

Crossroad

powered by carrefour



GROUP 8 : INTERNATIONAL AND INTERDISCIPLINARY TEAM



PEERZADA Arssalan



BANYOLS Luca



ROFFI Rachele



GOHIL Rishi



VALANTIN Clothilde

SUPPLIERS AND CUSTOMERS FIND THEMSELVES AT A CROSSROAD WHEN ENTERING THE METAVERSE



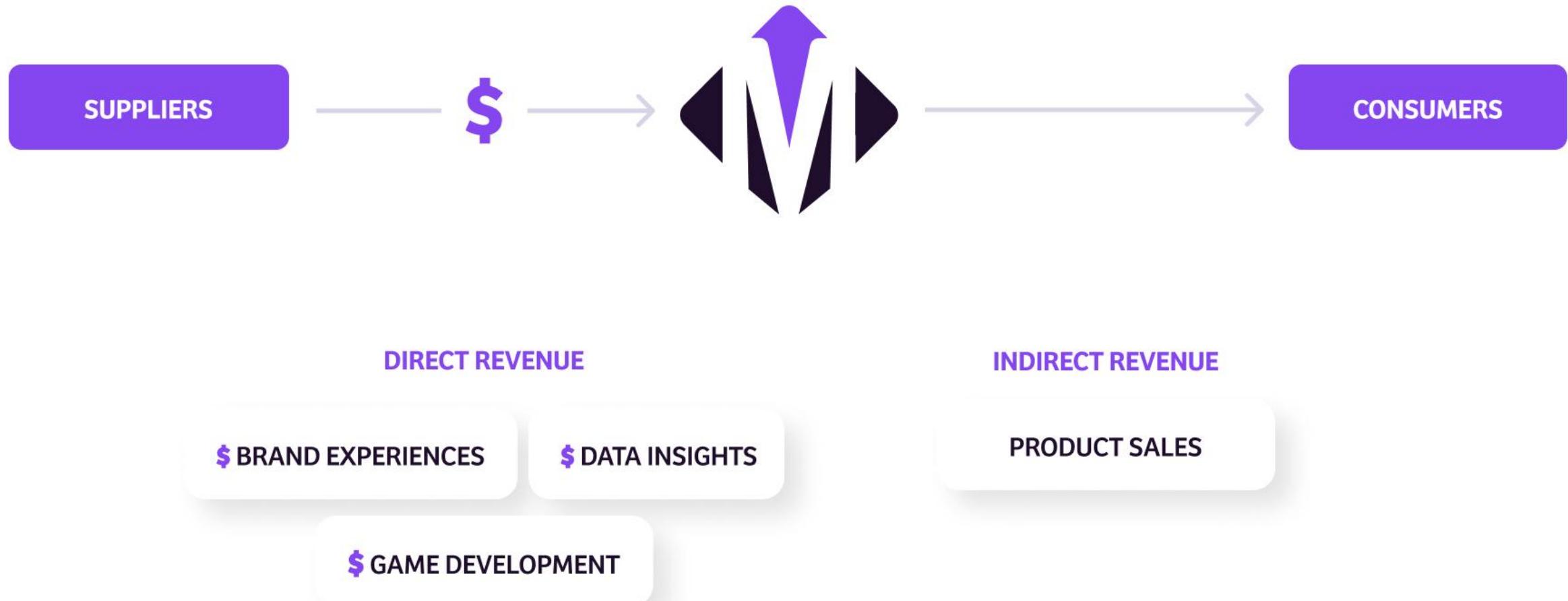
Surveyed 200+ people

5 CEOs backed the final idea

A B2B2C PLATFORM WHERE BRANDS AND CUSTOMERS INTERACT

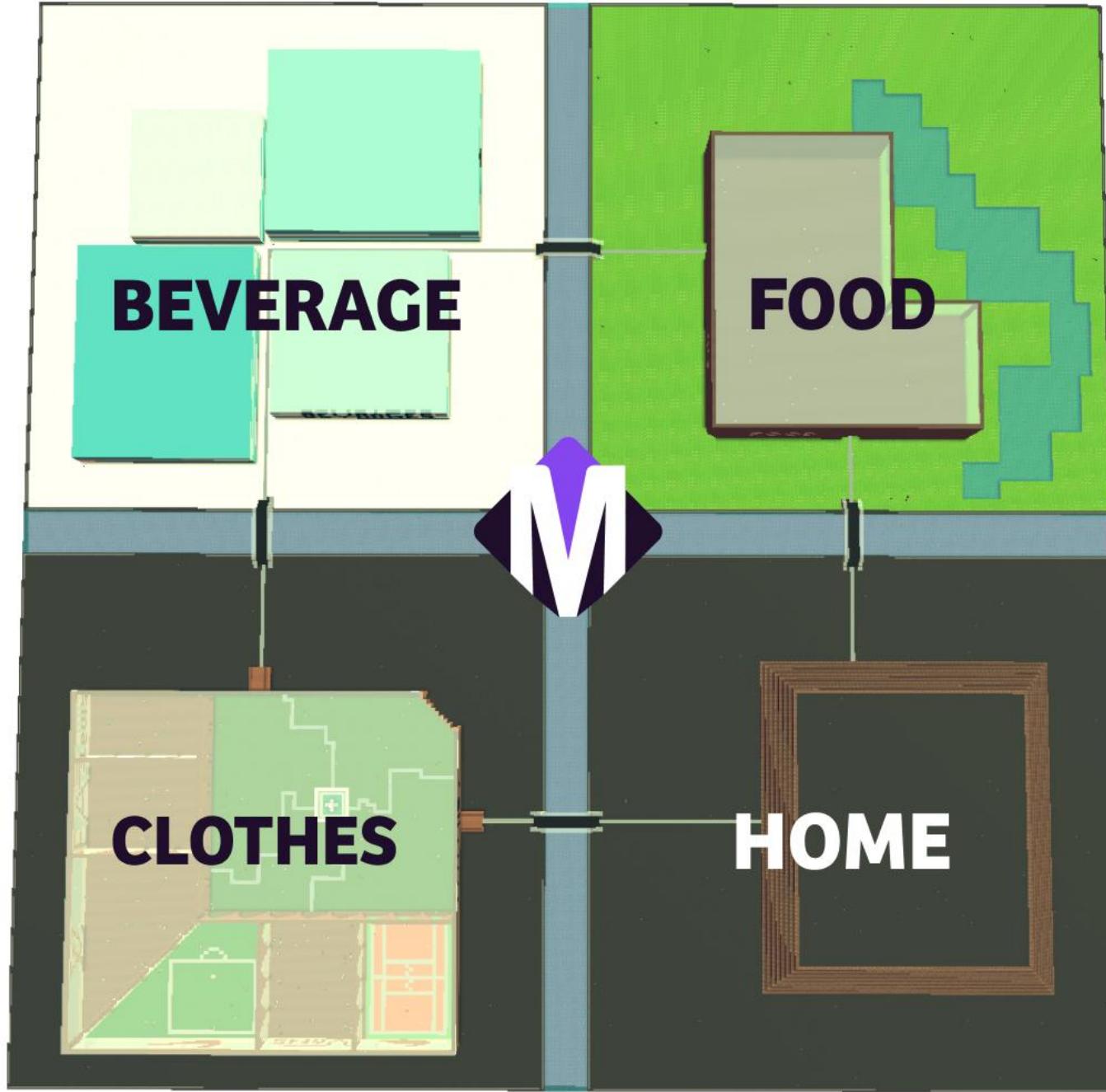


SUPPLIERS WOULD BE WILLING TO PAY US FOR 360° ENGAGEMENT SOLUTIONS



SUPPLIER HOLD THE POWER TO DEFINE THEIR CUSTOMER EXPERIENCE





Aybeline



75/75



BOOSTING CUSTOMER LOYALTY THROUGH A PAY2PLAY MODEL



Target has strong
digital awareness



Joining the Metaverse
is **complex** and
incentives aren't clear.



Traditional loyalty
schemes **insufficient**



Reward loyalty
through Metaverse
experiences



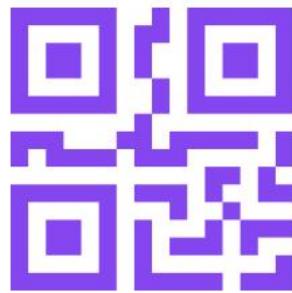
Your **Avatar is your
loyalty card** and
you are "paid to play"



- 12 monthly brand challenges
- Euros earned for interaction + feedback
- Can be spent in-store, online, in Sandbox

CUSTOMERS WILL BE ACQUIRED THROUGH PILOT PROGRAMS IN SELECT STORES

IN-STORE



Supermarket entry

In-store advertisement, re-directing to the Crossroad website



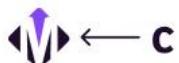
Product search on shelves

Product labels showing cumulative points on Crossroad metaverse



Supermarket exit

Receipt containing the personalized QR code directing to your auto-generated avatar + Points accumulated



*Pilot store could be Carrefour city in Le Marais

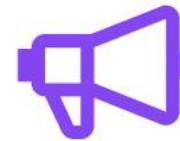
OUR PRODUCT CREATES VALUE FOR NUMEROUS SUPPLIERS



Target : brands for which
**customer engagement
is paramount**



Suppliers find it hard
to enter the metaverse
by themselves



Traditional
Marketing Channels
are saturated



The **customer of
the future** will
spend more time
on the metaverse

EXAMPLE SUPPLIER



WINE INDUSTRY

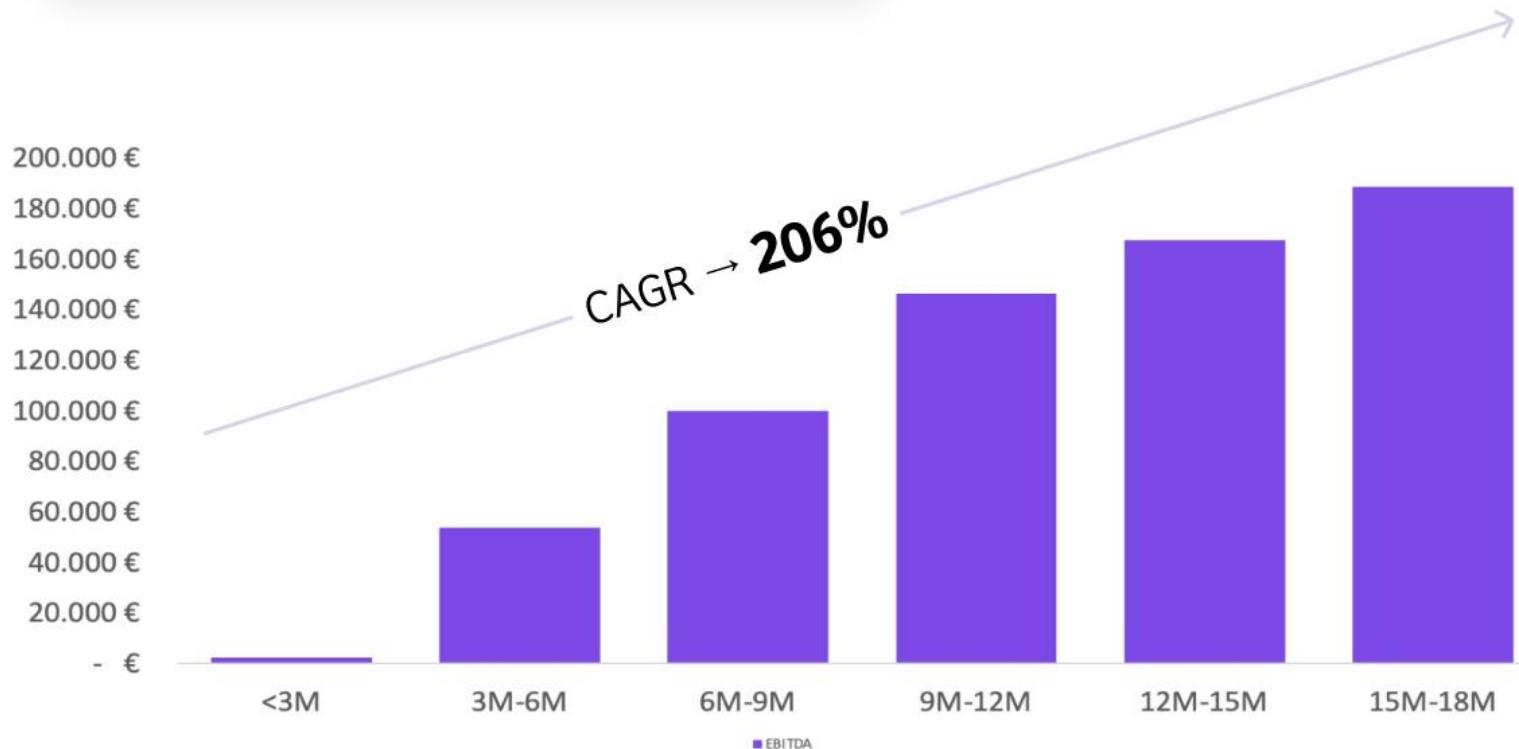
- Small to Medium suppliers
- Low Meta knowledge
- Willingness to engage

4 SOLUTIONS WILL BE AVAILABLE TO SUPPLIERS



CROSSROAD REPRESENTS A 104% INVESTMENT OPPORTUNITY

Monthly profit evolution 0-18 months



Financial figures 0-18 months

ROI → **104 %**

Payback period → **<4 months**

Profit margin % → **52.4 %**

RISING PROFITS WILL BE DRIVEN BY A SHIFT TO PRO AND PREMIUM SUPPLIERS



*Suppliers creating content would be prioritized

CROSSROAD WILL CREATE VALUE IN A 3-FOLD WAY

Crossroad
powered by carrefour



LOW RISK, HIGH RETURN OPPORTUNITY

0.3% OPEX

s → M ← c

1

STANDALONE ECONOMIC VALUE

EBITDA %: **52 %** - ROI **104 %**

2

STRENGTHENED RELATIONSHIPS

Δ CLTV: **+ 500K €**

3

COMPETITIVE ADVANTAGE

DAILY INTERACTIONS: **3,000+**

NEXT STEPS

1

PLATFORM DEVELOPMENT

2

COMMUNITY CREATION

A)

USERS ATTRACTION VIA PILOT STORES

B)

SUPPLIERS' ONBOARD VIA CARREFOUR LINKS / PARTNERSHIPS

THANK YOU

FOR YOUR TIME AND CONSIDERATION THIS MONTH



GROUP 8

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BANYOLS Luca

ROFFI Rachele

GOHIL Rishi

VALANTIN Clothilde

Appendices

- 1 Target personas
- 2 Website wireframe
- 3 Fieldwork results
- 4 Risks & mitigation
- 5 Business plan
- 6 Brand & design

Appendix 1:

Target personas

Suppliers persona: our ideal targets are businesses in which building a rapport with their customers is of paramount importance

01	Small to Medium sized businesses	<ul style="list-style-type: none">• Low customer reach• Competitive marketing landscape
02	Selling luxury and premium products	<ul style="list-style-type: none">• Need to connect with customers• High marketing budgets
03	That face challenges interacting with new gens	<ul style="list-style-type: none">• More likely to use technology• Low attention span
04	Have high cost of customer acquisition	<ul style="list-style-type: none">• Hold events to build rapport• Deploy personalized marketing
05	Need to create an immersive customer experience	<ul style="list-style-type: none">• Need to communicate their story• Enhance customer experiences

Christine Mondor

Montpellier - 34000



Married / 47 y.o / 2 kids



CEO of a pasta compagny



++ earnings



Straightforward / Extrovert / Flexible

Tastes

- Likes wine tasting sessions
- Lives for her company
- Likes to travel

Needs

- Find a way to make her company grow
- Feel engaged by her customers
- Give her brand more visibility

Wants

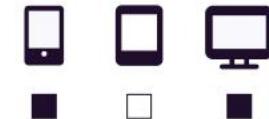
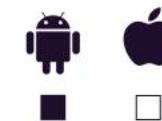
- Wants to create an innovative way to interact with clients
- Wants to hop on trends in a low-cost, low-effort way
- Wants proof the metaverse will succeed
- Wants to be closer to her kids

Pains

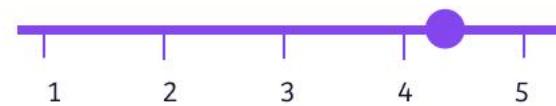
- Struggles to grow her company's brand a good position
- Is interested by new technologies but doesn't understand how to participate
- Doesn't have a lot of time
- Can't find a way to build and engage a community



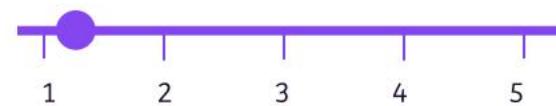
Equipements



Digital awarness



Metaverse knowledge



Customer persona: through ‘Crossroads’ Carrefour would target digital natives, aged 15-40, who are willing to test the metaverse by playing experiences and getting rewarded

01	People aged 15-40	<ul style="list-style-type: none">• Digitally educated• Have at least a basic knowledge of what the Metaverse is
02	Carrefour and non-Carrefour customers	<ul style="list-style-type: none">• Sometimes buy at Carrefour supermarkets but often do not use loyalty cards
03	Who want to be consume experiences	<ul style="list-style-type: none">• More likely to spend money on experiences rather than objects• Willing to engage with favourite brands
04	Who want to share with their virtual community	<ul style="list-style-type: none">• Constantly sharing their life experiences online• Interacting with an online community
05	Who want to be paid for playing games	<ul style="list-style-type: none">• Willing to play games in spare time• Willing to get rewards for playing

Coraline Schmitt

Tours - 37200



Single / 21 y.o



Student coding school



Average earning



Gamer / Introvert / Persevering

Tastes

- Skateboard
- Video games
- Trendy things

Needs

- Needs to finish school
- Needs to eat at cheap prices
- Needs to interact with online community

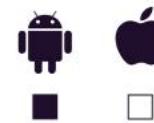
Wants

- Wants to be part of the Metaverse trend
- Wants to be rewarded for customer loyalty
- Wants to get multiple rewards
- Wants to discover new experience that would not cost a lot

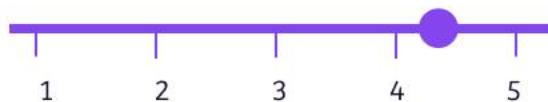
Pains

- Struggles to find new and innovative content
- Unable to visit many countries to enjoy other cultures
- Doesn't have a lot of money to spend on experiences
- Does not feel connected to the brands she buys

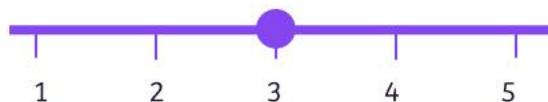
Equipements



Digital awarness



Metaverse knowledge



Appendix 2:

Website

Wire-frame



Home NFT Enter the Metaverse My account

Introduction

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Upcoming experience

Image

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For business

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Home

NFT

Enter the Meta

My account

Collection

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[ALL](#) [HAT](#) [SHIRT](#) [PANTS](#) [SHOES](#)



AVATAR



Accessories
for avatar



Accessories
for avatar



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OUR OFFERS

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Image
OFFER n°1

offer 1

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offer 2

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offer 3

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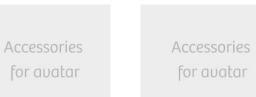
ALL HAT SHIRT PANTS SHOES



AVATAR



Accessories
for avatar



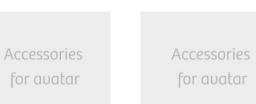
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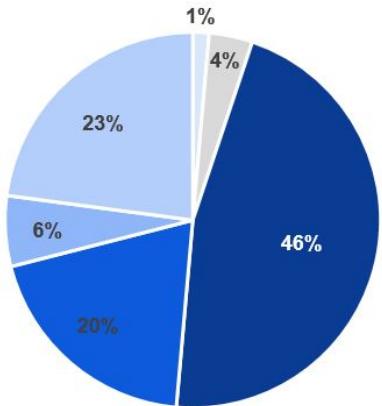
Appendix 3:

Fieldwork

results

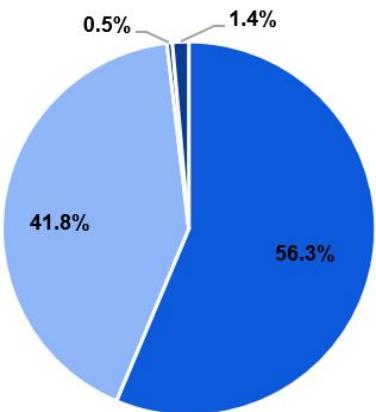
3.1 - Fieldwork part 1 – customer needs identification (1/2)

AGE BREAKDOWN



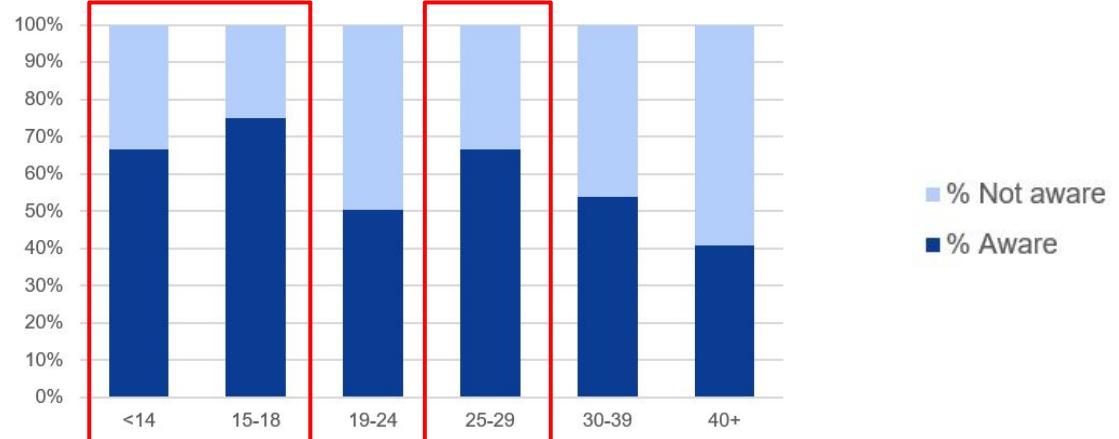
- <14
- 15-18
- 19-24
- 25-29
- 30-39
- 40+

GENDER BREAKDOWN



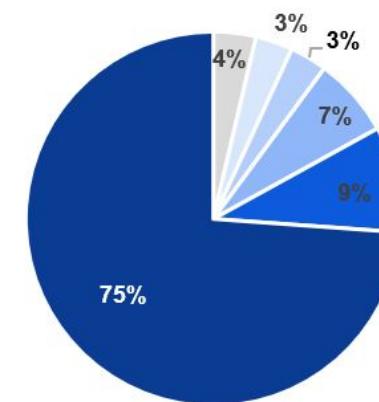
- Male
- Female
- Other
- Prefer not to say

METAVERSE AWARENESS BY AGE



- % Not aware
- % Aware

SPENDING TRENDS



- Land
- In-game experiences
- Accessories
- Virtual art
- Other
- Don't spend money

3.2 - Fieldwork part 1 – customer needs identification (2/2)

INSIGHTS ON CONSUMER DEMANDS

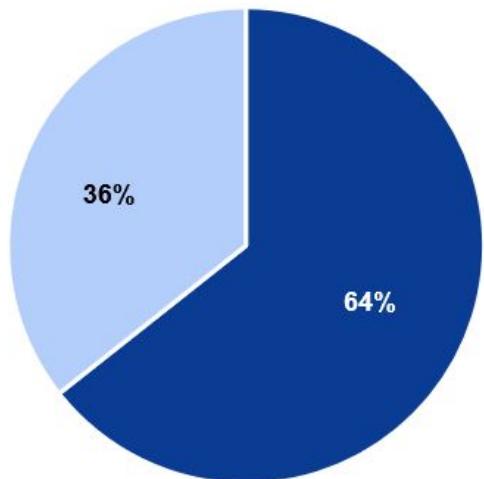
64% of people who do not know the Metaverse **would join** if they could get **discounts/rewards**

62% of respondents want **more personalized products** from their favorite brands?

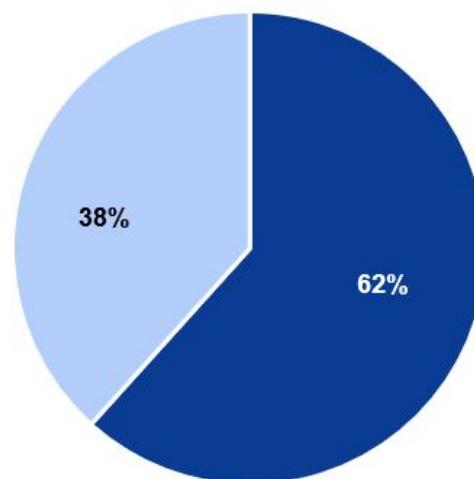
~80% of respondents would like to **test products before launch**

However... **over 60%** would prefer **testing products in store** rather than virtually

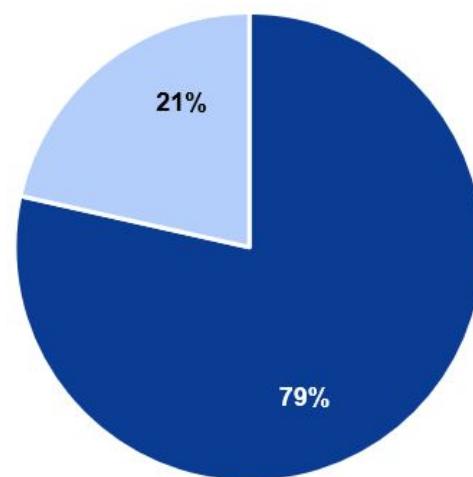
■ Yes ■ No



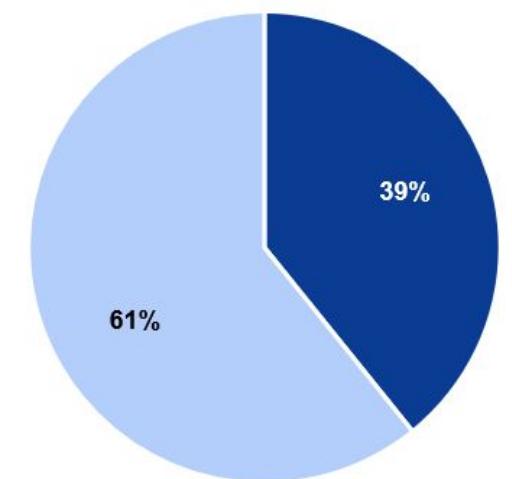
■ Yes ■ No



■ Yes ■ No



■ Virtually ■ In a store

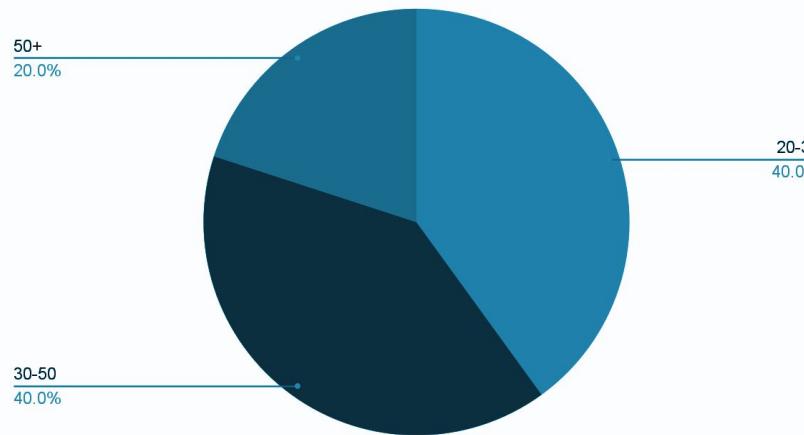


♪ 65% of respondents would attend a concert in the Metaverse if their friends were attending ♪

3.3 - Field work part 1 – supplier needs identification

DEMOGRAPHIC

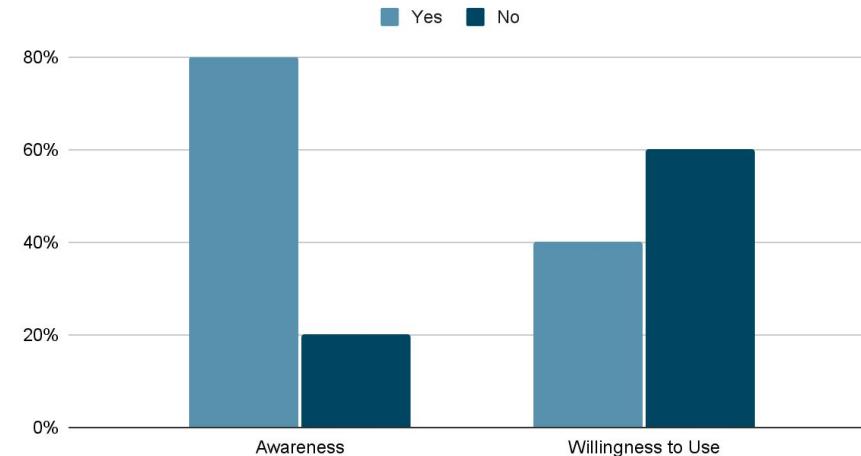
Age demographics of the business owners



Types of Business Surveyed: Food & Bakery, Furniture, Housing engineering systems, Cotton manufacturing, Chemical Producers

KEY QUANTITIVES RESULTS

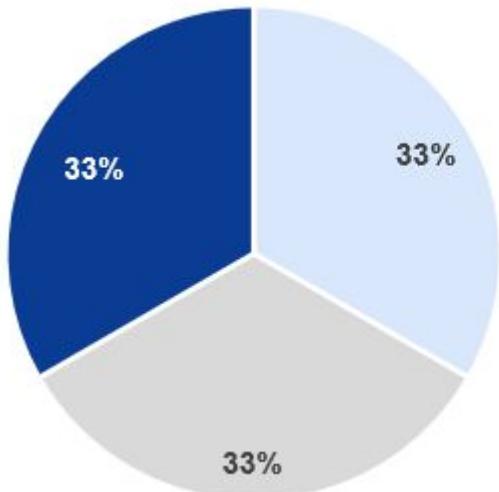
Metaverse Awareness and willingness to use



Amongst the business owners that were surveyed, 80% were familiar with metaverse, while 20% did not know what it was and we had to explain it to them. 40% of the suppliers are willing to test their product in the metaverse.

3.4 - Fieldwork part 2 – market reaction to final product

INDUSTRY BREAKDOWN



We sent a short survey describing our 'Crossroad' proposition to CEOs/Senior management of retailers in Europe

KEY FINDINGS

1/3

Of respondents were willing to buy a Metaverse plot themselves for their business

2/3

Of respondents were willing to rent a Metaverse plot themselves for their business in our Crossroad

€200

The monthly amount respondents were willing to pay to rent our plots

2/3

Of respondents were willing to pay for data associated with their plot

2/3

Of respondents were **more** willing to enter the Metaverse if their plot/experience was pre-packaged for them in our offering

Appendix 4:

Risks and

mitigation

4.1 - Potential risks and mitigation associated with the value proposition

	Risk	Mitigation
1	Slow customers' engagement on the Metaverse As the Metaverse is still far from being a mature digital environment, people might lag in entering and joining it.	Leverage on the 'pay-to-play' model and rewards system connected to Carrefour omni-channels to effectively onboard customers. Make it free for suppliers to have their plot on our land
2	Low-quality experiences designed by suppliers If suppliers do not opt for the 'Premium' offer and choose to design games by themselves, the latter might result in low-quality experiences, draining value to the whole worth of the 'Crossroads' community	Design of detailed contracts containing specific clauses about content creation duties and quality standards
3	Copycats entering the competitive arena Being the first mover and as the Metaverse provides low barriers for entry, other direct and indirect competitors might try to replicate our value proposition on the Meta	Establish long-term contracts and fidelity-rewarding schemes to your suppliers, while providing top-notch experience to users to become the reference point where avatars can interact with brands
4	Worsen relationship with suppliers in case no plots are available for them By giving priority to the suppliers providing experience to fill the 120 spots available, others might turn to be disappointed	Potentially enlarge the space, developing the showroom vertically



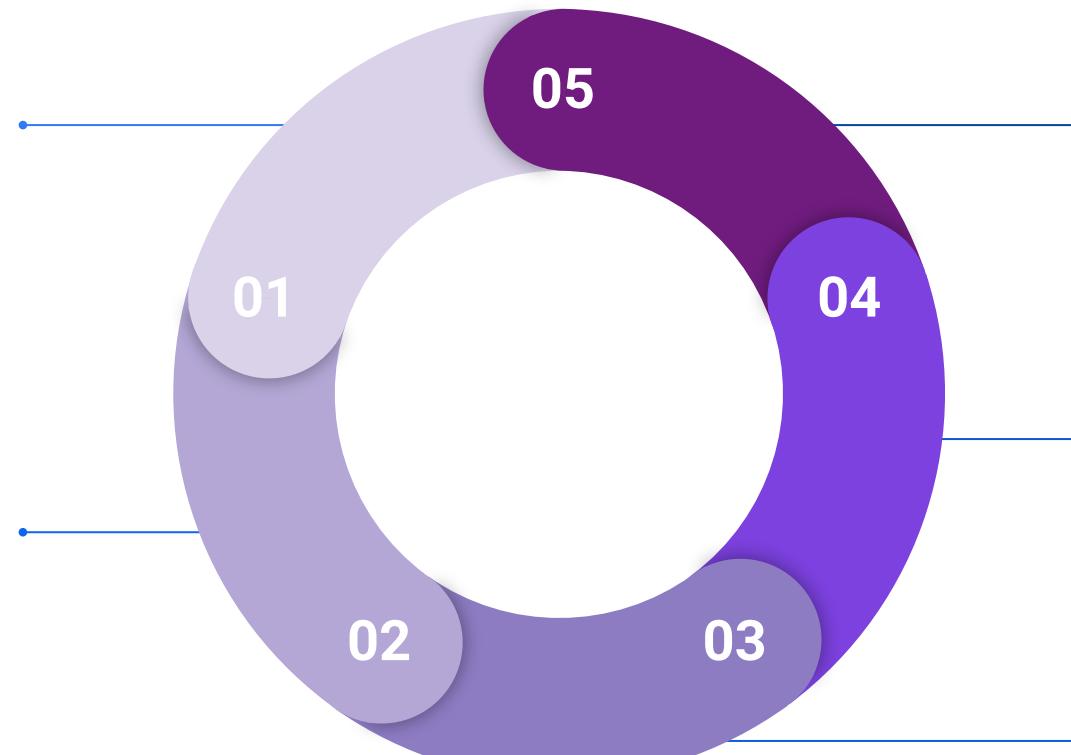
4.2 - Types of data that can be sold to suppliers

Customer Engagement

Average time that customers spent on a particular part in the experience

Social Media Engagement

Number of shares of the metaverse experience on other social media platforms



Customer Traffic

Traffic to the suppliers store as compared to the peers and number of orders made via the Metaverse channel

Customer Satisfaction

The average satisfaction of the customer of the experience as well as the increased willingness to explore the supplier's brand

Product Feedback

The direct feedback of the consumers on the brand of the suppliers

4.3 - Onboard the strong brand network, especially clients from loyalty programs and service

Loyalty partners



Customer Base (Metaverse)



Data clients



BEVERAGE



HOME



Carrefour can help its **largest data client** grasp the metaverse opportunity in consumer goods by **gamifying the experience**, opening a **new distribution channel**, and offering a **pre-packaged solution**

FOOD



CLOTHING



There are five Carrefour Loyalty Bonus families which offer **10% discount on 10,000 Carrefour products** including clothing retailer, **TEX**



4.4 - Examples of existing Metaverse experiences

Food



NFTs by Burger King

"Keep it Real Meals" campaign within [Sweet](#), an NFT marketplace. 6 million Burger King meal boxes will have QR codes to scan NFT collectables associated with singers.

Beverages



Coca-Cola Zero Sugar Byte

Pixel Point, an island in [Fortnite](#) where players can play 4 mini-games upon entering with the aim to get to the top of a tower in the game, while promoting a limited edition brand.

Clothing



Nikeland by Nike

A bespoke world in [Roblox](#) designed with the Nike Global HQ. Players can interact with each other by playing sport mini-games in a big arena.

Home



837X by Samsung

A metaverse experience with monthly quests, events and live content in [Decentraland](#) to collect NFTs and limited edition, customisable wearables for your avatar

Appendix 5: Business plan

5.1 - Pricing methodology

Basic offer

Advertisement space (billboard on the metaverse)	
	plot
Carrefour land	3x3
Upfront investment (EUR)	11100
Discount rate (risky investment)	30%
Total Rent /year (DCF)	3330
Total Rent /month (DCF)	278
# clusters	4
Rent per showroom /month	70
Mark-up (traffic and visibility)	300%
Final price	280 €

Sanity check: for a small company with 5Mln in sales, OPEX (7% of sales) is 350k/year, 30K/month.
The **investment in the metaverse would represent only 1% of its OPEX**

Pro offer

Data insights	
Average price charged for customers data (internet)	1,25 €
Expected traffic /h	
Rush hours (5h)	60
Medium traffic hours (10h)	40
Low traffic hours (9h)	20
Expected monthly traffic (tot Crossroad)	26400
% interacting with the brand (1 visitors vis	440
Final price	550 €

Note: average price charged per customer between 0.8 and 2.0 EUR
Source:
<https://www.theguardian.com/news/datablog/2014/apr/22/how-much-is-personal-data-worth>

Premium offer

Game development	
Hours of development needed	84
Average developer salary /month	7300
Hours worked /month (full-time)	168
Hourly salary	43
Salary /project	3.650 €

Sanity check: for a med-big company with 50Mln in sales, OPEX (7% of sales) is 3.5Mln/y, 300k/month.
The investment in the meta and the all-in package, would represent only the 1.5% of its OPEX

5.2 - Client's segmentation scale-up hypothesis

	<3M	3M-6M	6M-9M	9M-12M	12M-15M	15M-18M
% Free suppliers	65%	40%	20%	0%	0%	0%
% Basic suppliers	15%	20%	25%	30%	20%	10%
% Pro suppliers	10%	20%	25%	30%	35%	40%
% Premium suppliers	10%	20%	30%	40%	45%	50%
	100%	100%	100%	100%	100%	100%

5.3 - 15-18 months business plan and cost structure

Revenue stream (EUR)	Cost stream (EUR)	NI (EUR)	abs.
Full capacity # suppliers 120	Developers salary (Premium offer) 60		
Capacity utilization % 100%	# Premium suppliers 60		
# Tot suppliers /month 120	% of suppliers replacing experience monthly 33%		
% Free suppliers 0%	# developers needed (1 developer = 2 projects) 10		
% Basic suppliers 10%	Monthly salary /person -7300		
% Pro suppliers 40%	Monthly salary expense -73000		
% Premium suppliers 50%	Additional legal personnel 1		
# Free suppliers /month 0	# legal specialist 1		
# Basic suppliers /month 12	Monthly salary /person -4500		
# Pro suppliers /month 48	Monthly salary expense -4500		
# Premium suppliers /month 60	Additional Sales, Marketing and Administration personnel 12		
Pr Free suppliers - €	# personnel (1 person = 10 suppliers) 12		
Pr Basic suppliers 300 €	Monthly salary /person -4000		
Pr Pro suppliers 850 €	Monthly salary expense -48000		
Pr Premium suppliers 4.500 €	Costs Free suppliers /month - 13.125 €		
Average Pr 2.620 €	Costs Basic suppliers /month - 13.125 €		
Revenue Free suppliers /month 0	Costs Pro suppliers /month - 13.125 €		
Revenue Basic suppliers /month 3.600 €	Costs Premium suppliers /month - 86.125 €		
Revenue Pro suppliers /month 40.800 €	Total Cost stream /month - 125.500 €		
Revenue Premium suppliers /month 270.000 €			
Total Revenue stream /month 314.400 €			
Average BEP Pr 620			
		Total NI /month 188.900 €	

5.4 - Suppliers Life Time Value (CLTV) estimation

	Customers %*	Customer # abs	Pr	Average Rev/month/client	Average #years relationship	Average additinal CLTV
% Free suppliers	0%	0	0			
% Basic suppliers	10%	12	300			
% Pro suppliers	40%	48	850			
% Premium suppliers	50%	60	4500			
	100%	120		2.620 €	15	471.600 €

* Hypo: stable % as the ones registered at month 18

Appendix 6: Branding and design

Crossroad

powered by carrefour



BRINGING THE COMMUNITY TO YOUR DOOR STEP

UP TO DATE

MODERN

IN ACCORDANCE WITH THE METAVERSE

POP

Crossroad
powered by carrefour



Crossroad
powered by carrefour





Bree - regular

abcdefghijklmnoprstuvwxyz
ABCDEFGHIJKLMNPQRSTUVWXYZ
0123456789

Bree - bold

abcdefghijklmnoprstuvwxyz
ABCDEFGHIJKLMNPQRSTUVWXYZ
0123456789

