Project description: Choose an existing digital service (i.e. Netflix or Amazon) or a new one and prepare a presentation of a Commercial Plan describing the strategy of launching to the market. In the case of an existing digital service, it could be a new business line or the launch of an existing one. Any case, the presentation should include an introduction describing the business model.

Ideas:

Netflix Live - live streaming for sports, concerts, reality shows, etc
- Subscription-based tiered pricing
- Partner with global leagues and musicians to offer limited free access during launch and promotion from influencers
- Netflix hasn't tackled live TV yet
- Add Netflix watch party feature - with friends or a random party - watch movie/show together and comment in a shared chat

Amazon Reuse - a marketplace focused solely on refurbished, recycled, or pre-owned items
- Commission from sales + fulfillment fees, and sustainable partnerships
- Integrate into Prime, target eco-conscious consumers, and partner with influencers and brands doing resale
- Builds on sustainability trends and leverages Amazon's logistics

Spotify learn - educational audio content
- Freemium with paid content packs or subscriptions
- Collaborate with Duolingo, masterClass, or educators
- Spotify already hosts podcasts and audiobooks- this focuses them into an actionable education path

Discord campus - a suite of tools for college students and student orgs (events, calendars, polls, attendance, etc)
- Freemium SaaS, premium for schools
- Partner with universities, offer it free to student orgs, market via ambassadors
- Students use Discord socially - a natural addition

Sections:
1. **Context**
   a. What is the challenge of the business unit?
   b. What is the current revenue target: by geography, product, families, commercial hierarchy, and others?
2. **Market**
   a. What is the market size: market size, addressable market, market share
   b. Where the market goes: trends, competitors, and players
3. **Industry analysis**

     a. What is the situation of the sector: customer needs and challenges, constraints, game changers, technological solutions, and which of our products and services impact

4. **Value proposition**
   a. What do we offer to our customers: solutions and use cases
5. **Business capabilities**
   a. Products and services: availability and roadmap
   b. Specialized teams: sales, presales, marketing, and others
6. **Customers**
   a. Customer base by geography and industry
   b. Top 10 of customers and potential customers by geography, segment and industry
7. **Sales target**
   a. What is the business unit sales commitment: by channel, segment, product families, and geography
   b. Key sales performance historical ratios
8. **Action plan**
   a. How to reach the commercial objectives? Global action plan and local plans to be executed by sales and marketing teams

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Amazon Reuse

Context:

Amazon is expanding its e-commerce footprint with a new business unit: Amazon Reuse. This marketplace will focus solely on refurbished, recycled, and pre-owned items, providing a centralized platform for sustainable shopping. The initiative aligns with growing global concerns around sustainability and positions Amazon as a leader in circular commerce.

Business Challenge:

- Building trust and transparency for pre-owned goods.
- Differentiating from existing players (e.g., eBay, Facebook Marketplace).
- Educating customers on the value of refurbished and recycled products.
- Integrating logistics for inspection, certification, and fulfillment of used items.

<u>Revenue Target:</u>

- By Geography: U.S. and EU markets for launch; expansion to Canada and India within 18 months.
- By Product Categories: Electronics, home appliances, fashion, and books as primary categories.
- By Commercial Hierarchy: Commission-based revenue model, fulfillment service fees, premium listings, and strategic sustainable brand partnerships.

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Market:

- Market Size: Global secondhand market
- Addressable Market: Market by product
- Geographical Markt: Market by location

<u>Where the market goes:</u>
- Trends: Eco-conscious consumption, minimalism, Gen Z preference for sustainability, rise of resale culture.
- Competitors: eBay, ThredUp, Poshmark, Back Market, Facebook Marketplace.
- Players: Brands entering resale (e.g., Patagonia, IKEA), third-party refurbishers.

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Industry:

- Customer Needs: Quality assurance, easy returns, trust in sellers, convenience.
- Challenges: Inventory inconsistency, counterfeit risks, lack of standardization.
- Game Changers: AI-driven pricing, blockchain verification, product traceability.
- Technological Solutions: Amazon AI for quality checks, AR for product previews, logistics integration.
- Impact Products: Amazon Prime, Fulfilled by Amazon (FBA), Sustainability Dashboard.

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Value Proposition:
Amazon Reuse offers a trusted, convenient, and scalable way to buy and sell refurbished and pre-owned goods.

<u>Problem:</u>
Consumers are increasingly seeking affordable and sustainable alternatives to buying new. However, the current secondhand marketplaces often lack standardization, trust, and convenience. Many platforms offer inconsistent product quality, minimal return policies, and unreliable shipping—creating barriers for mass adoption.

<u>Key solutions:</u>
- Eco-certified sellers
- Easy returns and warranties
- Seamless Prime delivery for eligible items
- Carbon-offset shopping experience

<u>Unique Offer:</u>
- Eco-certified sellers and refurbished items
- Warranty and easy return policies on eligible products
- Carbon-offset shopping and sustainability impact metrics
- Integration into Amazon Prime for free and fast shipping
- One-stop shop experience for all major resale categories

<u>Unfair Advantage:</u>
- Amazon's global logistics and fulfillment infrastructure
- Established customer base with built-in trust and loyalty
- Prime ecosystem, allowing faster scaling and adoption
- Advanced AI and data analytics for product matching, quality control, and personalized recommendations
- Partnership power with top eco-conscious brands and refurbishers

<u>Customer Segments:</u>
- Eco-conscious consumers: Millennials and Gen Z looking to reduce their environmental impact
- Budget-conscious shoppers: Families and students seeking high-quality items at reduced prices
- Small businesses: Purchasing refurbished office tech or selling excess inventory
- Sustainability-focused brands: Seeking a reliable platform for resale partnerships

<u>Use Cases:</u>
- Students buying affordable laptops
- Families purchasing refurbished appliances
- Eco-conscious shoppers seeking sustainable fashion

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Business Capabilities:

<u>Products and Services:</u>
Full product lifecycle support—from listing to shipping and returns. The roadmap includes integrating repair services and carbon score tracking.

<u>Specialized Teams:</u>
Dedicated sustainability sales team, influencer partnerships via Amazon Creator, green product certification staff, and environmental compliance advisors.

Customers:

<u>Existing Customers:</u> Amazon already has a growing base of refurbished electronics shoppers through its Amazon Renewed program, especially in the U.S. and EU markets. These buyers trust Amazon for quality assurance and warranty-backed pre-owned items. In Q3 2024, Amazon Renewed had 3.2 million active users globally.

Target Customer Base by Geography and Industry:
- Geography: U.S., Germany, UK, Canada, and India (in phased approach)
- Industry Segments: Consumer tech, fashion resale, home goods, educational tech for students

<u>Top 10 Potential Customers:</u>
1. Eco-refurbishers (e.g., Back Market sellers)
2. Green fashion brands (e.g., Reformation, Levi's Secondhand)
3. Educational institutions and tech hubs are purchasing bulk used devices
4. Independent sellers from Etsy are shifting into pre-owned goods
5. Local businesses using refurbished office equipment

<u>Willingness to Pay:</u>
- Consumers are willing to pay for certified pre-owned products with warranties due to price savings and sustainability value.
- Businesses are open to subscription-based or discounted bulk fulfillment models for sourcing pre-owned tech.
- Sellers are willing to pay commission and fulfillment fees in exchange for visibility, a reputation boost from Amazon's certification, and access to logistics.

<u>Income Targets:</u>

Year 1: $250M in Gross Merchandise Volume (GMV) from Amazon Reuse

Year 2: $700M GMV with 20% YoY growth from partnerships and international expansion

Revenue Sources: 10-15% commission on sales, FBA reuse logistics fees, marketing/promotion tools for sellers

Commercial Plan Cost:
- Development Costs: $15M for platform integration, certification workflows, and QA systems
- Marketing Spend: $20M globally in first year (50% influencer campaigns, 30% digital ads, 20% in-platform promos)
- Operational Cost: $40M for staffing, logistics integration, return infrastructure, and sustainability compliance

Total Year 1 Investment: ~$75M

Expected ROI: Break-even by the end of Year 2 with profitability from Year 3 onward, supported by growing circular economy demand

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Sales Target:

By Channel: 60% through Amazon Prime, 30% via mobile app push, 10% from Amazon Business accounts.

By Segment: Gen Z and Millennials (60%), families (25%), businesses (15%).

By Product Families: Electronics (40%), fashion (25%), appliances (20%), books (15%).

By Geography: North America (50%), EU (30%), Rest of World (20%).

Historical Ratios: Similar launches (e.g., Amazon Renewed) grew 200% YoY in the initial years.

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Action Plan:

Global Plan:

- Launch the Amazon Reuse landing page on Earth Day.

- Run a global "Buy Used, Save the Planet" campaign.
- Incentivize sellers with zero commission for 3 months.
- Collaborate with 100+ sustainability influencers.

Local Plans:

- U.S.: Target college towns with refurbished tech bundles.
- Germany: Partner with Bosch for appliance refurb.
- India: Pilot mobile and electronics resale through existing Amazon sellers.
- UK: Collaborate with secondhand fashion creators for viral challenges.