	-	-	-	-	-	250	250	250	250	1 000
61321 - Experts' fees - Social secretariats	*21%*	-	-	-	-	-	-	-	-	35	35	35	35	140
61321 - Experts' fees - Lawyers	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Others	*21%*	-	-	-	-	-	-	-	-		-	-	-	-
61330 - Transport costs - Employees	*21%*	-	-	-	-	-	-	-	-	200	200	200	200	800
61331 - Transport costs - Business Trips	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61332 - Transport costs - Others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6140 - Commercial costs - Publicity and announcements	*21%*	-	-	-	-	-	-	-	-	-	-	10 000	-	10 000
6143 - Commercial costs - Fairs and exibitions	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6144 - Commercial costs - Others	*21%*	-	-	-	-	-	-	-	-	131	101	1 343	101	1 676
615 - Other subcontracting costs	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6230 - HR Costs - employee insurances	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	149
6400 - Taxes - Vehicules and others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6402 - Taxes - Region, Provinces, Town	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
66 - Unforseen	*21%*	-	-	-	-	-	-	-	-	-	-			-
TOTAL (hors TVA)		-	-	-	-	-	-	-	-	746	716	11 958	716	14 285
		Year 1 - 2019												TOTAL - 2019
		1/2019	2/2019	3/2019	4/2019	5/2019	6/2019	7/2019	8/2019	9/2019	10/2019	11/2019	12/2019	12 months
610 - Retal expenses	*21%*	1 275	1 275	1 275	1 275	1 275	1 275	1 275	1 275	1 275	1 275	1 275	1 275	15 300
6120 - Consumables - Water, gas, electricity,	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6121 - Consumables - Telephone, GSM, Internet	*21%*	200	200	200	200	200	200	200	200	200	200	200	200	2 400
6124 - Consumables - Others	*21%*	50	50	50	50	50	50	50	50	50	50	50	50	600
6131 - Insurances HR exlu. (fire, theft, cars, credit)	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Bookkeepers and accountants	*21%*	400	400	400	400	400	400	400	400	400	400	400	400	4 800
61321 - Experts' fees - Social secretariats	*21%*	140	140	140	140	140	140	140	140	140	140	140	140	1 680
61321 - Experts' fees - Lawyers	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	20 000
61321 - Experts' fees - Others	*21%*	5 000	-	-	-	-	-	-	-	-	-	-	-	5 000
61330 - Transport costs - Employees	*21%*	500	500	500	500	500	500	500	500	500	500	500	500	6 000
61331 - Transport costs - Business Trips	*21%*	500	500	500	500	500	500	500	500	500	500	500	500	6 000
61332 - Transport costs - Others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6140 - Commercial costs - Publicity and announcements	*21%*	15 000	-	-	-	10 000	-	-	-	-	10 000	-	-	35 000
6143 - Commercial costs - Fairs and exibitions	*21%*	1 000	-	-	-	-	-	-	-	-	-	-	-	1 000
6144 - Commercial costs - Others	*21%*	1 986	101	101	101	101	101	101	101	101	101	200	101	3 196
615 - Other subcontracting costs	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6230 - HR Costs - employee insurances	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	1 753
6400 - Taxes - Vehicules and others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6402 - Taxes - Region, Provinces, Town	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
66 - Unforseen	*21%*	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000
TOTAL (hors TVA)		27 051	4 166	4 166	4 166	14 166	4 166	4 166	4 166	4 166	14 166	4 265	4 166	114 729
		Year 2 - 2020												TOTAL - 2020
		1/2020	2/2020	3/2020	4/2020	5/2020	6/2020	7/2020	8/2020	9/2020	10/2020	11/2020	12/2020	12 months
610 - Retal expenses	*21%*	2 040	2 040	2 040	2 040	2 040	2 040	2 040	2 040	2 040	2 040	2 040	2 040	24 480
6120 - Consumables - Water, gas, electricity,	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6121 - Consumables - Telephone, GSM, Internet	*21%*	320	320	320	320	320	320	320	320	320	320	320	320	3 840
6124 - Consumables - Others	*21%*	50	50	50	50	50	50	50	50	50	50	50	50	600
6131 - Insurances HR exlu. (fire, theft, cars, credit)	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Bookkeepers and accountants	*21%*	667	667	667	667	667	667	667	667	667	667	667	667	8 000
61321 - Experts' fees - Social secretariats	*21%*	245	245	245	245	245	245	245	245	245	245	245	245	2 940
61321 - Experts' fees - Lawyers	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	20 000
61321 - Experts' fees - Others	*21%*	5 000	-	-	-	-	-	-	-	-	-	-	-	5 000
61330 - Transport costs - Employees	*21%*	800	800	800	800	800	800	800	800	800	800	800	800	9 600
61331 - Transport costs - Business Trips	*21%*	800	800	800	800	800	800	800	800	800	800	800	800	9 600
61332 - Transport costs - Others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6140 - Commercial costs - Publicity and announcements	*21%*	3 141	3 387	3 633	3 879	4 124	4 370	4 616	4 862	5 108	5 353	5 599	5 885	53 957
6143 - Commercial costs - Fairs and exibitions	*21%*	1 000	-	-	-	-	-	-	-	-	-	-	-	1 000
6144 - Commercial costs - Others	*21%*	2 107	101	101	101	101	101	101	101	101	101	200	101	3 317
615 - Other subcontracting costs	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6230 - HR Costs - employee insurances	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	2 684
6400 - Taxes - Vehicules and others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6402 - Taxes - Region, Provinces, Town	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
66 - Unforseen	*21%*	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000
TOTAL (hors TVA)		17 170	9 410	9 655	9 901	10 147	10 393	10 639	10 884	11 130	11 376	11 721	11 908	157 019
		Year 3 - 2021												TOTAL - 2021
		1/2021	2/2021	3/2021	4/2021	5/2021	6/2021	7/2021	8/2021	9/2021	10/2021	11/2021	12/2021	12 months
610 - Retal expenses	*21%*	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	33 660
6120 - Consumables - Water, gas, electricity,	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6121 - Consumables - Telephone, GSM, Internet	*21%*	440	440	440	440	440	440	440	440	440	440	440	440	5 280
6124 - Consumables - Others	*21%*	50	50	50	50	50	50	50	50	50	50	50	50	600
6131 - Insurances HR exlu. (fire, theft, cars, credit)	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Bookkeepers and accountants	*21%*	917	917	917	917	917	917	917	917	917	917	917	917	11 000
61321 - Experts' fees - Social secretariats	*21%*	350	350	350	350	350	350	350	350	350	350	350	350	4 200
61321 - Experts' fees - Lawyers	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	20 000
61321 - Experts' fees - Others	*21%*	5 000	-	-	-	-	-	-	-	-	-	-	-	5 000
61330 - Transport costs - Employees	*21%*	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	13 200
61331 - Transport costs - Business Trips	*21%*	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	13 200
61332 - Transport costs - Others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6140 - Commercial costs - Publicity and announcements	*21%*	7 694	9 289	9 952	10 614	11 277	11 939	12 602	13 264	13 927	14 589	15 252	15 928	146 325
6143 - Commercial costs - Fairs and exibitions	*21%*	1 000	-	-	-	-	-	-	-	-	-	-	-	1 000
6144 - Commercial costs - Others	*21%*	2 107	101	101	101	101	101	101	101	101	101	200	101	3 317
615 - Other subcontracting costs	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6230 - HR Costs - employee insurances	*21%*	-	-	-	-	-	-	-	-	-	-	-		3 773
6400 - Taxes - Vehicules and others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6402 - Taxes - Region, Provinces, Town	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
66 - Unforseen	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL (hors TVA)		22 563	16 152	16 814	17 477	18 139	18 802	19 464	20 127	20 789	21 452	22 213	22 791	260 554
		Year 4 - 2022												TOTAL - 2022
		1/2022	2/2022	3/2022	4/2022	5/2022	6/2022	7/2022	8/2022	9/2022	10/2022	11/2022	12/2022	12 months
610 - Retal expenses	*21%*	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	2 805	33 660
6120 - Consumables - Water, gas, electricity,	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6121 - Consumables - Telephone, GSM, Internet	*21%*	440	440	440	440	440	440	440	440	440	440	440	440	5 280
6124 - Consumables - Others	*21%*	50	50	50	50	50	50	50	50	50	50	50	50	600
6131 - Insurances HR exlu. (fire, theft, cars, credit)	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Bookkeepers and accountants	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
61321 - Experts' fees - Social secretariats	*21%*	350	350	350	350	350	350	350	350	350	350	350	350	4 200
61321 - Experts' fees - Lawyers	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	20 000
61321 - Experts' fees - Others	*21%*	5 000	-	-	-	-	-	-	-	-	-	-	-	5 000
61330 - Transport costs - Employees	*21%*	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	13 200
61331 - Transport costs - Business Trips	*21%*	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	1 100	13 200
61332 - Transport costs - Others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6140 - Commercial costs - Publicity and announcements	*21%*	16 591	17 253	17 916	18 578	19 241	19 903	20 566	21 228	21 891	22 553	23 216	23 886	242 819
6143 - Commercial costs - Fairs and exibitions	*21%*	1 000	-	-	-	-	-	-	-	-	-	-	-	1 000
6144 - Commercial costs - Others	*21%*	2 107	101	101	101	101	101	101	101	101	101	200	101	3 317
615 - Other subcontracting costs	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6230 - HR Costs - employee insurances	*21%*	324	324	324	324	324	324	324	324	324	324	324	324	3 886
6400 - Taxes - Vehicules and others	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
6402 - Taxes - Region, Provinces, Town	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
66 - Unforseen	*21%*	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL (hors TVA)		30 866	23 523	24 185	24 848	25 510	26 173	26 835	27 498	28 160	28 823	29 584	30 156	346 162

Cash-flow statement

		TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
1.	**Cash-flow opérationnel**					
	Résultat hors amortissements	**-32 999**	**-56 668**	**124 714**	**663 117**	**1 285 144**
	Variation du besoin en fonds de roul.	**-1 946**	**-15 888**	**-10 962**	**-54 199**	**-41 865**
	Variation stock	-	-	-	-	-
	Variation des créances commerciales	-	**-35 033**	**-36 180**	**-121 516**	**-96 292**
	Variation du compte TVA	**-2 812**	**2 812**	-	-	-
	Variation des autres créances	-	-	-	-	-
	Variation des dettes commerciales	**866**	**4 175**	**9 368**	**13 168**	**8 906**
	Variation du compte TVA	-	**12 159**	**15 850**	**54 149**	**45 521**
	Variation des autres dettes	-	-	-	-	-
	Cash-flow issu de l'activité	**-34 945**	**-72 556**	**113 752**	**608 919**	**1 243 279**
2.	**Cash-flow financier**					
	Financement	**100 000**	**200 000**	-	-	-
	Capital	**60 000**	**200 000**	-	-	-
	Emprunt 1 - Avance remboursable (fonds de participation, Actiris)	**40 000**	-	-	-	-
	Emprunt 2 - (-)	-	-	-	-	-
	Emprunt 3 - (-)	-	-	-	-	-
	Remboursement des emprunts	-	-	-	**-40 000**	-
	Emprunt 1 - Avance remboursable (fonds de participation, Actiris)	-	-	-	**-40 000**	-
	Emprunt 2 - (-)	-	-	-	-	-
	Emprunt 3 - (-)	-	-	-	-	-
	Cash-flow financier	**100 000**	**200 000**	-	**-40 000**	-
3.	**Investissements**					
	Investissements	**-61 500**	**-97 152**	**-100 067**	**-142 141**	**-146 405**
	Variation de trésorerie	**3 555**	**30 292**	**13 685**	**426 778**	**1 096 874**
	Trésorerie	**3 555**	**33 848**	**47 533**	**474 311**	**1 571 185**
	Prélèvement sur crédit de caisse	-	-	-	-	-
	Valeurs disponibles sur compte	**3 555**	**33 848**	**47 533**	**474 311**	**1 571 185**

Emprunts - Récapitulatif des échéances

	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
Libération des fonds	**40 000**	-	-	-	-
Emprunt 1 - Avance remboursable (fonds de pa	**40 000**	-	-	-	-
Emprunt 2 - (-)	-	-	-	-	-
Emprunt 3 - (-)	-	-	-	-	-
Paiement des intérêts	**489**	**1 956**	**1 956**	**1 467**	-
Emprunt 1 - Avance remboursable (fonds de pa	**489**	**1 956**	**1 956**	**1 467**	-
Emprunt 2 - (-)	-	-	-	-	-
Emprunt 3 - (-)	-	-	-	-	-
Remboursement du capital	-	-	-	**40 000**	-
Emprunt 1 - Avance remboursable (fonds de pa	-	-	-	**40 000**	-
Emprunt 2 - (-)	-	-	-	-	-
Emprunt 3 - (-)	-	-	-	-	-
Remboursement capital + intérêts	**489**	**1 956**	**1 956**	**41 467**	-
Emprunt 1 - Avance remboursable (fonds de pa	**489**	**1 956**	**1 956**	**41 467**	-
Emprunt 2 - (-)	-	-	-	-	-
Emprunt 3 - (-)	-	-	-	-	-
Solde restant dû					
Emprunt 1 - Avance remboursable (fonds de participation, Actiris)					
Emprunt 2 - (-)					
Emprunt 3 - (-)					

Chronologie des investissements	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
1. Frais de constitution					
Frais de constitution	**1 500**	-	-	-	-
(-)	-	-	-	-	-
TOTAL	**1 500**	-	-	-	-
TOTAL cumulé					
2. Immobilisations incorporelles					
Rachat de l'application IOS	**20 000**	-	-	-	-
Développement version Android	**40 000**	-	-	-	-
Human ressources > immo	-	-	-	-	-
Human ressources > Immo	-	**97 152**	-	-	-
(-)	-	-	-	-	-
Human ressources > Immo	-	-	**100 067**	-	-
(-)	-	-	-	-	-
Human ressources > Immo	-	-	-	**142 141**	-
(-)	-	-	-	-	-
Human resources > Immo	-	-	-	-	**146 405**
(-)	-	-	-	-	-
TOTAL	**60 000**	**97 152**	**100 067**	**142 141**	**146 405**

128.

Chronologie des amortissements	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
1. Frais de constitution					
Frais de constitution	**100**	**300**	**300**	**300**	**300**
(-)	**-**	**-**	**-**	**-**	**-**
TOTAL	**100**	**300**	**300**	**300**	**300**
2. Immobilisations incorporelles					
Rachat de l'application IOS	**1 333**	**4 000**	**4 000**	**4 000**	**4 000**
Développement version Android	**2 667**	**8 000**	**8 000**	**8 000**	**8 000**
Human ressources > immo	**-**	**-**	**-**	**-**	**-**
Human ressources > Immo	**-**	**19 430**	**19 430**	**19 430**	**19 430**
(-)	**-**	**-**	**-**	**-**	**-**
Human ressources > Immo	**-**	**-**	**20 013**	**20 013**	**20 013**
(-)	**-**	**-**	**-**	**-**	**-**
Human ressources > Immo	**-**	**-**	**-**	**28 428**	**28 428**
(-)	**-**	**-**	**-**	**-**	**-**
Human resources > Immo	**-**	**-**	**-**	**-**	**29 281**
(-)	**-**	**-**	**-**	**-**	**-**
TOTAL	**4 000**	**31 430**	**51 444**	**79 872**	**109 153**

Coûts des Ressources humaines

	TOTAL 2018	TOTAL 2019	TOTAL 2020	TOTAL 2021	TOTAL 2022
TOTAL	**18 374**	**166 685**	**278 485**	**394 408**	**428 080**
Rémunération Administrateurs & Gérant	**0**	**48 000**	**48 000**	**72 000**	**96 000**
Coût du personnel - Employés	**18 374**	**118 685**	**230 485**	**322 408**	**332 080**
Artistic director	**18 374**	**56 777**	**58 480**	**60 235**	**62 042**
Senior Developer 1	**-**	**72 600**	**74 778**	**77 021**	**79 332**
Junior Developer 1	**-**	**48 840**	**50 305**	**51 814**	**53 369**
Partnership manager 1	**-**	**37 620**	**38 749**	**39 911**	**41 108**
Partnership manager 2	**-**	**-**	**37 620**	**38 749**	**39 911**
Partnership manager 3	**-**	**-**	**37 620**	**38 749**	**39 911**
Community manager 1	**-**	**-**	**33 000**	**33 990**	**35 010**
Partnership manager 4	**-**	**-**	**-**	**37 620**	**38 749**
Partnership manager 5	**-**	**-**	**-**	**37 620**	**38 749**
Junior developer 2	**-**	**-**	**-**	**48 840**	**50 305**
Employé 11	**-**	**-**	**-**	**-**	**-**
Human resources > Immo	**-**	**-97 152**	**-100 067**	**-142 141**	**-146 405**