*The following questions are meant to help you coming up with brilliant and diffentiating ideas. Some kind of general guidelines. You don't have to formally answer them as such or to answer them all.*

*You answers can be under the form of a word, ppt, xls, .... document. As long as it's a mainstream application.*

*Please detail your ideas to make them actionable (not too vague) but don't spend too much time on nice sentences. It can be under the form of bullet points.*

*I hope you have had fun imagining a new business model.*

1. If this business was yours, how would transform it from a purely non differentiated business to something unique on the market (blue ocean) ? What are the digital levers that you would work on ?

Réponse:

For the current Cookies Factory, the main challenge is to grow market share and increase brand awareness while maintaining its core values of organic and handmade. Due to a lack of digital experience, the company needs to find effective ways to reach and engage a wider customer base.

a.So in the short term the main objectives are to increase brand awareness, attract more customers through digitalization, increase market share and stabilize the base.

b.In the medium to long term to build a stable online sales channel to maintain user loyalty and further expand market share.

To specify means of differentiation, content marketing should be applying, which mainly includes the use of digital means, such as VR technology or online 3D preview technology, to share the unique brand story to potential users, such as the selection of organic raw materials, the unique style and means of the production stage. And user-defined packaging or cookie appearance flavors, etc. can be introduced at the production stage to enhance the user's interactive experience, thus differentiating it from traditional bakeries.

1. For the time being it's sold over the counter in small organic shops. How could you reach a larger audience ? How could you offer a unique customers' experience ?  How would you (try to) collect the needed customers' data ?

Réponse:

First of all the focus of digital transformation should not be on the technical level but on the strategic level, which means that it requires a radical shift in the marketing mindset of the operators. The nature of what is currently only sold over the counter in organic stores is actually a small audience that cannot be sold on a large scale. So the primary issue should be to address product awareness. So in addition to the enhanced content marketing mentioned in my answer to the previous question, I think it is possible to hire a brokerage firm or a well-known person to promote and carry the product on social platforms, and since the world's real economy is currently suffering from unprecedented blows, it is also necessary to quickly develop the offline exhibition front to a mixed online and offline front. The offline front can be used solely as a marketing tool and branding method for the older demographic, while marketing on popular social platforms is especially important in the face of today's much larger younger audience. Specific examples such as working with online influencers to shoot some videos of the product making process, vlogs of product sampling, and also holding parent-child events, inviting families to participate in cookie making contests, and utilizing the spread of the internet for traffic attraction. This then leads to our online sales platform, inviting the web development team to develop an exclusive website for branded online sales, holiday promotions and so on, perfecting the means of selling the product. At the same time, we also implanted the 3D experience mentioned just now, so that customers can better understand the history of the brand and the production process of the product. Even RFID technology can be utilized for product traceability and tracking, so that consumers can consume with peace of mind. As for user data, a professional team is hired to customize an exclusive CRM system, which is used to track customers, legally obtain user information, and provide more personalized services and product recommendation systems based on, for example, purchase history and preferences.

1. Have you seen elsewhere a business model that could be replicated here ?  copy-paste function.

Réponse:

I think we can look at pokawa's business model. There are a lot of competitors for this kind of pokawa bowl, which allows online ordering, customization of ingredients, sauces, and so on. And each chain does regular ins creation to enhance user interaction and brand exposure. Of course, to be differentiated also need to have our own means, for example, we conduct 3D product background introduction, handmade 3D experience. For the selection of organic raw materials, the production process display and so on.

1. In the upstream value chain (let's say the production), do you believe that digital transformation could change the process to either improve the customers' experience or make the business more profitable ?

Réponse:

In the upstream value chain, for example in the direction of the production line, we can also join the digital transformation. For example, customers can customize the cookies on the website, design the shape of the flavor of the cookies, the style of the package and the blessing card, and so on. This also breaks down the single flavor design and traditional retailing. It allows the user to enter into this purchasing experience that is valued and experiential. In addition, the user-defined flavor data can be used to observe the current trend of user tastes and develop new cookie flavors and shapes accordingly. In addition, it is also possible to offer courses on the cookie-making process through online websites and to set up experiential classes, which can be taught using 3D or VR technology for advanced production courses, in order to expand the profitability of the business, broaden the audience for the product, and differentiate it from other products.