

EXPERT IN TEAMS E16 - BUSINESS REPORT

The Incubator Team 6



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Abstract

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The undersigned acknowledge the effort put in by self, and team members, to produce this report.

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1 Introduction

This report documents the development of a business idea from ideation to business model.

In the subject Expert in teams, the purpose is to teach people with different study lines to work together and solve a task. The report is devised by students from three different study lines; Integrated Design, Structural Engineering and Software Engineering.

In experts in teams, there are different themes. This group is working with the theme, called The Incubator, which is an innovator startup, where people with ideas get help to start their own business. The idea is to work with one of the students ideas.

2 Problem Definition

The Problem was raised by team member Britt M. Wamberg, who had experienced, as a freediver, travelling to foreign destinations, but staying out of the water, due to the lack of knowledge about the local water conditions, such as the current and tides.

The following problem definition was produced, based on her problem:

“How to obtain local knowledge, in a foreign location?”

The team worked on the idea of creating a software platform, for foreign people to connect with local people, to get answers to their questions. The users of the platform should be able to arrange a meetup with a local, to learn a skill, exchange equipment, or get shown around a desired area.

3 Ideation

3.1 Association Technique

3.1.1 Association Chain

The associations chain initiates with one group member saying a random word, then the next member says the first word, they think of, when they hear the word.

Thereafter the third member of the group says the first word they think of. This continues until there is about 20 words in the chain. After the chain is finished, the next part is the Focus part.

3.1.2 Focus

The focus question, is the same as the problem formulation namely; “How to obtain local knowledge, when in a foreign location”. The focus is important because it has a big influence in which direction the ideation is going.

3.1.3 Ideation

Ideation is where the group discuss every word, one by one and try to find a solution to the focus part, by using the words from the association chain. Here it is important to not set limitations to the answers, because it can limit the ideas, that will come out of this part.

3.1.4 Elaboration

At the elaboration we need to clarify our ideas from ideation. The best way to do that is to use sentences like: how can it be done, is it possible and how can we make it happen.

Ideas chosen with the Idea Sieve:

1. List over places to rent fishing-equipment.
2. Eco friendly coloring to put in the ocean, to show the current, should disappear fast.
3. A platform, that shows summer fitness possibilities, near you.
4. A platform where people write down their sports and when they can meet.
5. Platform to show where to buy/borrow a new EPI-pen.
6. Platform for sharing leftover cake/food

Out of the six ideas, there have been chosen four ideas to work with in the circle technique.



Table 1: Idea Assessment Table

| Idea Assessment Table. Point given 1-5, 5 is highest score | | Idea number | | | |
|---|----------|-------------|------|-------|------|
| Requirements: | Weights: | T:1 | E:3 | B:4 | C:6 |
| Can we earn money? | 40 % | 13 | 9 | 7 | 5 |
| Does it give local knowledge to foreign people in new places. | 15 % | 10 | 12 | 19 | 4 |
| Will people use it? | 15 % | 14 | 9 | 14 | 10 |
| is it possible to create? | 30 % | 20 | 11 | 19 | 20 |
| Is it sustainable? | 20 % | 15 | 8 | 16 | 8 |
| Total, with weights: | | 17.7 | 8.05 | 16.65 | 11.7 |

3.1.5 Circle Technique

The circle technique has three steps, the first is a short description of the ideas. When that is done the description is sent to the next group member. In step two the group member is trying to make improvements to the idea. When every member has been looking for improvements, you move on to the final step. In the third and final step, all the improvements will be evaluated. The improvements, that the group find best are combined with the original idea (Appendix with the four ideas). After the ideas have been through the circle technique, the idea assessment phase is initiated.

See the ideas created in the circle technique in appendix A.

3.1.6 Idea Assessment

As seen in Table 1, the ideas were rated in a rating system to assess our idea. First of all we decided to choose five requirements. These requirements have to be something that describes a good idea to work further with. The requirements are not equally weighted, therefore we gave them a percentage to see how important they are to us. Idea number one got the highest score, that's why we decided to change direction a bit from our first thoughts about this project, because we have realised that idea number one would be the best project for us.

4 Market Analysis

This section will analyse the market of the product. It will go into detail with potential competitors, the customer segment, the positioning of the product and the pricing of the product.

4.1 Competitors

Competitors in the market need to be identified, in order to position the application in the market.

Within the region where the application is planned to be implemented, there are few competitors that rent out fishing equipment.

Fiskekurser.dk is based in Svendborg, in the south of Funen. Their primary business focuses on fishing courses, but it is also a possibility to rent equipment and go fishing by yourself. The prices are difficult to find on their website, and it seems you have to call them to find out. When contacting Fiskekurser.dk, they said that they try to rent out equipment to private fishers, but they had bigger success, with just focusing on fishing courses and excursions. This might be due to the fact, that it is difficult to find any products or rental pricing on their page. Several other shops and one put-and-take, were called and approximately half of them had equipment, which they either lent or rented to customers (Appendix?? med telefonopkald)

Andre konkurrenter: appendix??



4.2 Customer Segment

big ass figure here!

The overall customer segment which the product is intended for, is outdoor enthusiasts. Out of that category, there are three sub categories, Fishers, Hikers and Hunters. From these sub categories the Fisher-category has been selected, as it has the greatest overall potential in gaining a lot of customers. The Fisher-category can further be divided into three groups, as seen in the mind map. The prioritized customer segment, was chosen to be: The fishers that need equipment, when away from home.

Another segment, which has been discussed, is the businesses, which could gain value from use of the platform. Examples of such businesses range from outdoor shops, to Businesses who take people on fishing trips, and private people who rents their own spare equipment out for a price.

4.3 Positioning

The application should to be different from other similar products. The application delivers several different niches, for the fishing universe, in one product. That's why the product is different from others, because it is intended to give the customers easy access, to everything they need for fishing, in just one application. The advantage is that the application is the first which are offering this kind of service. This means that the application doesn't have any direct competitor. Those who are offering similar services for fishing right now, aren't competitors, actually they are a part of the idea, since the application can also be beneficial for them.

4.4 Pricing

The team has decided upon using the freemium business model, see section business model for further information.

The business application will require a business subscription. The fee of a business subscription will be 550 DKK/month or 6600 DKK/year.

The business application is meant for commercial users, and will contain a range of features, which can help the businesses grow.

4.5 Market Survey

To investigate the market and customer segment further, an electronic Google forms survey was distributed via Facebook to fishing enthusiast pages, and through our own networks on facebook. 97 individuals responded to the survey. The following section will discuss the data obtained from the survey.

94.6% of our respondents are male respondents. This is in line with a report published in march 2010 by the Danish Ministry of Food, Agriculture and Fishing. The information could be used for marketing, to add more masculine values into the campaign.

77.2% of the respondents answered that they have equipment for more than one person. This is a lot of people, but this might be because a lot of the respondents came from sport fishing groups on facebook.

22.8% were interested in renting out their equipment and 26% were interested in renting equipment from others. Even though this number seems small, it is actually huge (if this is to be interpreted as representative, which it probably isn't), as the number of fishers world-wide is an enormous number, and 22.8% of them is a significant share.

60.8% of the respondents fished outside their own region and in other countries.

Only 10.6% of our respondents have had bad experiences, when renting equipment.

57.9% of the respondents has had difficulties in establishing contact with locals, to rent/loan a boat to fish from. The platform could be a possible solution for this, as it allows boat owners to rent out their boats for fishing purposes.

The survey might have been biased, as we have distributed it via. sport fishing groups on facebook, and the respondents from these groups aren't exactly in the target customer segment, so this was a bad decision, for this kind of survey. This might have caused some numbers to become different than the numbers the group anticipated.

When asked why the respondents hadn't rented equipment, it became clear that the respondents were from a more enthusiastic group of fishers. 59.7% said that they always have had their own equipment, 23.6% said they hadn't tried to rent. From this it can be concluded, that there should have been made a more general survey, which was directed more at the wanted customer segment.



In the survey, the respondents were asked if they have had any problems with bringing their own equipment to a fishing trip in a foreign country. The group anticipated that the answers would indicate, that it was a problem to bring their own equipment. But it was in fact the opposite. When the answers was investigated further, it showed that there was a tendency that the people who had no problem with bringing their own equipment, were fishing only in scandinavia and northern europe. And the few respondents who agreed that it could be problematic, were fishing overseas. From this, the group interpreted that it is not a problem to bring your own equipment for destinations, not that far from home. It becomes a problem, the further away you have to travel.

The user survey has helped the group to identify new features, which can add value for the users. It also increased the team's knowledge of the users.

4.6 Interview with Possible Advertisers

Seven phone calls were made, of which three were to physical shops, three were to online shops and one for a put and take lake. The physical shops were found on Krak.dk and the online shops on Google. All of them were using various kinds of advertisement. Among those were Google AdWords, Facebook, E-banners, Radio advertising, newspapers and magazines.

Half of them were not willing to share information, about how much they were spending on advertisement.

The put and take lake was the only one who used radio advertising, which costs roughly 11.000 DKK for a 20 sec. spot, that airs 10 times per day, during a week (Kilde: Radio Skala - Fyn). The online shop "fiskegrej.dk" was using about 40.000 DKK on different types of advertisement pr. month, which is properly why they were found at the top of the list on Google. This is a bias, since we did not get to talk with the average online shop. It is now known that the big shops are willing to spend 10.000 DKK pr week on advertising. The owner of fiskegrej.dk, said that he would spend about 1000-3000 DKK to advertise on an application.

Upon this it can be conclude, that the estimated average price of 550 DKK. pr. month to advertise through the application, is realistic. This is concluded since fiskegrej.dk is one of the companies that allready spend a lot on advertisings, and other smaller companies probely don't and won't spent that much. The price to

advertise on the application depends on how much you want to be seen, just like Google AdWords, and the price will therefore be individual.

5 Product Definition

The product is a multi functional application, where the main focus is to get knowledge about fishing and acquiring access to fishing areas in foreign places. The users of this application is divided into two groups: customers and shops.

5.1 The Customers

The application provides knowledge for the customers by providing a platform, where it is possible to see a map with fishings areas, near the customer.

It provides a way to rent equipment, in case the customer does not have any or didn't bring their equipment.

The platform makes it easy to update or buy a fishing card and harder to forget, by saving it in the application. If the customer is a first time fisher or simply out of shape, there is a guide in the application, with tips and tricks, e.g.; How to tie a knot for the hook or information about which kind of fish is in season for catching.

In case the customer has equipment, which he/she no longer uses, the platform provides a place for renting out the equipment.

The platform also provides a social aspect, where fishers can upload their catches.

5.2 The Shops

The shops gets an opportunity to post their offers on the app and rent out their equipment.

5.3 Software Requirements Specification for Application

- R1 The user should be able to login via. single sign on (such as Facebook and Google [1]).
- R2 The application should contain a map, showing the current location of the user.



- R3 The application should display legal and nonlegal fishing areas on the map described in R02.
- R4 The application should show, what the required fishing licence(s) is/are for the given area.
- R5 The application should display owners of fishing equipment, who rents-out their equipment on the map described in R02.
- R6 The application should display fishing outlets, who rents out or sell equipment, on the map described in R02.
- R7 The application should contain a section, which gives the user information about fishing possibilities, in the area near them.
- R8 The user should be able to rent equipment, from shops and owners.
- R9 The application should contain a section introducing newcomers to the basics of fishing, either using a text or video format.
- R10 The user should be able to acquire several valid fishing licences.
- R11 The user should be able to renew expired or soon to be expired licenses
 - R11.1 Optional: Automatic renewal
- R12 The user should be able to see what kind of fish is the most likely to catch, in a certain area.
- R13 The user should be able to see seasonal regulations, for catching certain species and size regulations.
- R14 The user should be able to measure the length of a caught fish, using the camera of phone and a known-sized object as a reference of length.
- R15 The user should be able to create events (e.g. a Fishing Tournament) for other users to attend.
- R16 The user should be able to share what they caught, or their fishing experiences.
- R17 The application should be developed for web and mobile platforms (IOS and Android)

6 Business Model

6.1 The Freemium Business Model

The group has agreed upon using a Freemium business model, where the product is given away for free [2, 3].

The Freemium business model also help users and businesses into the platform, which is vital for this product to properly work, since some of the contents on the platform will be user submitted (Crowd Sourced).

To persuade more users to join, there will be an incentive programme, which allows users to invite their friends to the platform, in exchange for offers from the shops.

There have also been some discussion about a premium subscription for businesses, which provides a set of premium features, targeted at the businesses who can use the platform to increase their own value. The business premium subscription would contain features, which promotes the business subscribers through the platform, and makes them more visible for the users. To persuade businesses to subscribe, there could be a trial period, where they can use the business features of the system for free, and afterwards decide whether they will continue their subscription, or not. During the trial the businesses could make their existing customers aware of the platform, and get more users onto the platform that way.

To summarize, the application will be free to use. Free users can invite friends to the platform, for an exchange of good offers. Businesses can sign up for a monthly subscription for a Business premium membership, which makes them more visible for users on the platform.

6.2 Osterwalder Business Canvas

The Osterwalder Business Canvas (shown in Figure 1) can be used to analyze a business, to see where its core values lie, and where they earn their money.

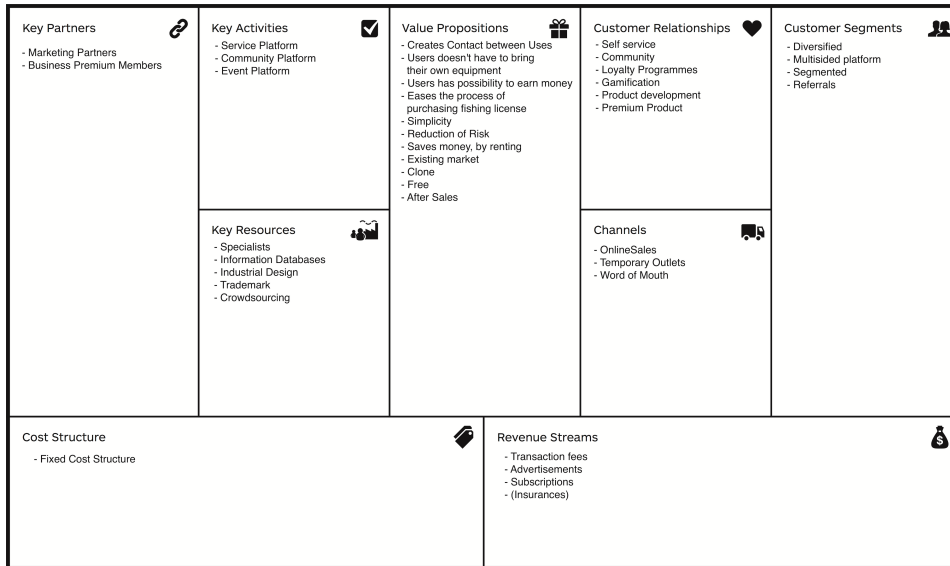


Figure 1: The Osterwalder Business Canvas

A larger version can be found in appendix C

6.2.1 Customer Segments

The customers are diversified, as they are served with different products. The users of the platform are served with a free access to the platform, but the businesses on the platform are served, if subscribed, with a advertisement suite, which can be used to approach the users on the platform.

The platform is segmented, and can potentially be expanded into other segments, where it would have other features to suit other outdoor activities and needs.

6.2.2 Value Proposition Canvas

The value proposition canvas (shown in Figure 2) can be used to analyse, what values the product brings to the users. It is based on two elements of the business model: Customer segments and value propositions.

It maps the customers with the product, and shows if there is a fit between them.

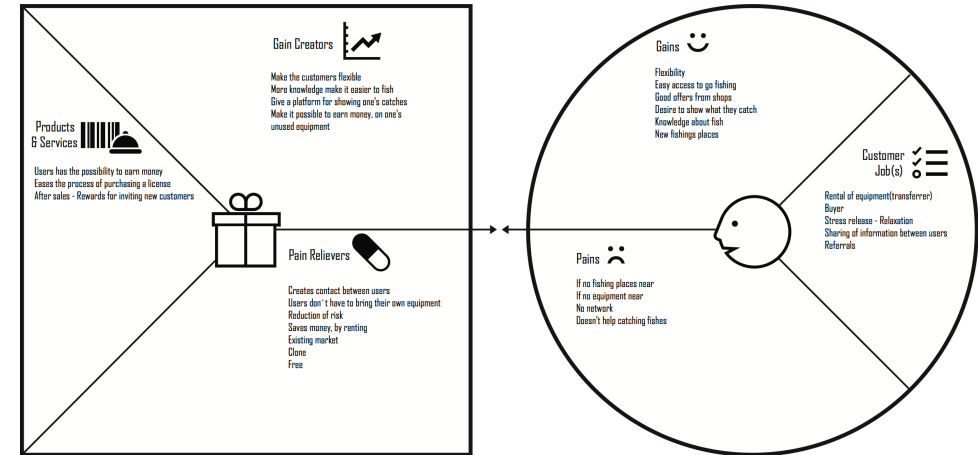


Figure 2: The Osterwalder Value Proposition Canvas

A larger version can be found in appendix D

Customer Gains

Customer gains describes the desire, social gain and positive emotions. Some gains are more relevant than others. Tease gains are the ones that are possible to observe in the marked.

Customer Pains

Customer pains describes anything which annoys before, during or after a job is done. This could be undesired cost, negative emotions or risks. Again, some may be more relevant than others.

Customer Jobs

Customer jobs are the jobs, that the customers are trying to get done, in their job or life. It could be a task or a problem they are trying to solve, or a need they are trying to satisfy. The jobs can have a functional, social or emotional intent.

Gain Creators

Gain creators tells explicitly, how the product and services creates gains for the customer.



Pain Relievers

Pain relievers tells explicitly, how the product solves the pains of the customers, before, while or after they are trying to get a job done. It shows which of the customer's pains that the product is solving.

Products and Services

A simple overview of the products and services, which is provided to the customers, to get a functional, social or emotional job done, and to address their pains and gains.

6.2.3 Channel

The platform will mostly reach the customers via. online sales, as it is a digital platform. Businesses on the platform will also be urged, to refer their current customers to the platform, so that more users will join the platform.

The team will strive to be present at outdoor fairs, to gather feedback from current users, but also recruit more users.

6.2.4 Customer Relationships

The platform will gain customer relationships, through a variety of attributes. First of all the user is rewarded, for inviting other users to the platform. The customers are able to interact on the platform e.g. by sharing daily catches etc. Through gamification, the platform strengthens the relationship with the customer e.g. with a leaderboard for the largest caught fish. By evaluating reviews and constructive criticism, the platform desires to enhance the product, this will strengthen the customer relationship. A premium version of the product will be available for businesses, which gives them several advantages. This could e.g. be a tag, which indicates that the premium user is verified. A premium users post, will be prioritized in favor of non-premium users.

6.2.5 Revenue Streams

The revenue streams of the platform, are the areas which will generate money.

The team will take a cut, off of all transactions made on the platform, a flat percentage of 5-10%.

It is possible to allow advertisements, such as google adsense [4] on the user app, and the website, to gain an extra amount of money. There could also be a possibility for the user to pay, to not have advertisement on their app, other than the businesses already on the platform.

The business premium subscriptions, will also bring in a vast majority of the money earned on the platform.

It could also be lucrative to sell an insurance, for the rented equipment, so that the owner will get the cost of his equipment covered, in case it breaks or gets lost, during a rental.

6.2.6 Key Activities

The key activities of the team, is to provide the platform.

The team provides a platform where:

- Other businesses can connect to their customers, and create events and promote their sales.
- Individual users can connect with like-minded users, to share ideas, tips, equipment and experiences.
- Users have the ability to start events, such as a fishing tournament, to meet each other.

6.2.7 Key Resources

The Key resources to make the app function, are:

- Specialists - The business needs specialists, to get off ground and create the application.



- Information databases - The business depends on having information about the users, their behaviors, and how they navigate and respond on the application.
- Industrial design - The user interface of the application needs to be as convenient as possible, to make it feel natural for the user to use.
- Trademark - It is vital that our brand is not misrepresented/ruined.
- Crowdsourcing - The vast majority of the content on the platform is going to be crowdsourced, by the users (events and rentals/shops).

6.2.8 Key Partners

The key partners will be other businesses, as marketing partners, they will refer their customers to the platform, and the platform will in exchange make the users aware of businesses.

6.2.9 Cost Structure

The cost of implementing and maintaining the business, has a fixed costs. The business has relatively fixed costs (wages), and can't adapt our expenses to the minimum income of the product. When the business grows, the cost will grow as well. The biggest cost growth, is the wages for the staff, which grows 30.000 DKK. every year.

7 Budget

In the business plan, there is a need for a budget. Because it helps getting knowledge about cash flow and when the project starts earning money. There are different kinds of budgets, e.g. establishing budget, operating budget, cash flow budget. Each budget shows the need and flow of money.

7.1 Establishing Budget

The establishing budget shows how much money is needed, before the product is ready to get out to the customers, e.g. rent and wages.

Table 2: The Establishing Budget for Get Hooked

| Premises | | |
|-------------------------------|---------|-----------|
| Rent | 14250 | dkk |
| Deposit (3 months rent) | 42750 | dkk |
| Furnishing and renovation | 30000 | dkk |
| Application Costs | | |
| Machinery | 10000 | dkk |
| Cost for development of app | 60000 | dkk |
| PC | 20000 | dkk |
| App store | | |
| goolge app store | 170 | dkk |
| apple app store | 674 | dkk/year |
| Counsellors | | |
| Lawyer | 15000 | dkk |
| Accountant | 15000 | dkk |
| Marketing | | |
| Writing paper, visiting cards | 200 | dkk |
| advertisement | 2000 | dkk/month |
| Total costs | 210.044 | dkk |

The establishing budget, lists the costs that the project has, before the product is ready for launching. As seen in Table 2 The cost for the development period is estimated to be around 210.044 DKK. This covers necessary resources and used hours for development of the platform. There has been reserved a little amount of money each month to counsellors (lawyers and advisors, etc.), if needed.

7.2 Operating Budget

The operating budget shows the expected increase in customers, and earned money over a period. It can also be used to indicate, when the project can be expected to

Table 3: Operating Budget on a five year Schedule

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|----------|---------|-----------|-----------|-----------|
| month | 12 | 24 | 36 | 48 | 60 |
| Users | 8083 | 8506 | 12282 | 45948 | 346115 |
| Procent used (fiskestænger) | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 |
| Procent used (både) | 0 | 0 | 0 | 0 | 0 |
| Procent used (fiskekort) | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 |
| Procent used (premium) | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 |
| business | 685 | 736 | 866 | 1194 | 2018 |
| business out of trail | 325 | 709 | 797 | 1020 | 1581 |
| Turnover | 137.257 | 295.662 | 333.564 | 438.068 | 781.996 |
| Variable costs | | | 14.250 | 14.250 | 14.250 |
| Contribution margin | 137.257 | 295.662 | 319.314 | 423.818 | 767.746 |
| Fixed cost | | | | | |
| Staff | 2 | 6 | 7 | 8 | 9 |
| Pay service | 6.702 | 8.581 | 12.048 | 22.771 | 78.433 |
| marketing | 2.000 | 3.000 | 4.000 | 5.000 | 6.000 |
| salery | 40.000 | 180.000 | 210.000 | 240.000 | 270.000 |
| Total fixed costs | 48.704 | 191.587 | 226.055 | 267.779 | 354.442 |
| Earnings before depreciaiton and interest | 88.553 | 104.075 | 93.259 | 156.039 | 413.305 |
| Earnings before interest | 87.303 | 102.825 | 93.259 | 156.039 | 413.305 |
| Interest | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 |
| Net profit | 81.539 | 97.061 | 87.495 | 150.275 | 407.541 |
| Total in bank | -326.063 | 799.436 | 1.695.835 | 3.060.434 | 7.123.002 |

See a Operating budget for the first year in appendices E

have a surplus and when the establishing budget is earned.

budget, the total deficit is -414.830 DKK. at its peak, 8 months in. The deficit will last 15 months, after which the bank balance will become positive. It is important to

Table 3 displays a five years estimation of the project budget. As seen in the



note that all of this is built on the assumption, that the customer base continues to grow. An exponential growth is expected, which means that the growth is predicted to start slowly, but pick up in speed, as the geographical reach is increased.

The budget, estimates 40.000 DKK per month, to pay the staff wages throughout the first year. After the first year, every staff member will get a wage of 30.000 DKK each month. There is estimated a growth in staff every year.

After a year, it is estimated that there is a need for an office. The office's monthly rent is 14.250 DKK (based on an ad in Odense). Furthermore there is an additional 1.750 DKK every month, for other fixed costs.

The operating budget estimates a turnover of 7.12 million DKK over five years.

7.3 Cash Flow Budget

Cash flow budget shows the flow of money in and out of the banks.

The cash flow budget shows the constant flow of money. As seen in Table 4 the project starts with 625,000 DKK, which is the total amount expected to be needed before the project starts making money. Which is the deficit for 15 month and the establishment budget. In the Cash flow budget every 3rd month there is the payment of VAT. Every month there is also taxes to pay, which is 22%, when the money continues to stay in the company bank account. After 12 months there will be a total of 280,458 DKK in the company bank account. The start up money either origins from a bank loan or an investor. The operating budget, is made with the expectation that it will be a bank loan and therefore, there is a monthly installment on the bank loan, which is estimated to 5,800 DKK.

7.4 Investors Profit

In case that the project gains an investor, who wish to earn a certain amount of money before (s)he will invest in it. Therefore the group expects to sell 15% of the project for 625,000 DKK. This means that the total project is valued to 4,167,000 DKK.

8 Reflection

As this project have been moving forward, there have been given response to ideas, therefore the original ideas have been changed over time, som that the renting equipment have been moved from the main feature to a secondary feature. The choice have been made because of response through the project and also surveys. The new main feature is focusing on getting shops to use the app to get customers. A way to increase the earn of the project could be to let customers buy from the shops through the app. That will make it possible to earn money on every order.

Another reflection is about premium users, which was an idea in the start of the project, where the customers paid to gain extra features. But because of the low gain for it, the group expected that not many will pay a monthly pay for it.

In the presentation of the product, there was good response about the fishing map, because today there are signs, that are no longer maintained, therefore they can be hard to read and understand. This problem will the fishing map in the product solve and also make it cheaper, because there will be no need for the signs anymore.

Also in the presentation, there was talk about starting local or larger, by that it means, if the project should start on Funen or just start in all Danmark. By starting on Funen, there will be a slower start, but it is easier to avoid negative publicity, because there will be fewer users in the critical start up period. When the critical period is over, it will be more safe to expand to the rest of Denmark.

9 Conclusion

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Table 4: The Cash Flow Budget

| Pro term / 2017 till 2023 | January | February | March | April | May | June | July | August | September | October | November | December | 12 month total |
|--|---------|----------|---------|---------|---------|---------|---------|---------|-----------|---------|----------|----------|-------------------|
| Cash in hand or in bank - 1st day in month | 850.000 | 579.314 | 533.892 | 488.411 | 444.534 | 401.598 | 359.041 | 327.284 | 299.334 | 260.822 | 254.651 | 276.574 | |
| In-going payment incl. VAT, Sales tax .. | | | | | | | | | | | | | |
| Cash sale | 100 | 439 | 788 | 2.419 | 3.625 | 8.903 | 17.957 | 22.839 | 32.926 | 50.761 | 86.778 | 158.552 | 386.087 |
| Total In-going payment | 100 | 439 | 788 | 2.419 | 3.625 | 8.903 | 17.957 | 22.839 | 32.926 | 50.761 | 86.778 | 158.552 | 386.087 |
| Out-going payment incl. VAT, Sales tax.. | | | | | | | | | | | | | |
| Creditor | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 69.168 |
| VAT or Sales Tax to pay | 22 | 97 | 505 | 532 | 798 | 5.695 | 3.951 | 5.025 | 25.674 | 11.167 | 19.091 | 108.904 | 181.461 |
| Wages | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 480.000 |
| Total out-going payment | 45.786 | 45.861 | 46.269 | 46.296 | 46.562 | 51.459 | 49.715 | 50.789 | 71.438 | 56.931 | 64.855 | 154.668 | 730.629 |
| Change in avaiable cash | | | | | | | | | | | | | |
| Minus cash the 1st day in the month | 625.000 | 579.314 | 533.892 | 488.411 | 444.534 | 401.598 | 359.041 | 327.284 | 299.334 | 260.822 | 254.651 | 276.574 | |
| Avaiable cash last day in month | 579.314 | 533.892 | 488.411 | 444.534 | 401.598 | 359.041 | 327.284 | 299.334 | 260.822 | 254.651 | 276.574 | 280.458 | |

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Appendix A Circle Technique Ideas

T:1: List over places to rent fishing-equipment.

- A platform where local people, and fishing enthusiasts can post the equipment, which they don't currently use, it could be a fishing rod, but also knives and stuff like that, this could help other fishing enthusiasts to go fishing when on holiday, without the need to carry their equipment with them (as in they don't need to carry their knives with them on the airplane.).
- This could also cover other equipment based/heavy hobbies, like hunting, mountain climbing, camping, diving etc.
- The rentee (the one with the equipment) could ask for payment for renting, to cover wear and tear on the equipment.
- It should be possible to set a time period for how long time you are willing to rent-out your equipment.
- Tutorial section to show how to make fishing equipment e.g. Spinning bait.
- Competetive: competes with local tourist based renting firms, but could be good (like uber).
- There have to be some rules/penalty about losing equipment, maybe a deposit .
- *Earn money: take a percentage of the rent fee.*

E:3: A platform, that shows summer fitness possibilities, near you.

- A platform to every fitness and sport lovers, so they easily can find a new place to workout. The users should rate the different places, so other users can find the best place for exactly their kind of sport/workout. There have to be a description to every fitness place.
- This platform could include fitness centers, as well as public fitness parks, running groups, etc.
- Could also be expanded to finding "fitness buddies", to train with.
- Could be expanded to track fitness stuff such as heart rate, repetitions, (distance)
- Directions to the chosen fitness location.
- *How to earn money: when finding a fitness center, you get a discount price when showing that you have used the app, maybe the payment is done via the app. Part of the payment goes from the fitness center to the app.*

B:4: A platform where people write down their sports and when they can meet.

- A platform where people can write down their sport and when they can meet.
- This could be done via an app, with platforms for different sports.
- The idea could also be focused on one area, as the first initial idea.
- People can offer different kinds of sports and describe it, so the user can get interested, and read about the difficulty.
- And maybe the qualities of doing this sport, both physical, and psychical.
- The different activities could be rated (entertaining quality).
- Users could also create events (as 7in, soccer match at 3 p.m in the park), to inform other users that the event is going down, and they are able to join in, if they want to.
- Users could also be able to query for different things, if they want to know about a good jogging route, they can ask for one, and others can reply to the query, if enough people "support" (rate) the route, then the route could be shown on the map, so that other users don't need to query about it in the future.
- *User who provide knowledge of some sports, could charge a fee for sharing their knowledge, part of the fee could go the the app-devs.*

C:6: Platform for sharing leftover cake/food

- A great possibility to minimise food waste, great for students and people with low income, to get cheap or free desserts. Pictures of the dessert can be uploaded to show how much is left of the given dessert/cake. Localisation features to show cakes near you. Reviews of cake bakers, to indicate how skilled they are and to prevent people from poisoning other people.
- Competetive: it might interfere with the baker industry if people start to earn money.
- There is maybe already apps that are too close to this idea.
- You have to know about the ingredients, if you are allergic of something.
- This could branch into other categories as well, Thomas can imagine, tap beer (from parties/events), food, and other stuff which may cause leftovers to occur.
- *How to earn money: donations can be made for really good cakes (part goes to the app-company/part for the cake baker).*












Appendix B Competitors

Table B: Table detailing some competitors, identified in the market analysis

| | |
|--------------|---|
| Withlocals | this app will pair you with a local, who, for a small fee, will either cook for you in their home, show you around town, or teach you a local skill. (+ location-based suggestions) |
| Sportmeets | Organise your next sports event |
| sportyapp | Play sport with people nearby |
| Sportpartner | Find sport partner near you (england) |
| Meetup | Arrange public events, for people to |
| Showaround | Find a local to show you around |
| PlayWith | PlayWith is the “Play Now” button for real world sports and games. Sports just got a lot more social and a lot more fun. |
| Sports Buddy | Have you ever found yourself looking for someone to play tennis with? Or maybe you need 5 players to complete a team for a fun game of soccer. Or perhaps you’re out of town this weekend and want to play football for fun, but don’t have any friends to play with. Well, Sports Buddy is here to help! |
| Vayable | Book a local guide to show you the local secrets, and stuff. |
| Local guides | Local Guides er et verdensomspændende fællesskab af pionerer, der deler deres opdagelser på Google Maps. Hjælp andre med at finde de bedste steder i din by, få nye venner, og opnå selv eksklusive fordele undervejs. |

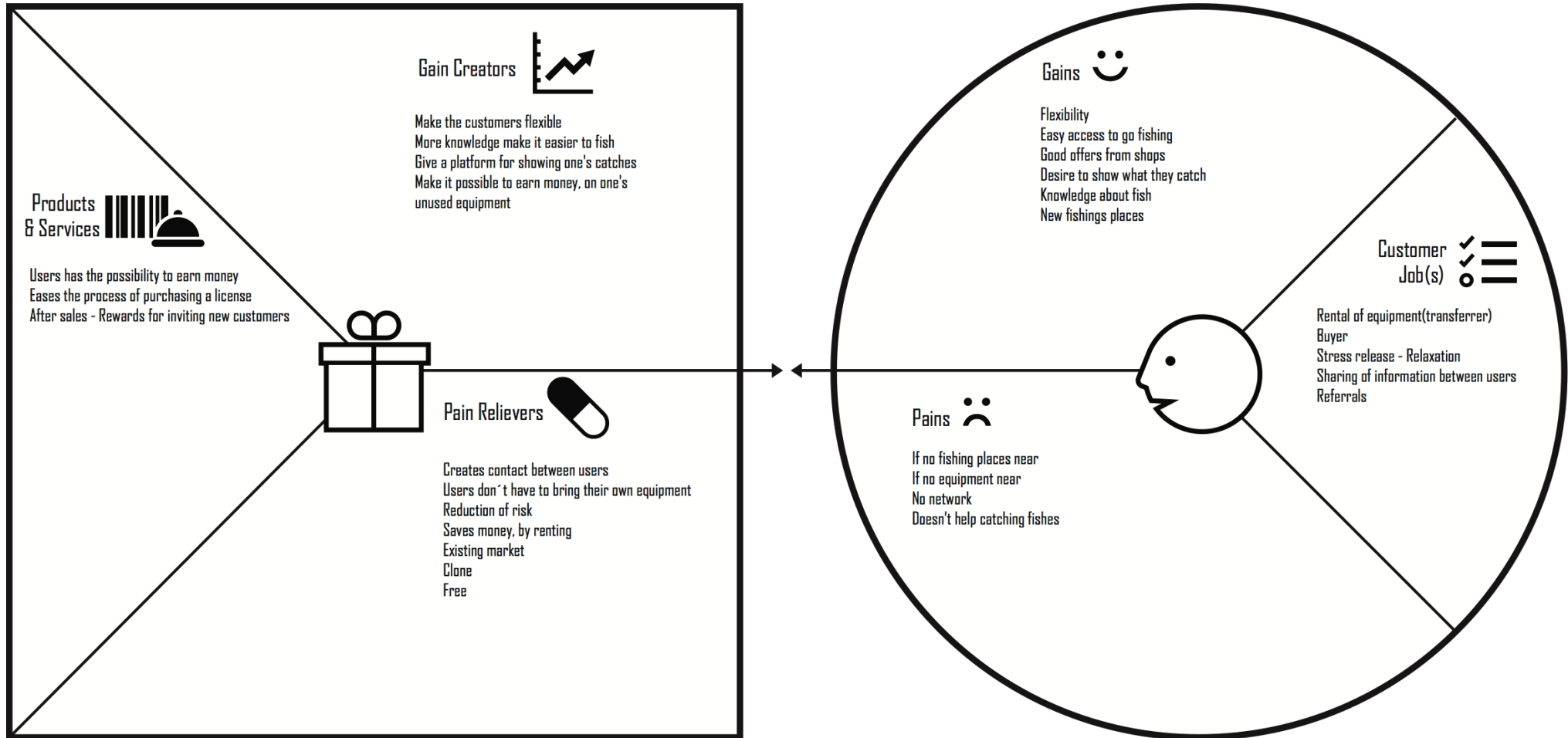


Appendix C Osterwalder Business Canvas

| | | | | |
|--|--|--|---|---|
| Key Partners  <ul style="list-style-type: none"> - Marketing Partners - Business Premium Members | Key Activities  <ul style="list-style-type: none"> - Service Platform - Community Platform - Event Platform | Value Propositions  <ul style="list-style-type: none"> - Creates Contact between Uses - Users doesn't have to bring their own equipment - Users has possibility to earn money - Eases the process of purchasing fishing license - Simplicity - Reduction of Risk - Saves money, by renting - Existing market - Clone - Free - After Sales | Customer Relationships  <ul style="list-style-type: none"> - Self service - Community - Loyalty Programmes - Gamification - Product development - Premium Product | Customer Segments  <ul style="list-style-type: none"> - Diversified - Multisided platform - Segmented - Referrals |
| Cost Structure  <ul style="list-style-type: none"> - Fixed Cost Structure | Key Resources  <ul style="list-style-type: none"> - Specialists - Information Databases - Industrial Design - Trademark - Crowdsourcing | | Channels  <ul style="list-style-type: none"> - OnlineSales - Temporary Outlets - Word of Mouth | |
| | | | Revenue Streams  <ul style="list-style-type: none"> - Transaction fees - Advertisements - Subscriptions - (Insurances) | |



Appendix D Osterwalder Value Proposition Canvas



Appendix E Operating Budget, the first Year

Table E: The Operating Budget for the First Year

| | January | February | March | April | May | June | July | August | September | October | November | December |
|---|---------|----------|----------|----------|----------|----------|----------|----------|-----------|----------|----------|----------|
| Users | 100 | 325 | 450 | 1075 | 1318 | 2047 | 4234 | 4490 | 5002 | 6026 | 8074 | 8083 |
| Procent used (fiskestænger) | 0,01 | 0,01 | 0,05 | 0,1 | 0,15 | 0,2 | 0,2 | 0,2 | 0,2 | 0,15 | 0,1 | 0,05 |
| Procent used (både) | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0 | 0 |
| Procent used (fiskekort) | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 | 0,01 |
| Procent used (premium) | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 | 0,05 |
| business | 5 | 9 | 18 | 37 | 76 | 157 | 325 | 676 | 678 | 680 | 682 | 685 |
| business out of trail | | | | | | 5 | 9 | 18 | 37 | 76 | 157 | 325 |
| Turnover | 0 | 28 | 174 | 820 | 1.499 | 5.159 | 10.251 | 14.350 | 22.846 | 38.195 | 70.800 | 137.257 |
| Variable costs | | | | | | | | | | | | |
| Contribution margin | 0 | 28 | 174 | 820 | 1.499 | 5.159 | 10.251 | 14.350 | 22.846 | 38.195 | 70.800 | 137.257 |
| Fixed cost | | | | | | | | | | | | |
| Staff | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Pay service | 54 | 120 | 211 | 448 | 800 | 1.562 | 3.238 | 6.145 | 6.230 | 6.386 | 6.680 | 6.702 |
| marketing | 2.674 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 |
| salary | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 | 40.000 |
| Total fixed costs | 42.728 | 42.122 | 42.213 | 42.450 | 42.802 | 43.564 | 45.240 | 48.147 | 48.232 | 48.388 | 48.682 | 48.704 |
| Earnings before depreciaiton and interest | -42.728 | -42.094 | -42.038 | -41.631 | -41.303 | -38.406 | -34.989 | -33.797 | -25.387 | -10.193 | 22.118 | 88.553 |
| Depreciation | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 | 1.250 |
| Earnings before interest | -43.978 | -43.344 | -43.288 | -42.881 | -42.553 | -39.656 | -36.239 | -35.047 | -26.637 | -11.443 | 20.868 | 87.303 |
| Interest | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 | 5.764 |
| Net profit | -49.742 | -49.108 | -49.052 | -48.645 | -48.317 | -45.420 | -42.003 | -40.811 | -32.401 | -17.207 | 15.104 | 81.539 |
| Total in bank | -49.742 | -98.850 | -147.903 | -196.547 | -244.864 | -290.284 | -332.287 | -373.098 | -405.498 | -422.705 | -407.602 | -326.063 |