

TEMPLATE BUSINESSPLAN – Marcel Footwear

ADMINISTRATIVE DETAILS:

NAME BUSINESS:	Marcel Footwear
GROUP NUMBER:	N. 2- in MS Teams Channels
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BUSINESS IDEA:

Describe your original idea. What would you like to do. In which sector would you like to be active?

BASIC IDEA:

We are a footwear company in Belgium that wants to contribute to a more circular and sustainable planet by producing shoes made from 100% recycled plastic waste.

We are inspired by the growing negative impact the people amass on our planet Earth via their unsustainable actions. This will have numerous disastrous consequences for both us and the future generations, and we want to avoid that by prevention.

We will form partnerships which will provide us with the raw materials. Then, we will produce the shoes in our own factory. After that, we will ship our products to retailers in Belgium who sell sustainable shoes to customers via 3rd party delivery transportation company(UPS Belgium).

SECTOR:

The sector for our company would be footwear sector, since the only item we produce are shoes.

Where would you like your company to be within 5 years? (which objectives do you have in mind):

In 5 years we would want our company to be known and recognized worldwide so that we can revolutionize the footwear sector. We would like to make more and more people switch from fast fashion companies to more sustainable companies in order to help the planet and be more green.

BUILD

THE BUSINESS MODEL CANVAS IS USED TO DEVELOP THE MINIMUM VIABLE PRODUCT. KEEP IN MIND THAT WHEN BUILDING OUT THE DIFFERENT BUILDING BLOCKS OF A CANVAS, THE WHOLE IS STRONGER THAN THE INDIVIDUAL BUILDING BLOCKS. THIS IS ONLY POSSIBLE WHEN THERE IS AN INTERNAL LOGIC (ALIGNMENT) BETWEEN THE DIFFERENT BUILDING BLOCKS. THE CHOICES YOU MAKE WITH THE FIRST BUILDING BLOCKS WILL LARGELY DETERMINE THE CONTENT OF THE SUBSEQUENT BUILDING BLOCKS. THIS IS ONLY POSSIBLE IF THERE IS AN INTERNAL LOGIC (ALIGNMENT) BETWEEN THE DIFFERENT BUILDING BLOCKS. THE CHOICES YOU MAKE WITH THE FIRST BUILDING BLOCKS WILL TO A LARGE EXTENT DETERMINE THE CONTENT OF THE SUBSEQUENT BUILDING BLOCKS..

1. CUSTOMER SEGMENT

1.1. TRENDS:

Before identifying specific target groups, it is useful to briefly check the trends (these are the evolutions you will see in the coming years) within the chosen sector. Which trends in the following areas can you identify?

On the basis of these trends, it is possible to identify a number of possible customer segments of interest.

<i>Demographic</i>	Women and men of all ages
<i>Economic</i>	Sustainable fashion
<i>Technologic</i>	Invention and research, recycling plastic materials
<i>Ecologic</i>	Circular fashion, minimalism
<i>Government/legislation.</i>	Taxes
<i>Social</i>	Help people to be stylish while being sustainable at the same time

In the table below, fill in possible segments (one or more target groups) that you have in mind. These segments will be elaborated in the next step.

Customer segment: women and men of all ages
Description: men and women interested in fashion but also in sustainability. They want to consume fashion without being a danger for the environment
Geographical location: Belgium

1.1. Exploring the customer segment(s).

Describe which sources you used to identify the target groups :

sources:

by making a survey to our target group, asking them the price that they are usually aiming to pay for shoes, asking how much sustainability is relevant to them especially in the fashion sector.

Step 1: focus & objectives.

Who are we empathizing with?

For whom do we want to empathize and understand? This needs to be done for employees and patients, and one can for example choose to demarcate type employees and/or type-patients. This group is technically described as 'the user'.

We empathize with people who care about the planet, about sustainable fashion and want to contribute to make the world more green.

We also empathize with those who are active and have a healthy lifestyle. In addition, our customers go for trendy footwear that is in fashion. They like their shoes to be comfortable and practical.

What do they need to do?

What do we want the staff member or patient to do in the end (that he or she does not do now)? Here we can introduce specific elements from the collective ambition - for example, what do we mean by quality service?

We want to show our clients how they can be both fashionable and sustainable at the same time and show them how also shoes made from 100% recycled plastic can still have a high quality and durability.

Step 2: Visualise the 'outside world' of the user.

What do they SEE?

What do users see during their daily experiences? What do the people with whom the users work or from whom they receive care do?

They see how bad the fashion industry is these days and the bad impact it has on the environment.

What do they DO and SAY?

What behaviours do the users adopt? What are the attitudes and what do they say?

They want to contribute to make fashion as sustainable as possible in the next years and they want to save the planet starting from these small actions, like buying sustainable shoes and clothes.

What do they HEAR?

What do users hear and to what extent does it influence them?

They hear about how many companies are having a bad impact on the environment, and don't respect any regulations in order to make more profit. This is having a bad influence on them and for this reason they finally want to take action.

Step 3: Visualise the 'inner world' of the user.

What do they THINK and FEEL?

We try to form an idea of what the users think and feel. Are these positive or negative feelings and thoughts? What behaviour does it prompt them to adopt?

They might feel betrayed by some companies also by knowing how bad the influence they have on our planet is. For this reason, they would be more encouraged to start acting and switching to more sustainable products.

Explore the pains and the gains.

What does success and failure look like for the users? What are the frustrations and the challenges they face? What are their dreams and their personal goals?

Create a short empathy map for the indicated segments.

Our users get frustrated by being betrayed by fast fashion companies since they usually don't point out the materials, they use to produce shoes and the bad impact that they have on the environment. After they find that out, they aim to look for companies that use more sustainable products in order to go against the fast fashion movement. A success for them would be to finally find a company that operates transparently and that provides shoes made of 100% recycled plastic in order not to damage our planet.

1.2.2. Value proposition designer.

Develop the 'customer profile' for each indicated segment. Describe the possible gains, pains and/or customer jobs.

	Segment 1: customer segment	Segment 2: value proposition
Pains (in customer segments) Pain relievers (in value proposition)	<ul style="list-style-type: none"> The shoes are difficult to clean when they get dirty. Wrong fitting, compared to other brands. 	<ul style="list-style-type: none"> Same fitting as big brands 3 months fabric warranty Not having timely delivery Short partnerships with suppliers No guarantees for the supplied products
Gains	<ul style="list-style-type: none"> Contributing to a better future Comfort Having shoes that stand out Joining the circular economy 	<ul style="list-style-type: none"> Memory foam and support in ankles Collaboration with fashion brands for the best designs Every pair of shoes is made from recycled plastic
Customer needs (customer segments) Product and services (value proposition)	<ul style="list-style-type: none"> Buy stylish shoes Buy affordable shoes Buy long lasting shoes 	Sustainable, affordable, durable comfortable and stylish shoes.

2. VALUE PROPOSITION.

2.1. Design the value proposition elements of the 'value proposition designer'.

	Segment 1: Brand segment	Segment 2: Customer segment
Pain Relievers	<ul style="list-style-type: none"> • Same fitting as big brands, High-quality products • 3 months fabric warranty 	<ul style="list-style-type: none"> • The shoes are easy to clean when they get dirty compared to other brands • Correct fitting, compared to other brands.
Gains	<ul style="list-style-type: none"> • Memory foam and support in ankles • Collaboration with fashion brands for the best designs • Sustainability and ethical considerations: Every pair of shoes is made from recycled plastic. • Reliable and timely delivery • Long-term partnership • Industry knowledge and expertise 	<ul style="list-style-type: none"> • Contributing to a better future • Comfort • Having shoes that stand out • Joining the circular economy
Customer jobs	Products and services: Sustainable, affordable, comfortable and stylish shoes.	<ul style="list-style-type: none"> • Buy stylish shoes • Buy affordable shoes • Buy long lasting shoes

Belgium retailers examples:

- ☞ Foot Locker
- ☞ Hatshoe
- ☞ People Shoes Design
- ☞ Schoenenwinkel-Walk the Line
- ☞ Three Kings Shoe

2.2. Different parts of the value proposition.

Keep in mind that if you wish to serve multiple segments, you may also have different value propositions for the respective segments.

For each segment you can study the different elements of customer value. First discuss whether or not the element is important, and if important what actions you want to graft on that element.

Elements of customer value:	Discussion:
Description of the product or service.	Marcel footwear is a company that produces shoes made of 100% recycled plastic. Our company aims to be as transparent as possible in order to make our customers aware of the quality of our product and the better impact it has on the environment.
The value of a 'brand'? Is this important for the customers of this segment	The Brand value is very important for the customer segment. Our value is all about being sustainable and contributing to a more circular economy. Our customers should value the same thing. Besides, we offer high quality products.
The value of a 'relationship'? Is this important for the customers of this segment?	Yes, this is important. We want to create a community feeling with our shoes. By wearing Marcel footwear, you are part of a welcoming and friendly community. In addition, we also offer personalized shoes, where you can have your initials written on the sole of the footwear. Regarding retailer segment: It is important to have personal assistance by calls, emails and in-person meeting, when negotiating and doing business together, so that retailers can be advised and provided with the expertise of us as wholesalers.
The selling price? Is this low or high value segment?	The selling price is relatively high. We offer good quality shoes that are meant to last.
The cost of 'time'? Is this important for the customers of this segment?	Time is important for both segments in terms of offering stylish products which are up to the trends at a certain moment. Especially the time aspect is crucial for retailers as they need timely deliveries and we will be also very responsive when negotiating with retailers, as some retailers experience slow- or miscommunication.
The cost of 'uncertainty'? Is this important for the customers of this segment?	Uncertainty can be vital if it concerns economic uncertainty, as economic uncertainty can influence our selling prices and it can lead to reduced consumer spending and shifts in purchasing patterns.

Using the Treacy & Wiersema model, where is the focus for this Customer segment?



We define our **Business Strategy as a Product Leadership**, as we offer shoes from 100% recycled materials, undoubtedly high quality products, and we don't have operational excellence which will mean lower prices. Our shoes will be sold in stores with other high-end brands, whose quality is of high standards, and we want to make sure our products will deliver that value, exceeding the expectations of the customers together with the products' stylish designs.

2.3. Competitors.

For the description of value propositions, you can certainly track down competitors in your chosen segment and check what value proposition they offer. Where can you make a difference in order to get the customer to you?

Developing a value proposition means not only creating value, but also differentiating you from the competitor. It is then of course necessary to know what that competitor offers.

For each competitor, fill in the information below:

Name: All Birds
Website: https://www.allbirds.eu/?gclid=EAlaIqobChMly8DbI6OBwIVTQSLCh2LmgDwEAAYASAAEgl6QDBwE
Description: Allbirds is a footwear brand that specializes in creating comfortable and sustainable shoes. They are known for their minimalist design and use of eco-friendly materials. "Lighter by Method" "And when we say nothing, we mean nothing. As in zero. Zilch. Nada. See, when we unveiled the Allbirds Flight Plan in 2021, that was a big part of our commitment: cutting our carbon footprint in half by the end of 2025, then reducing it to near zero by 2030. Now, only two years in, we're more than halfway towards our goals—and we'll stop at nothing to get to nothing"
Strengths: Sustainable Materials: Allbirds shoes are made from renewable materials such as merino wool, eucalyptus tree fiber, and recycled plastic bottles. These materials have a lower environmental impact compared to traditional shoe materials. Comfort: Allbirds shoes are known for their comfort. The merino wool and eucalyptus tree fiber used in their shoes provide softness, breathability, and moisture-wicking properties.

Minimalist Design: Allbirds shoes have a simple and clean design that appeals to many consumers. They offer a range of styles and colors suitable for everyday wear.

Machine Washable: Allbirds shoes can be machine washed, making them easy to clean and maintain. **Carbon Footprint:** Allbirds takes steps to measure and offset their carbon footprint. They use sustainable practices in their supply chain and manufacturing processes to reduce environmental impact.

Weaknesses:

Limited Style Options: While Allbirds offers a range of colors, their style options may be limited compared to other shoe brands. The minimalist design may not suit everyone's preferences.

Durability: Some users have reported that Allbirds shoes may not be as durable as other brands, especially in terms of the sole's longevity. However, this can vary based on individual use and care.

Price: Allbirds shoes are often considered to be on the higher end of the price spectrum for casual footwear. The sustainable materials and ethical production practices contribute to the higher cost.

Less Formal Options: Allbirds primarily focuses on casual shoes and sneakers, so if you're looking for formal or dress shoe options, you may need to explore other brands

Selling price:

100 euros – 140 euros average

Name: Veja

Website:

https://www.veja-store.com/en_eu/

Description:

Veja is a footwear brand that focuses on sustainability, transparency, and fair trade practices.

Strengths:

Sustainable Materials: Veja shoes use sustainable materials such as organic cotton, wild rubber sourced from the Amazon rainforest, and recycled plastic bottles. By utilizing these materials, Veja reduces its environmental impact.

Transparency and Fair Trade: Veja emphasizes transparency and fair trade practices. The company strives to provide visibility into its supply chain, ensuring fair wages, safe working conditions, and respect for workers' rights.

Stylish Designs: Veja offers a range of stylish and on-trend designs, making sustainable footwear more accessible and appealing to fashion-conscious consumers. **Positive Impact on Local**

Communities: Veja's partnership with cooperatives and small-scale producers helps support local communities, particularly in areas like Brazil, where they source their wild rubber. This focus on social responsibility is a strength of the brand.

Weaknesses:

Limited Style Options: While Veja offers a variety of designs, their selection may be more limited compared to some mainstream shoe brands. Their emphasis on sustainability and using specific materials may restrict certain design choices.

Durability: Some customers have reported concerns about the durability of Veja shoes, particularly the soles, which may wear down more quickly compared to shoes made with synthetic materials. However, this can vary based on individual use and care.

Price: Veja shoes are often priced at a premium due to their sustainable materials and fair trade practices. This higher price point may be a limitation for budget-conscious consumers.

Selling price:

100 euros – 140 euros average

What distinguishes you from the above competitors, why does the customer choose for you and not for that competitor?

Name competitor: AllBirds
competitive advantage: Our shoes are much more durable than Allbirds. Marcel Footwear is built to last
Name competitor: Veja
competitive advantage: Veja shoes are quite expensive with the average costing 150 euros. Our shoes have a slightly lower cost

2.4. Final value propositions.

Describe the value proposition for segment 1: Customer Segment in the box below. Please note that the description of the value proposition is not only a description of the product or service but also includes the treatment of the pains/gains/customer jobs of the segment in question. Implicitly and explicitly you will find here why the customer chooses you over the competitor. In other words, you have to distinguish customer value AND differentiate yourself from the competition.

Shoes made from 100% recyclable plastic waste. We offer a variety of top quality sneakers, suitable for everyone., We follow trendy styles that are in fashion without losing our elegant touch that makes us unique. In addition, we also offer personalised footwear, where we can add initials on the heel of the shoe.

Our goal is to contribute to a better future by joining the circular economy, having comfortable shoes that stand out! We also make sure that our shoes are easy to clean when they get dirty which is a big pain with many other shoe brands. In addition our shoes have right fitting compared to other brands, and adjust to once foot shape. Furthermore our shoes are stylish, affordable and long lasting.

We differentiate ourselves because we sell 100% recycled shoes, unlike many shoe brands that sell partly recycled shoes. Also, our customer segment is very varied. We want many people to feel like they can purchase our shoes, without feeling that its completely exclusive.

In addition we also offer personalised shoes where you can choose to add your initials to the sole.

When creating the value proposition it is interesting to give an indication of the pricing of the service/product within the value proposition:

110 euros

Describe the value proposition for segment 2: Brand Segment. in the box below:

This consists of the brands that will buy our shoes to resell them in their stores. As we are a start up, we do not have enough resources to have our own stores yet. We want the brands that resell our shoes to follow similar values to us.

Once again, the pains and gains are similar to segment 1. Every pair of shoes is made from recycled material. We also collaborate with fashion brands for the best designs that implement fashion with sustainability to create exceptional footwear that is part of the circular economy.

In order to provide extra comfortable footwear, our designs have memory foam and support in ankles.

We also stand out because we deliver on time, and we are very consistent. This is one of our top values.

Pricing segment 2:

We sell our shoes to other stores for 110 euros for each pair of shoes.

3. Channels.

Describe the channels for the different selected segments. Describe the 'channel types' and the 'channel phases' from

Fill in the channels in the table below that apply to your value proposition(s) / segment. Social media channels: Instagram, Linked In Own website Other stores: selling on their website/in-store marketing activities, web banners Emails, social media groups/post to promote community vibe

Distribution channels: Brand (retailers) segment		
<i>Buying</i>	<i>Delivery</i>	<i>After sales</i>
<p>-> Online marketplace where retailers can browse and order products, and they can fill in Quote requests on that platform too. (See below for a sample online Quote request form that we will display on our website)</p> <p>-> Our Sales Team will also have direct contact with those who decide to call or email to be advised more in details.</p> <p>-> On a later stage, our brand can showcase the products on industry exhibitions where we can show the present the products to retailers who can then place orders.</p>	<p>-> Standard delivery: specified delivery frame of 2-4 days via other carrier companies.</p> <p>-> Expedited Shipping: offering faster delivery for urgent orders.</p> <p>>>> Offering a combination of these 2 types of delivery will allow the company to provide its value of 'Reliable and Timely Delivery'.</p>	<p>-> Customer service, which can handle inquiries, complaints, and requests from retailers. This department can be reached by calls, emails or by filling in online form.</p> <p>-> Warranty and returns: We provide a warranty and a return policy for the products we sell to retailers. In case of product defects or unsatisfactory performance, retailers can follow our specified procedures to request replacements, or returns. This can happen via email or by filling an online form.</p> <p>-> Regular communication via emails: we can inform retailers about new product launches, promotions, industry trends, or any important updates from us.</p>

Request Form

/

date

Via this Request Form you can order in bulk immediately, or request a quote via marking the box 'Consultation only'. Fill out the following form, and click 'Submit'. We will contact you back via email in maximum 2 working days.

Product Details

Model Shoes (1): <input type="text"/>	Model Shoes (2): <input type="text"/>	Model Shoes (3): <input type="text"/>
Quantity: <input type="text"/>	Quantity: <input type="text"/>	Quantity: <input type="text"/>
Size: <input type="text"/>	Size: <input type="text"/>	Size: <input type="text"/>
Colour: <input type="text"/>	Colour: <input type="text"/>	Colour: <input type="text"/>
Model Shoes (4): <input type="text"/>	Model Shoes (5): <input type="text"/>	Model Shoes (6): <input type="text"/>
Quantity: <input type="text"/>	Quantity: <input type="text"/>	Quantity: <input type="text"/>
Size: <input type="text"/>	Size: <input type="text"/>	Size: <input type="text"/>
Colour: <input type="text"/>	Colour: <input type="text"/>	Colour: <input type="text"/>

Retailer's Contact Details

Contact Name: _____ Phone: _____
Retailer Name: _____ Email: _____
Address: _____
City: _____
Zip Code: _____ Website: _____

Payment Details/Consult only

Payment method: Cash Credit/Debit Card

Purchase order number: _____
Credit card number: _____ Exp: _____ Ccv: _____
Name on card: _____

Consult only: I prefer to only consult

Delivery Details

Delivery address: _____

City: _____

Receiver: _____

Zip Code: _____

Phone: _____

Delivery Day:

Email: _____

Delivery Timeslot:

Delivery Day: Standard Delivery / Expedited Delivery

Any other remarks?

Please fill in this field in case of additional remarks we need to take into consideration:

Type here...

Terms and Conditions: I agree with the Terms and Conditions

SUBMIT

Distribution channels: Customer segment

<i>Buying</i>	<i>Delivery</i>	<i>After sales</i>
<i>-> Through retailers who stock and sell our products</i>	<i>-> Delivery to the customers will happen through the retailers' stores and retailers' partnership with transportation companies for the retailers' cost.</i>	<i>-> Dedicated customer Service team to handle inquiries, complaints, and provide assistance to customers. Customers can reach out via email, filling in an online form or via achatbox on our website to address any issues or seek guidance related to the purchased products.</i> <i>-> Warranty and return policy: Customers can follow the specified procedures to request returns or seek replacements or refunds if the products do not meet their expectations or are defective. This can happen via email or by filling an online form.</i> <i>-> Online Support and Resources: these include FAQs, product guides and information on our website. These resources will help customers better understand and use the products they have purchased.</i>

Communication channels: Brand segment				
Awareness	Evaluation	Purchase	Delivery	After Sales
(How can we create 'awareness' among customers for our company's products and services.)	(How can we help clients assess the value proposition of our organization?)	(How can we make it possible for customers to purchase specific products and services?)	(How can we deliver value proposition to our customers?)	(How can we provide customer support after purchase?)
-> <u>Linked in Marketing Campaign 'Walk the Talk of Sustainability'</u> : encourage retailers to align their brand values with the growing demand for sustainable products. Showcase how selling shoes made from recycled materials can enhance their reputation as socially responsible businesses, attracting environmentally conscious customers and generating positive brand associations.	-> <u>Organise webinars to educate retailers about the 1) benefits of selling high-quality shoes made from recycled materials. Provide insights into 2) consumer trends, 3) market demand, and 4) strategies for marketing and selling these sustainable footwear options effectively.</u> -> <u>Follow up with email marketing.</u>	-> <u>We will be in contact with retailers via calls, our website (Request Order Form, FAQs), emails in which we can distribute a digital Catalogue explaining our brand USP, our products, benefits of working with us, our vision for the future, etc.</u>	-> <u>Face to Face interaction between retailers and our Sales Team (in-person or online). This will allow for approaching the specific need of each retailer.</u> -> <u>Attending industry events/trade shows that will enable us to directly showcase the quality of our products to retailers. Personal connections can be established and the value proposition can be</u> -> <u>Email Marketing</u>	-> <u>Customer service can be reached by calls, emails or by filling in online form.</u> -> <u>Warranty and returns: In case of product defects or unsatisfactory performance, retailers can request replacements, or returns via email or by filling an online form.</u> -> <u>Regular communication via emails: we can inform retailers about new product launches, promotions, industry trends, or any important updates from us.</u>

Communication channels: Customer segment				
Awareness	Evaluation	Purchase	Delivery	After Sales
(How can we create 'awareness' among customers for our company's products and services.)	(How can we help clients assess the value proposition of our organization?)	(How can we make it possible for customers to purchase specific products and services?)	(How can we deliver value proposition to our customers?)	(How can we provide customer support after purchase?)
<p>-><u>Via SEO</u></p> <p>-> Via social media <u>Marketing Campaign, in Instagram.</u> We will work with 6 influencers who will promote our products. These influencers should be belgian interested in sustainability and the age of our target group. For example sport or lifestyle type of influencers.</p>	<p>->The <u>instagram posts/posts/reels</u> by the influencers will contain a link to the <u>website</u> where the customers can have a look at more detailed product information and FAQ regarding our products.</p> <p>->Provide enticing and educating information on our offer via <u>email marketing.</u></p>	<p>-> On the <u>website</u> we will provide a variety of photos, videos & convincing information which can familiarize the customers with our product and entice them to purchase.</p> <p>-> The website will contain <u>links to all our retailers</u> to whom we sell our products.</p> <p>->We will run a <u>review campaign</u> with collaboration with the retailers and people can see that other customers are satisfied from buying and using our products. Word of mouth will be utilised.</p>	<p>-> We will have <u>online community</u> where people can share their concern regarding the fashion indstry not respecting sustainability, what motivates and what worries them.</p> <p>-> On our <u>instagram, Linked In and website</u> we can upload <u>videos</u> from the prodcuton process, os that consumers can see that we are transparent in our ssuatinability policy and that our products are from high quality.</p> <p>-> Besides we can fo a <u>Reel</u> with famous people in Belgium sharing their opinion of how comfortable and stylish our shoes are.</p>	<p>->Customers can reach out via <u>email, filling in an online form or via a chatbox on our website</u> to address any issues or seek guidance related to the purchased products.</p> <p>-> Warranty and return policy: Customers can request returns or seek replacements or refunds via <u>email or by filling an online form.</u></p> <p>-> Online Support and Resources: <u>FAQs & product guides on our website</u> will help customers better understand and use the products they have purchased.</p>

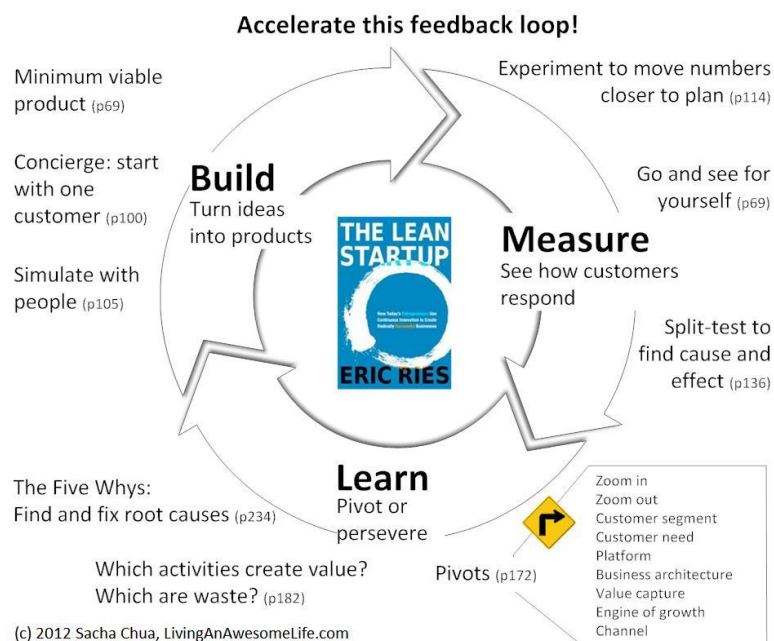
4. Customer relationship.

Write out the customer relations you wish to offer for the various segments.

Segment 1- Retailers	Segment 2- customers
<p>Personal assistance: By calling/emailing a representative from our Sales Team. The retailers can get helped with our expertise on the products, industry and end consumers segment.</p> <p>Automated systems: This represents filling in the online Quote Request Form which will be automatically sent to our Sales Team and worked upon.</p>	<p>We want to create a community where people feel like they belong when they purchase our shoes. This will be initiated online on Instagram and linked in.</p> <p>Co-creation when creating reviews which will appeal to other customers.</p>

MEASURE

THE FIRST FOUR BUILDING BLOCKS TOGETHER FORM THE 'MINIMUM VIABLE PRODUCT'. IT IS NOW THE INTENTION TO TEST, BY MEANS OF CERTAIN 'MEASUREMENTS', TO WHAT EXTENT THE MVP HAS ANY CHANCE OF SURVIVING AND GROWING IN THE SEGMENTS OF ITS OWN CHOICE.



Describe the measurement plan:

We conducted a survey among our Segment 2 to see if there will be a real demand for our product, as well as capability of the market, enough purchasing power, matching the values of our target group and how to connect with our target group.

	SEGMENT 2- customer segement:
Sample:	Sample of 50 people, who live in Belgium, both men and women, aged 18-55 years.
Sampling methodology:	Convenience and snowball sampling mehtods: 1) We implemented convenience sampling because the participants in the survey were “selected based on availability and willingness to take part” (Faculty of Public Health, 2018). To illustarte, we distributed the survey only online via acquaintances in Belgium – Belgium students and Belgium housemates. 2) It was also snowball sampling because we asked our Belgium acquaintances to share the survey with their siblings, cousins, friends and family, so that we get responses from all representatives of our target grou, i.e. all ages.
Questionnaires:	Attachment – questionnaire: https://forms.gle/gcszvrjsTtAGr16KA . Please see below for what type of questions we asked, why, and what results we have concluded.

SURVEY:

Benchmark Marsel Footwear

With this survey, we would like to get an insight about the opportunities to introduce a new product on the Footwear market.
It is completely anonymous.
Thank you for filling it in! :)

antoniavasileva53@gmail.com [Switch accounts](#)

Not shared

* Indicates required question

1 How often do you buy shoes? *

1 month

2 months

3 months

<6 months

2 Which element is the most important for you when buying shoes? *

Aesthetics

Brand

Price

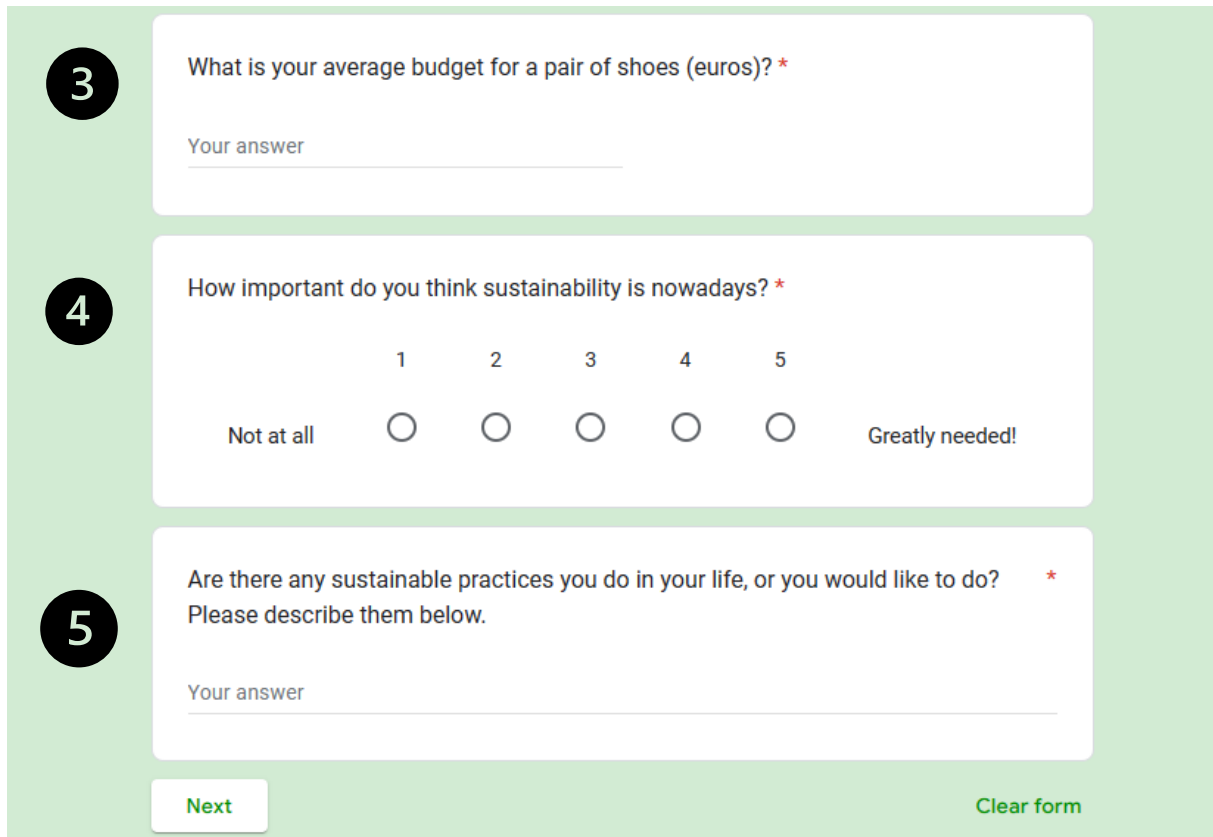
Comfort

Quality

Durability

- With Question N.1, we wanted to get to know the buying habits of our second segment, if there is a potential of selling all year round and how intense our delivery to retailers can be.

- With Question N.2, we wanted to evaluate the deep values which our customers want to fulfil with their purchase of shoes. If it matches what we offer, then that would be a great opportunity.



The image shows a survey form with three questions, numbered 3, 4, and 5. Question 3 asks for the average budget for a pair of shoes in euros. Question 4 asks how important sustainability is nowadays, with a 5-point Likert scale from 'Not at all' to 'Greatly needed!'. Question 5 asks for any sustainable practices the respondent does or would like to do. The form includes a 'Next' button and a 'Clear form' link.

3 What is your average budget for a pair of shoes (euros)? *

Your answer _____

4 How important do you think sustainability is nowadays? *

1 2 3 4 5

Not at all Greatly needed!

5 Are there any sustainable practices you do in your life, or you would like to do? *
Please describe them below.

Your answer _____

[Next](#) [Clear form](#)

- With Question N.3, we wanted to check the purchasing power in that sector in general, i.e. how much money would our customer set aside for a pair of shoes. If that is lower than what we intend to settle down on, we would need to reformulate our strategy.
- With Question N.4, we would like to double check if the trend we would deliver on, namely concerns regarding sustainability nowadays, is relevant among our target group.
- With question N.5, to confirm the truth of the answers from Question N.4, we wanted the target group to give slightly more detailed information about their daily practices when it comes to sustainability.

Benchmark Marsel Footwear

antoniavasileva53@gmail.com [Switch accounts](#)



Not shared

* Indicates required question

Shoes from recycled materials

6

Which stores selling sustainable shoes are you aware of? *

- Zappa
- Nike
- Supergoods
- Adidas
- Veja
- Eco Shoes
- Supergreenme
- Walkie Talkie
- Les ReBelles d'Anvers:
- None of the above brands
- Other: _____

→ With Question N.6, we tapped a bit further, in order to understand if the customers have already heard about or are interested in sustainable shoes, i.e. we could assess how much customers are sensitive to that topic, and their readiness of embracing sustainable shoes as their new type of shoes.

Marsel Footwear

Running shoes and sneakers are made with polyester thread. With polyester because of its strength and ability to persevere its colour. Nowadays we can obtain the recycled polyester from the PET bottles. Making a more sustainable way to produce footwear.

Adidas version of recycled shoes:



What price are you willing to pay for recycled shoes (euros)? *

Short-answer text

7

- With Questions 7, we wanted to clarify more precisely what the buying capabilities and willingness of the target group are, and consequently, sustainable shoes of what price they will consider affordable.

8

How likely will you be to buy such shoes from recycled materials? *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I will definitely buy such!

9

How often do you buy shoes online? *

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

10

How often do you buy shoes offline? *

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Often

- With question 8, we tested for the last time how likely the customers will be to accept our product on the market and how hesitant they would be when buying such shoes.
- With questions 9 and 10, we wanted to see if our customers buy mostly online or offline in order to know if it will be worth it to build a brick and mortar store in the initial phase of the business.

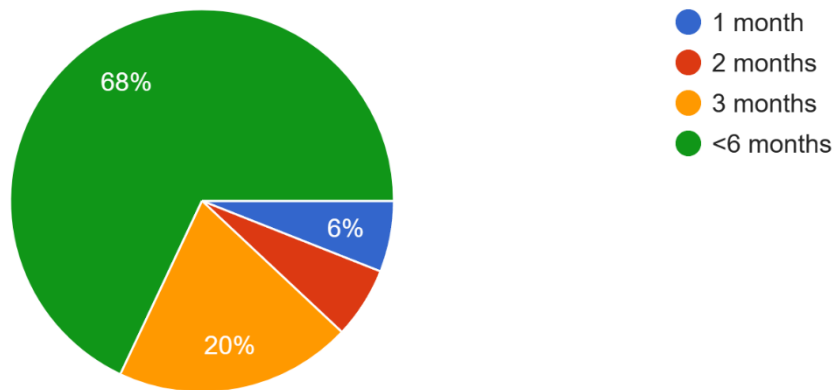
Describe the results: *Did you validate the MVP? Are customers willing to pay the selling price for the proposed value proposition? What did you learn? Pivot, go forward or adjust?*

Survey results and end conclusion:

1) Question 1: we figured out the most buyers (68%) purchase shoes every 6 or more than 6 months. This will mean we need to be careful when adapting the shoes' design to current fashion trends, as trends are changing rapidly.

How often do you buy shoes?

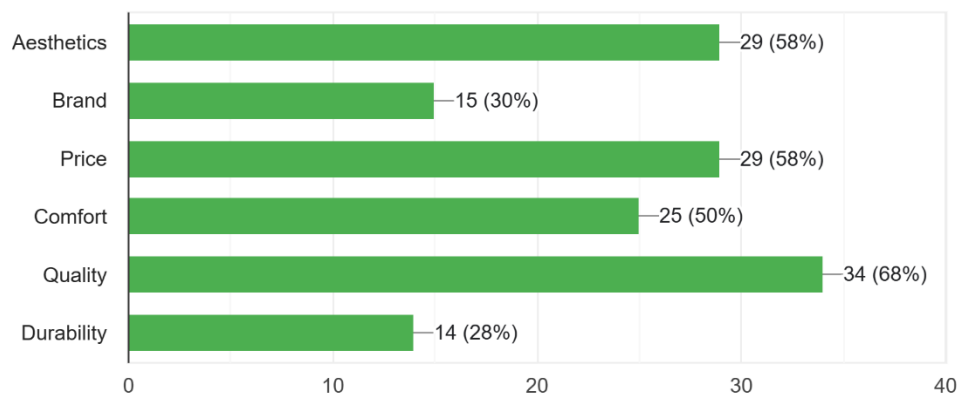
50 responses



2) Question 2: The vast group of respondents(68%) have indicated that they find quality the most important when buying shoes. This is followed by aesthetics and price, and comfort. With that

Which element is the most important for you when buying shoes?

50 responses

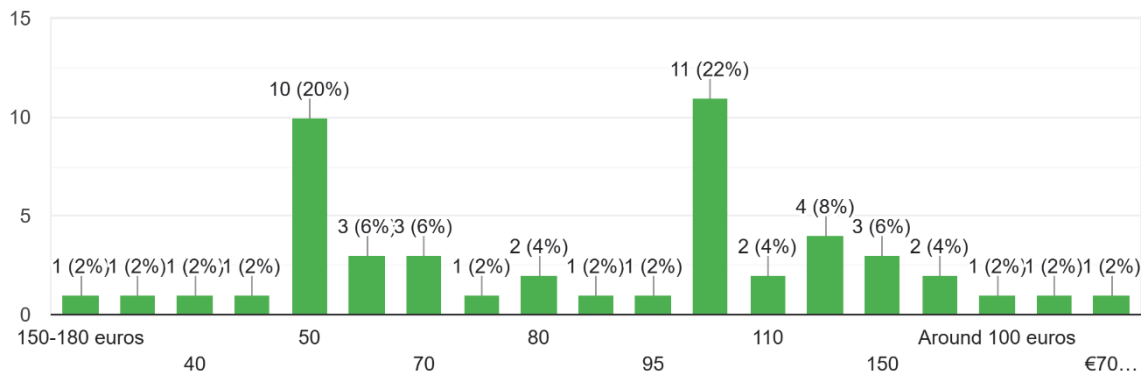


conclusion, **the quality and characteristic aspects of the MVP are validated.**

3) Question 3: Here we noticed that even though some 20% of the cases would choose to spend around 50 euros for regular pair of shoes, mostly, in 54% of the cases, people are willing to give 90 euros and more for regular shoes. Even more specifically 22% would give 100 euros, and 28% would give more than 100 euros for their shoes. This means there is for sure readiness of the market for the price we will offer of our products. **The price aspect of the MVP is validated.**

What is your average budget for a pair of shoes (euros)?

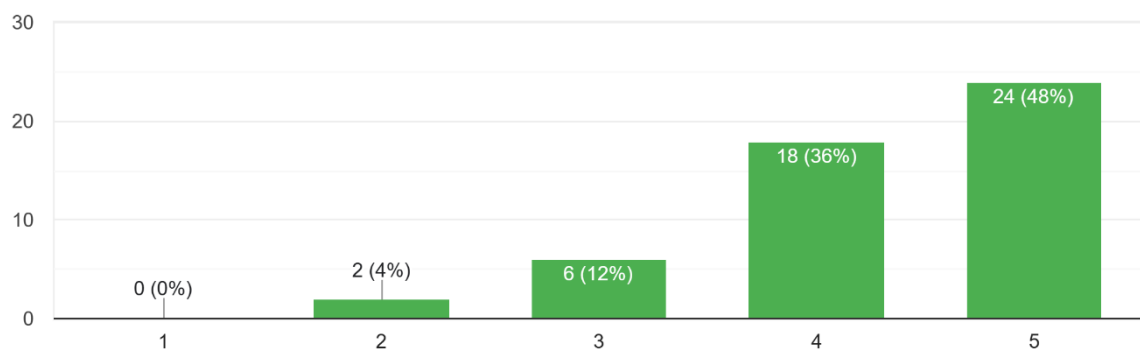
50 responses



4) With Question 4, we managed to see that the MVP will be of value to the customers, as they hold in a high regard the topic of sustainability. 84% of all respondents find sustainability very crucial nowadays.

How important do you think sustainability is nowadays?

50 responses



5) To confirm that the values of our target group are matched completely by our values, we let the customers answer which sustainability practice they utilise in their life. We received numerous answers, most of which with more than 1 sustainability actions taken by our customers.

These involve:

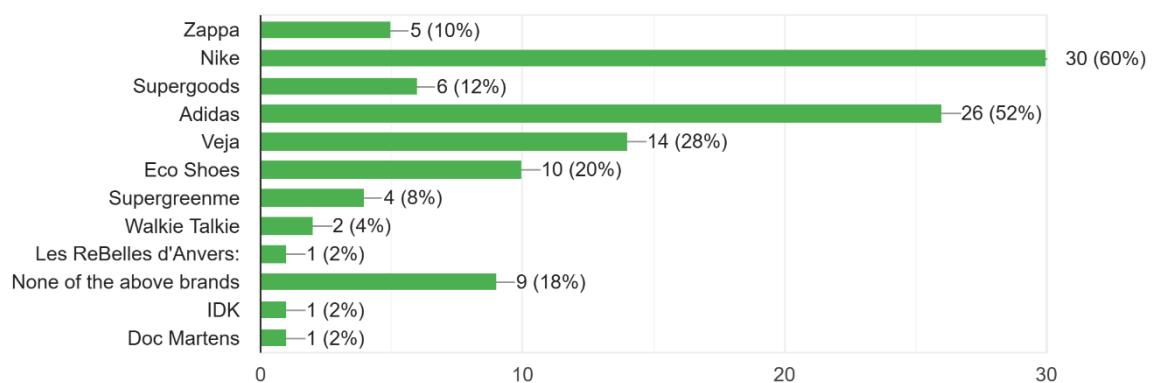
- > Use if public transport
- > Looking for good quality so it's gonna last longer and try to buy timeless pieces I can combine with almost everything
- > Separating the trash/Recycling
- > Going to second hand shops
- > Being vegetarian
- > Shower in as short time as possible
- > Choosing plastic-free packaging/products, including tpperware.
- > Doing a grocery shopping at zero-waste shops (package-free shops)
- > Using water bottles and textile shopping bag.
- > Putting the dishwasher only when it is full.

With 4) and 5) question we can confirm that our values correspond to the values of our customers.

6) Question 6 informed us that our potential customers are already highly aware of brands selling sustainable shoes, and especially of Nike, Adidas and Veja. This means the market is already educated on the topic and will more easily be persuaded.

Which stores selling sustainable shoes are you aware of?

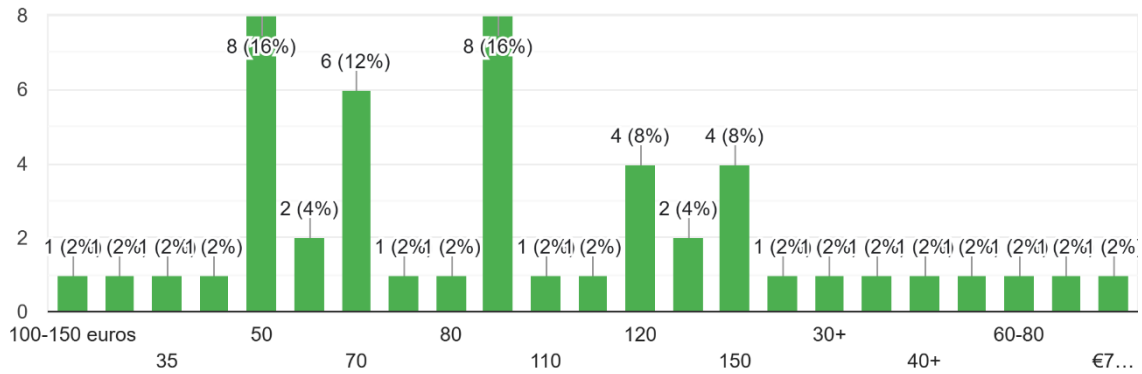
50 responses



7) With Question 7 we ascertained that 56% of the respondents would be willing to give 100 euros or more for sustainable shoes. This illustrates that more than half of the target group is ready to purchase our products and now **the price aspect of the MVP is definitely validated.**

What price are you willing to pay for recycled shoes (euros)?

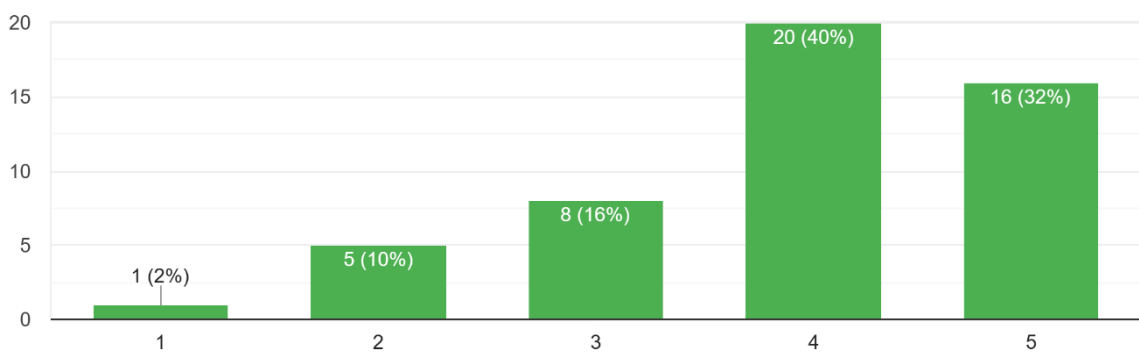
50 responses



8) With Question 8, we became convinced that very few people are indifferent, while the majority of the target group (72%) is truly interested in purchasing shoes from recycled material.

How likely will you be to buy such shoes from recycled materials?

50 responses

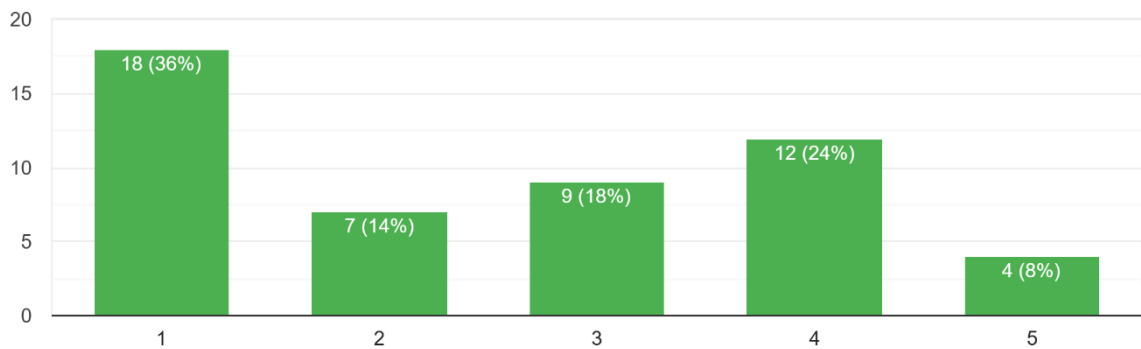


9) & 10) With Questions 9 & 10, we distinguished which the preferred way of buying shoes is from our target group. It's more than obvious that the more are the buyers of shoes offline instead of online. This will be translated into the conclusion that for the first stage of the business, we do not necessarily need a brick and mortar store to successfully sell our products.

9

How often do you buy shoes online?

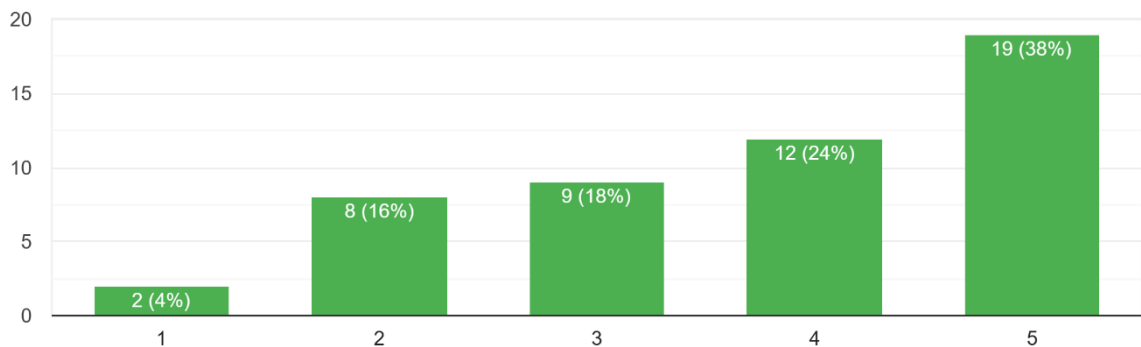
50 responses



10

How often do you buy shoes offline?

50 responses



CONCLUSIONS:

Our initial idea is demonstrably matching the needs, the financial capabilities of our target group, its curiosity towards the sustainability topic, and readiness to accept and afford our products. Therefore, we don't have to change anything in our business plan. We will continue with its implementation until we witness a tangible need to change the direction of our plan.

5. Key Resources.

Describe the necessary key resources to build and deliver the value proposition.

<p><i>Physical: buildings, equipment, machines, vehicles, website...</i></p>	<p><i>Raw material – recycled material.</i></p> <p><i>Production facilities: they will have a “Resource Layout”, meaning the production process will be performed in a separate workstation. In all workstation the process starts with unfinished product and at the end of the production system, there will be the finished product, which can be sold.</i></p> <p><i>Grounds</i> <i>Tools</i> <i>Hardware(computers, printer)</i> <i>Software(website)</i> <i>Transportation 3rd party vehicles</i></p>
<p><i>Intellectual: knowledge, patents, copyrights, customer knowledge (databases)...</i></p>	<p><i>Notary fees</i> <i>Licenses</i> <i>Email Marketing platform</i></p>
<p><i>Human Resources: employees with specific competencies that are necessary to realise value propositions.</i></p>	<p><i>Human resources:</i> <i>Production employees</i> <i>Social Secretariat</i> <i>Cleaning personnel</i> <i>Marketing</i> <i>3rd party transportation employees</i> <i>Sales Team</i> <i>Product Design Team</i> <i>Customer Service</i> <i>Financing Department</i> <i>Research & Development</i></p>
<p><i>Financial: cash, loans... Others: specific resources not mentioned above.</i></p>	<p><i>Own input of cash: 40.000euros.</i> <i>Venture capital (external shareholders)- 10.000euros</i> <i>Bank loan of 25.000euros,</i> <i>Subordinated loan of 10.000euros,</i> <i>Loan family, acquaintances, 3F's : 8.000 euros</i></p>

6. Core activities.

Describe the necessary core activities to build and deliver the value proposition:

	<i>Core activities:</i>
<i>Production: design, manufacture and delivery of a product.</i>	<p><i>Supplying the raw materials.</i></p> <p><i>Product designing according to Research, finance capability and current trends.</i></p> <p><i>Manufacturing the sustainable shoes ourselves.</i></p> <p><i>Outsourcing the delivery of the products to retailers to 3rd party delivering companies.</i></p>
<i>Problem solving: related to finding new solutions to customer problems.</i>	<p><i>Hiring & sacking off employees.</i></p> <p><i>Research & Development</i></p> <p><i>Responding to customers directly via the chatbox.</i></p> <p><i>Drafting and implementing Marketing Campaigns to address the real customer needs, including maintenace of social media accounts.</i></p> <p><i>Printing out Marketing collateral and other administrative documentation.</i></p> <p><i>Negotiating with 3rd party delivery companies.</i></p> <p><i>Sales: calls with retailers to assist them in their orders.</i></p>
<i>Network/platform: from applications or business models that involve network related activities.</i>	<p><i>Negotiating and setting up customer relationships with retailers.</i></p> <p><i>Customer Service- dealing with Order Quotes, complaints, questions, inquiries.</i></p> <p><i>Email Marketing.</i></p> <p><i>Organising webinars for retailers in the evaluation stage.</i></p>

SWOT-ANALYSIS

Before moving on to the Partnerships building block, it is interesting to reflect for a moment on the one hand on what we can and know internally (in our company), or in other words to look at strengths and weaknesses and on the other hand what we should do externally, or in other words to look at the opportunities and threats.

Complete the table below:

Internal analysis:	
Strengths	<ul style="list-style-type: none"> ✓ Differentiation and competitive advantage: Quality products- from 100%recycled materials ✓ Durable and ,due to R&D, aesthetic products, that are up to the latest fashion trends ✓ Timely and reliable delivery ✓ Smooth communication with our Partners ✓ Appealing social media accounts & website with sufficient product description. ✓ Reachability and accessibility- via several channels (emails, calls, website- forms, cahtbox), webinar. ✓ Expertise in the Footwear sector -> being able to give detailed consultation of our clients.
Weaknesses	<ul style="list-style-type: none"> • Might be a bit expensive if the retailer to which we sell doesn't target and doesn't attract the right customers.
External analysis:	
Opportunities	<ul style="list-style-type: none"> - <u>Growing demand for sustainable products</u> due to customer base- more people in Belgium are educated in the Sustainability topic, and more are interested in sustainable issues and solutions. Belgium is "steadily progressing towards most of its Sustainable Development Goals (SFG) as set forward by the United Nations' 2030 Agenda" (Carter, 2022). - <u>Education and awareness initiatives</u>: our company can can engage in educational initiatives to raise awareness about the environmental impact of footwear production and the benefits of choosing recycled materials. By educating retailers, consumers, and industry stakeholders, the company can foster a broader understanding of sustainable practices and build a positive reputation as an advocate for eco-friendly footwear. - <u>Expansion on the international market</u> in the next stages of teh business - <u>Continuous innovation</u> in materials, manufacturing techniques, and design can drive <u>product development</u> and enhance the wholesale company's offerings. By investing in research and development, the company can stay ahead of the curve in terms of sustainable materials and create innovative, attractive shoe designs that appeal to retailers and consumers.

Threats	<ul style="list-style-type: none"> - <u>Economic instability, prices fluctuations</u>. For example, findings of an ING survey indicate that in 2022 'faced with inflation, Belgian consumers are adapting their behaviour by reducing their spending, saving less and reducing the heating of their homes' (Montpellier, 2022) - <u>New pandemic/environmental crisis</u> which can shut businesses down. - If <u>more stores in Belgium</u> open with similar business idea, we will have more competitors.
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Create a confrontation matrix for your own current context. Use the table below.

Exploiting opportunities through strength?	Fend off threats through strengths
<p>We will utilise our strength- our expertise in the busienns, sustainability and consumers to educate retailers and form good partnerships.</p> <p>We can do more R&D in a later stage to come up with new designs and serve bigger audience, to expand our offerings.</p>	<p>Even though more stores might appear, i.e. more competitors, we can start a bit later to sell our products also online via our well-looking and maintained website, so we can reach more people and increase our flexibility when it comes to buying.</p>
Weakness prevents us from taking advantage of opportunity.	Weakness prevents us from repelling threats.
<p>There might be a growing demand for sustainable products, but only a small target market can have the possibility to afford such products, because their production will require more expensive resources and maintenance.</p>	<p>The fact that a certain customer base will not be able to afford our products due to its financial capacity will not help us to tackle a new pandemic, when people will need even more money due to loss of their jobs. It will also not help us fight the economic instability, as people will continue to be paying attention and limiting their spending habits.</p>

7. Partnerships.

Check the template to see if this can also be applicable for these reasons and complete the table below.

<i>Form partnership</i>	<i>Describe</i>
<p><i>Optimization and economies of scale: it is certainly not always easy for start-ups to own all the resources themselves.</i></p>	<ul style="list-style-type: none"> ➔ <i>3rd party delivery company: UPS is a prominent international logistics company which operated in Belgium. They offer freight transportation for bulk shipments. It has a strong presence in the region and can provide reliable and secure delivery options.</i> ➔ <i>Recycling Facilities, which usually work with municipalities, businesses, and individuals to collect and sort recyclables. They can supply us with various types of recycled waste.</i> ➔ <i>Waste Management company which has a partnership with Recycled Facilities and can transport the waste from them to us.</i> ➔ <i>Municipality- regarding owning the property for our factory & offices.</i>
<p><i>Outsourcing or sharing resources can reduce costs.</i></p>	<p>➔ <i>Influencers, with whom we will partner are all residing in Belgium, various ages as the target group is, and most importantly- interested & involved in Sustainability:</i></p> <p style="text-align: center;"><i>Emma Slade Edmonson Carry Somers Tolly Dolly Posh Aditi Mayer Dominique Drakeford Aja Barber Kara Kim Seidenstick</i></p>

8. Revenue Streams

- 1) We will have **transactional revenue streams** resulting from one time customer payments. Our business focuses on **asset sales**: the sales of shoes in bulk to retailers, who will resell it in pieces to their customers.
- 2) **Pricing mechanisms - Fixed**: when selling the shoes to retailers, we will negotiate for a fixed price, which can be also seen in our online Catalogue, distributed via emails.

9. Cost structure.

- 1) The cost structure is a **value-driven** one, because based on the premium quality and personalisation we offer.
- 2) The **costs of producing** our shoes are our main ones, followed by the **costs for the personnel**. Because our materials are from recycled trash, more advanced technology will be needed to create them. Please, see more in the financial plan.

➔ THIS IS FURTHER ELABORATED IN THE FINANCIAL PLAN.