



Group 17

ON THE GO

Business Proposal

INTRODUCING - ONTHEGO

OntheGo is an innovative solution for frequent travellers who want to transform their trips to a luxury, stress-free travel experience.

The idea of travelling seems exciting – but also tiring. There are so many steps involved in getting to your hotel room that the only real factor keeping you going is the fun, relaxing time you're going to have at the destination. Now imagine you're going there for business purposes. And you do this seven times a year. The business travel market shows a clear trend in employees, as well as the employers, wanting to reduce stress and enhance their travel experience. OntheGo solves some of the key problems associated with travel and also opens doors to a whole new luxury experience through clothing rental.

What we provide



A **personalised suitcase**, neatly packed with everything you wish to bring to your trip.



Direct delivery straight to your hotel room. No baggage check-in, no hassle. We take care of returns too.



Access to an **enormous virtual wardrobe**, filled with a wide range of luxury trending clothing and items for you to choose from.

How It Works



Register

Create an account to let us know your sizes and style.



Select

Choose your favourite clothes and items from OntheGo's virtual wardrobe. Then just let us know your destination and arrival time.



Enjoy

Travel stress-free and enjoy the content of your OntheGo suitcase, that will be waiting for you in your hotel room.



Return

Drop off your suitcase at the hotel reception – we'll take care of the rest!

CASE STUDY

Martha and Claire are both 26 years old and have a business trip in Brussels for a client meeting, and they've also decided to extend their trip by 4 days for leisure activities. Apart from their companies (which are fairly similar), the difference is that Martha has decided to opt for our OnTheGo service – let's see how it plays out!



Martha packs lightly and chooses a range of apparel to treat herself to on the website.



Martha enjoys stress-free travel. Upon arrival at the hotel, she's greeted with her personalised suitcase with a neatly packed bundle of surprise!



After her conferences and talks, Martha spends the rest of the week travelling around the local area, gymming at her hotel and treating herself with new clothes she always wanted to try!



Martha gives her OntheGo suitcase to the hotel reception and travels back hassle free. With a luxury, stress-free experience, [Martha comes back home happy and satisfied!](#)



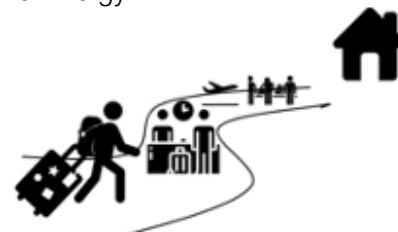
Claire needs to plan for 6 days' worth of clothes. Does she need an umbrella or sunglasses? She'll have extra luggage to fit everything in.



Claire needs to drag her heavy luggage to the airport, check it in, and pick it up after waiting at the baggage claim for over 45 minutes.



After her conferences and talks, Claire also has a good time at her destination...though she regrets not bringing her warm coat that was too big to fit in her luggage. She also forgot to bring her activewear for the gym.



Claire needs to carry, check-in and pick up her suitcase again..wasting another 1-2 hours. She returns home only to spend another hour unpacking and washing her clothes. Although she had a good time, [she's exhausted.](#)

WHY BUSINESS TRAVELLERS?

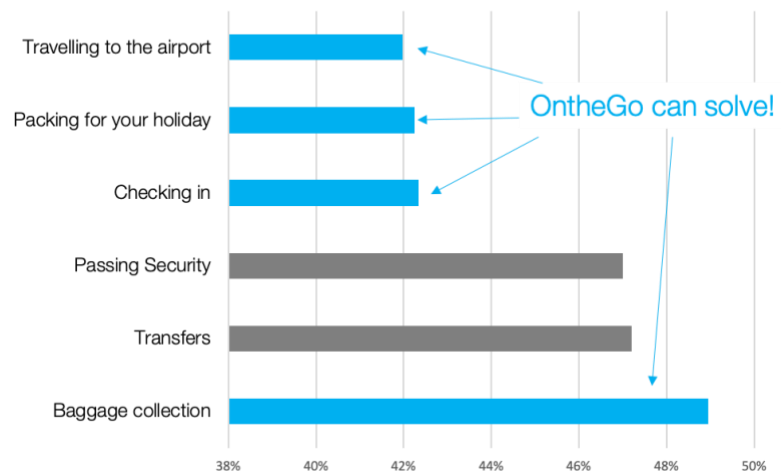
TRENDS IN BUSINESS TRAVEL

In the growing market of airline passengers, business travellers account for over 12% of the total [1] – a number that grows as more businesses recognise the importance of business travel. 90% of professionals say that business travel is essential for growth, and 70% say it is difficult to build relationships over video/phone calls. In Europe alone, there are more than 126 million business trips every year. [2]

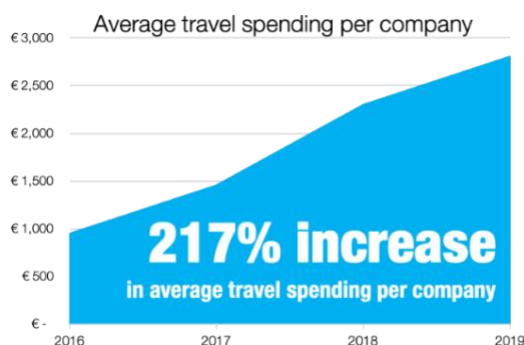
Being frequent flyers who take an average of 6.4 business trips a year, business travellers are likely to use our service regularly and they also have stronger needs to address common sources of travel stress from baggage transport, packing and check-in. 35% of European corporate travellers said spending less time at the airport is the number one thing they wish to improve. [3]

“The more you invest in your employees, the more productive they will be.”

Top 6 most stressful parts of the airport for Business Travellers



Additionally, travel spending for business trips, compared to leisure trips, are on average 50.4% higher, namely due to the additional budget from corporations. [4] Business travel spending has increased significantly in recent years, more than doubling between 2016-2019 since companies are realising that employees work better when their travel experience is less stressful and well-balanced. Allocation of travel spending is on average: 21% on meals, 17% on flights and 13% on accommodation, leaving the remaining 51% to be used on services that improve travel experience. Surveys show that 55% of business travellers are even willing to pay out their own pocket to get upgrades for accommodations, airline seats and car rentals. [5] This shows there is an abundance of disposable cash to spend on further improving travel experience. Success in services that provide a door-to-door delivery of travellers' baggage shows that people are already willing to pay that extra bit to avoid the suitcase chaos. [6] [7]



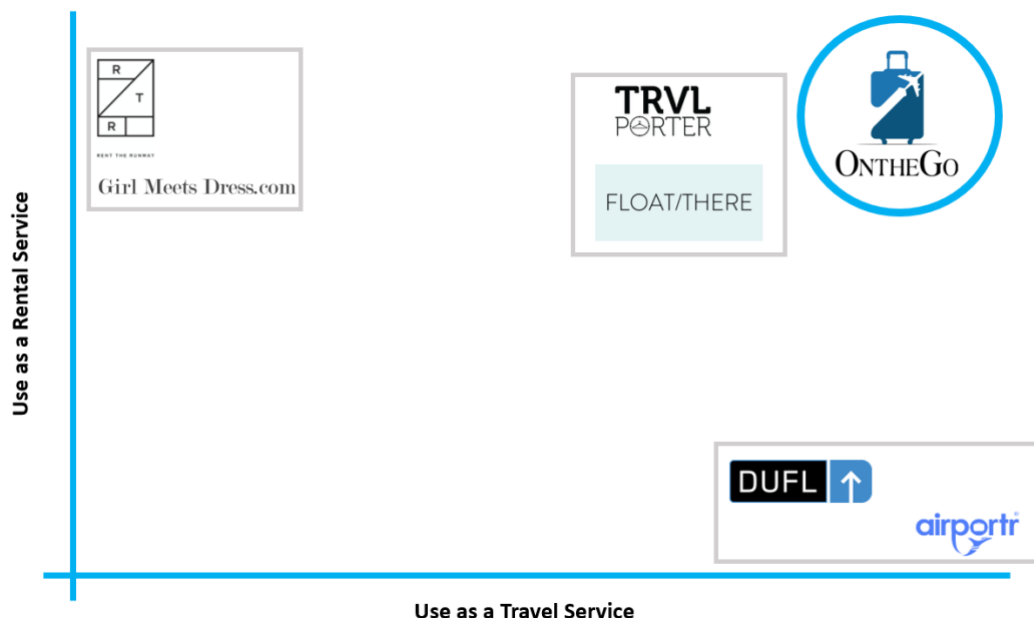
Annual spending in business travel expected to grow to

\$1.6 trillion
by 2022

COMPARING THE COMPETITION

Business	Laundry/dry cleaning	Clothing rental	Hotel drop off/pickup	Other services	Operating Location
DUFL	✓	✗	✓	Sports equipment shipping. In-app 'virtual closet'	US
AirPortr	✗	✗	✓	Real time baggage tracking	UK
TrvlPortr	✓	✓	✓	Style recommendations	US
Rent the Runway	✓	✓	✗	Stores (though now closed)	US
Float/There	✓	✓	✓	Style recommendations	US

From the table above, we can see that there are two products already in the space that we aim to move into, both based in the US, TrvlPortr and Float/There. These two companies currently appear to offer very little on their website in terms of service. This is not surprising however as the market is very new and the current circumstances with COVID-19 are causing rental models to suffer more than others for obvious reasons. The fact that both companies are still in their infancy still leaves a large space for OntheGo to move into and build on their model.



We aim to combine the two different services much like Float/There and TrvlPortr but with a tighter focused market on business and bleisure customers allowing for a stronger base of returning clientele.

ABOUT

DUFL offers a virtual locker of clothes that a user can request shipped to wherever they are traveling, removing the need for airport baggage wait times and providing the user with their clothes at their required location.



AirPortr is a door-to-door luggage manager that will collect bags from a customer's door and deliver them to the desired hotel. The bags are then returned as the customer returns in parallel.



TrvlPortr is a designer clothes brand that provides a rental service to people on holiday. The focus is lowering the environmental impact and is targeted at women with clothes being picked up and dropped off at hotel front desks.



Rent The Runway is a designer clothing rental company that allows its users a set amount of items to keep per month to allow the user to switch up their wardrobe with quality brands without the costs and waste.



Girl Meets Dress is a simple rental company that allows you to pick and choose dresses for special occasions without needing to pay the full price.



Float/There offers a style curated box of clothes to be delivered, for rental, to a customer's location of choice. There is an option to opt into a 'keep what you love' scheme allowing the user to buy the clothes off the company.



PRICING

DUFL uses a two-part payment system:

a **monthly fee of \$9.95** This fee goes towards storage and management of the clothes that are submitted by the customer and a one-time charge of **\$99 per suitcase shipped**. [7]

AirPortr uses a quote-by-quote system and does not offer general prices due to the nature of the tailored service. **prices after membership sit around £30-40**. [6]

The **minimum spend for this service is \$130** which will provide 2 items for 2 weeks. **Each additional item is \$65**, and the payments are re-charged every two weeks. [74]

There are 3 tiers of plans that each have a discounted first two months. As the plans get more expensive the items allowed goes from 4 – 8 – 16 and the value of clothes also increases. **The cheapest plan is \$90 a month and the most expensive \$200**. [18]

The 2 methods of paying are a simple **pay as you go system** where the prices are greater but require no commitment, and a monthly fee which allows the user to keep **3 dresses for £100 a month** with item swapping the focus. [75]

The company advertises its product **for \$64 with the option of up to 5 items** however finding a more certain price and system is unlikely due to every collection being quoted as 'coming soon' with no price attached [73]



THE FUTURE OF BUSINESS TRAVEL

MILLENNIALS & BLEISURE

Millennials, who make up more than 50% of business travellers worldwide [8], are reshaping the business travel industry over the last decade. Millennials desire to and do travel more frequently than the average employee (7.6 trips per year compared to 6.4 trips per year) [9] and are more likely to carve out time/extend their trips for leisure activities. What's more, they are more lavish when it comes to travel spending with 37% spending larger amounts on room service and 60% more likely to buy flight upgrades such as extra legroom and in-flight entertainment. [10] All the reasons above make Millennial business travellers a perfect market for our service.

Within the young generation, the term 'Bleisure', business trips which are extended for leisure activities, has come to represent a significant percentage of business travel. In Bleisure trips, the average business trip is 7 days, with 3-5 days used for the leisure portion. [11] With more employees wanting to stay additional nights to treat themselves and enjoy the local culture, a desire for more items and clothing drives the demand for services like OntheGo.

“Bleisure is more than just a buzzword”



70%

of Millennial business travellers extend corporate trips for leisure reasons



51%

of companies already allow business trips to be extended as part of their travel policy



47%

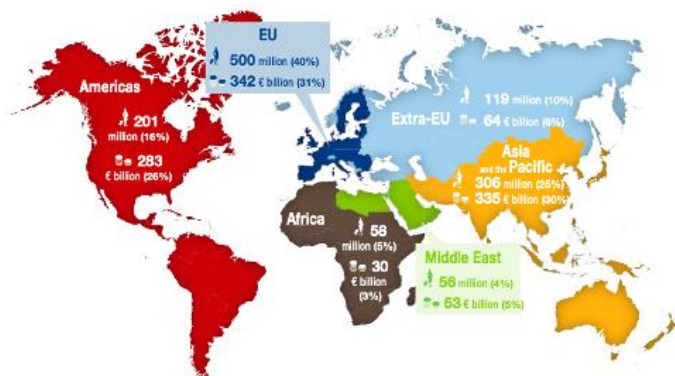
Increase in Bleisure trips in Asia Pacific region and EMEA in 2017

GEOGRAPHIC MARKET ANALYSIS

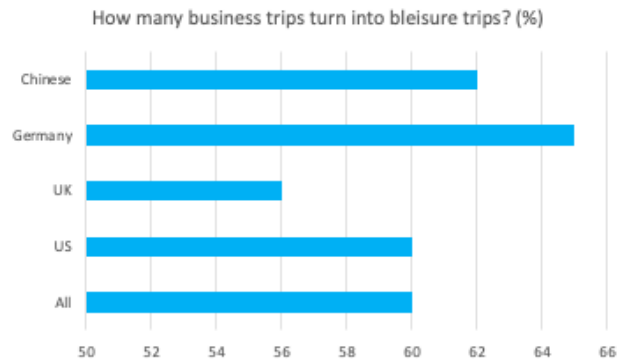
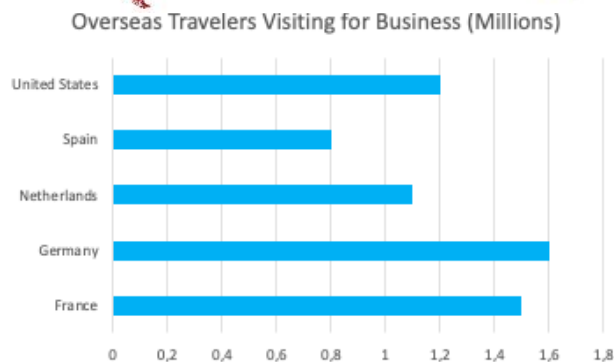
It is displayed by figure (International Tourism 2016) that the European Union (including the UK post-Brexit) accounted for 40% [12] of international tourism in 2016 and Extra-Europe (including non-European Union) accounted for 50% [12]. EU based tourism is expected to increase by 1.9% [13] a year through to 2030. Europe attracts the most tourism around the world, where the resulting other 4 continents together added up make the last 50%. According the United Nations World Tourism Organization (UNWTO), in 2016 the purpose of visit for inbound tourists were distributed into three main groups. The biggest group being 61% for leisure, recreation and holiday purposes, the second being 24% for VFR, health, religion and other purposes, and the last by 15% [12] for business purposes. The US has 79.6 million in international tourism but EU has 75 million international business tourism alone.

International Tourism 2016

World international tourist arrivals (ITA): 1,299 million
World international tourism receipts (ITR): Euro 1,107 billion



Europe is our destination, but where in Europe?



The choice of which country to launch the product will be constrained to the most visited countries which are France, Germany, Italy, and Spain, determined by the above graphs. The most visited countries by overseas travellers in Europe for business purposes are Germany, France, Netherlands and Spain. However, the business is primarily targeting the business trips which turn into bleisure trips, with Germany at the highest rate of 65 percent. In addition, as can be seen from the world map below with the geographical location of our competitors nearly all based in the US and for all the above reasons, the launch destination for On the Go will be located in Germany.

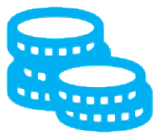


APPAREL RENTAL

SUSTAINABLE & ECONOMICAL

The global clothing rental market size is at an estimated \$1.8 billion and CAGR of 10.6% [14], with the growth higher in Western and European countries due to the rise in demand for rental formal wear. The increase in female workers have boosted the market and although men do not currently rent as much, they are “steadily increasing market share owing to their economical mindset and spending habits”. [14] Millennials in particular are enthusiastic about rental services, dominating this sector of the rental market, and hence make them an ideal target market.

WHY ARE PEOPLE RENTING?



Economical

Eliminates **buyer's remorse** for clothing. Many dresses and luxury wear are seldom worn.



More variety, less space

49% of women feel self-conscious about repeating work outfits. Apparel rental **expands** one's wardrobe without taking up wardrobe or baggage space.



Environmentally friendly

Clothing rental lessens volume of textiles thrown away, and is thus appeal for **environmentally conscious people**.

We've talked about smart/casual clothing rental...but why stop there? Some of the most common items that business travellers want or forget are sunglasses, activewear, sun cream, travel adapters, and portable chargers. [15] [16] Trends in workouts during business trips by millennials are forcing more hotels and destinations globally to prioritise fitness facilities and have resulted in active wear rental services such as *Routinely* and *Rent the Runway* to grow. [17] [18]

OntheGo enhance the travel experience of business travellers by broadening the range of items that it can supply, giving users a larger cushion of safety and more flexibility in their leisure activities.



OPERATION & LOGISTICS

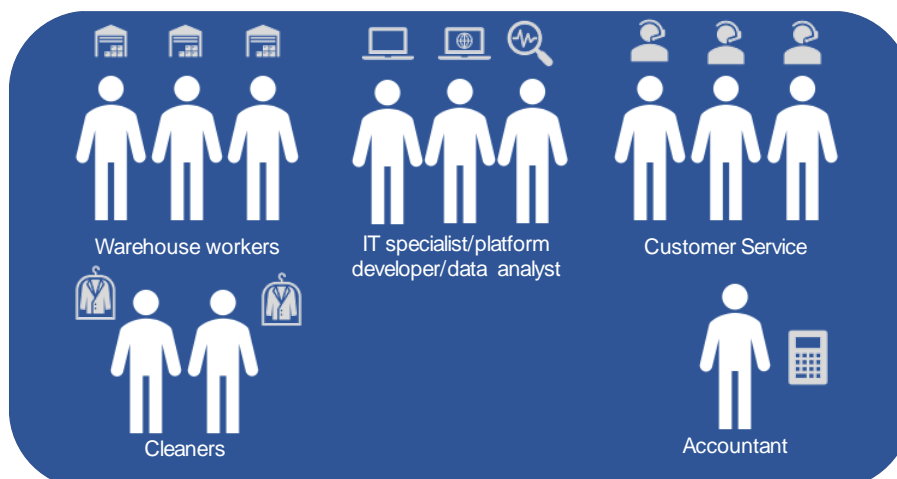
The main activities of the business are:

- Packing & shipping of suitcases
- Stock selection & purchase of inventory
- Dry cleaning and washing of clothes



Delivery services will be outsourced to minimise overhead costs for assets such as transport vehicles, and also provide us with good scalability to ensure high quality of service can be maintained with rapid growth in demand. Dry cleaning is a key process in the business and minimising logistic complexity, as well as time between cleaning and delivery, is crucial. We will therefore carry out dry cleaning services in house, and this approach has proved to be successful for companies such as RTR and DUFL. [19] Particularly during the first phase where the order volume is relatively low, focus is on creating a seamless point of sale through the website and optimising customer service via market and sales data. Key insights from data analysis will help determine future products to purchase, and its corresponding volume.

A team of 12 employees is estimated to operate the business at start-up, derived from an estimated demand of 500 suitcases shipped in year 1. The numbers for warehouse workers, cleaners and customer service will directly scale with demand.






PRICING STRATEGY

Three different base fees are available for the different suitcase capacities and with an added monthly subscription the base fee is lowered. Each clothing item chosen for the customers suitcase will have a rental price determined by the rental duration. The pricing strategy will likely change as the business develops, reacting to changes in market and demand, but there must be a start point for launch.



For this we decided on a simple breakdown based on the weight of the suitcases. The base fee is for receiving a suitcase with max weight capacity of 5kg, 7.5kg and 10kg, with respective increment prices shown above which will cover the cost of shipping. A subscription fee of 5 euros a month is proposed which lowers the base fee of each tier by 20 euros to attract a more permanent clientel.

The three tiers are for the three types of users we hope will use our service.

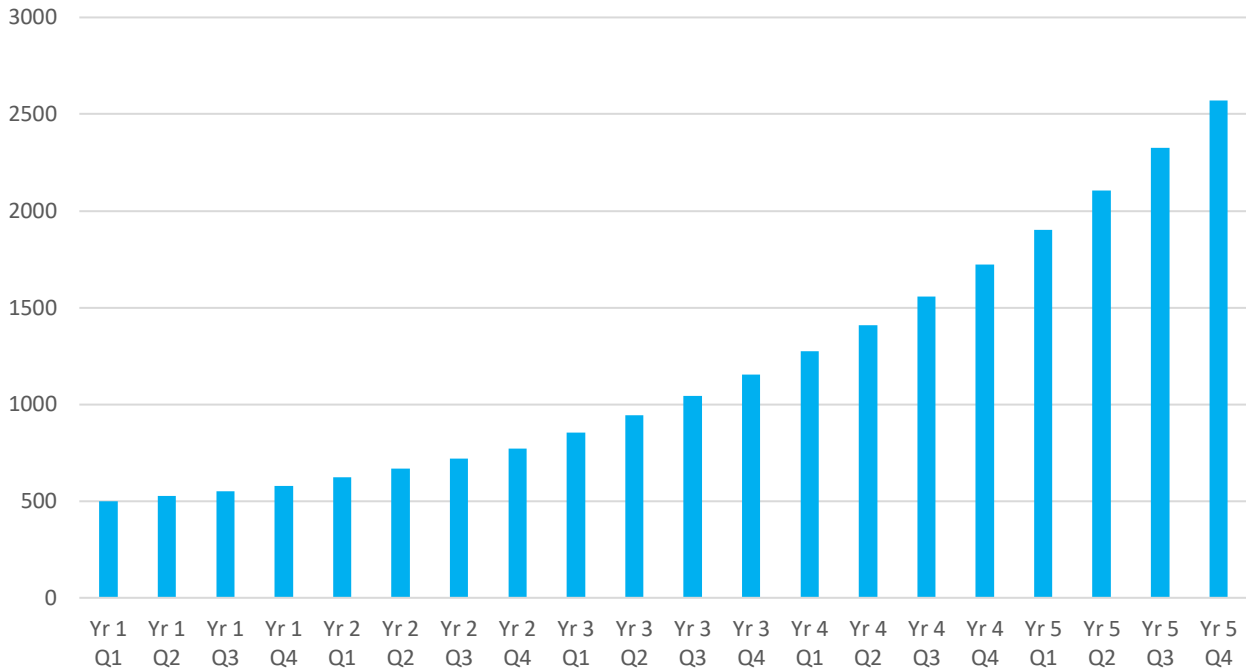
Short Stay - €20	Medium Stay - €30	Long Stay - €40
 5kg	 7.5kg	 10kg
<ul style="list-style-type: none"> Target customers flying for short business trips requiring a small addition of items Suitcase has a maximum weight of 5kg 	<ul style="list-style-type: none"> Target customers flying for small bleisure extended trips Suitcase has a maximum weight of 7.5kg 	<ul style="list-style-type: none"> Target customers flying for a holiday extended business trip like a full week Suitcase has a maximum weight of 10kg
<ul style="list-style-type: none"> The size of the suitcase will be dependent on the volume of items selected 3 Sizes - Small: 55 x 40 x 20, Medium: 69 x 47 x 29, Large: 74 x 51.5 x 31 Volume Capacity - Small: 36L, Medium: 73L, Large: 98L 		

In order to give the user freedom and flexibility to choose whatever items they want, they can pick and choose each item. The selection will offer a price per week per item and can fill up their suitcase however they would like, depending on what kind of holiday they are planning. The price per item is strategized to encourage business travellers to extend their business trips from a 2-4 day to 5-7 day business trip as it makes more sense from a price perspective to rent the clothes for longer.

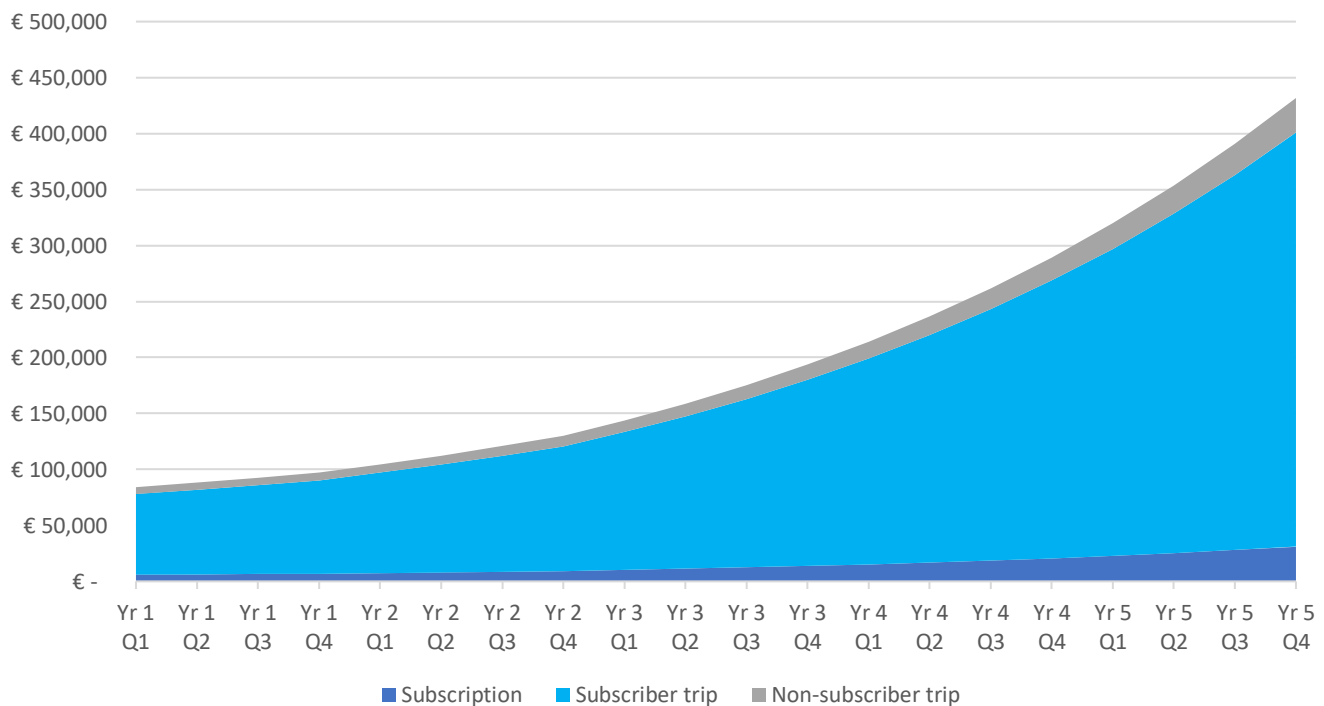
2-4 Day Rental	5-7 Day Rental
Price per item = 13% - 17% of Retail Price	Price per item = 20% - 25% of Retail Price

At start up, it is assumed to have 500 customer with a compounded increase of 5% each month in the first year and 7.5% in the second year for conservative reasons. However, it is assumed that in the third and future years the compounded increase in customers will be 10.53% as the clothes rental market currently has a CAGR of 10.53% [20].

Number of OntheGo Customers



5 Year Quarterly Revenue Forecast



COST ANALYSIS

The start up costs for the business are shown below. Stock and machinery make up a significant portion of the initial cost, due to the need to have a diverse (hence appealing) range of products, and the capacity to dry clean these. [21] The labour cost is based on the employees given above in the operations and logistics section. The premise cost was calculated for an office and warehouse based in Dusseldorf. This was decided for the reason that the Rhein-Ruhr region is the 4th most desirable location for logistics reasons (and the highest in Germany) on the basis of:

- Proximity to economic networks and transport networks
- Proximity to customers
- Amount of labour available [21].

Marketing, insurance and professional fees were derived from average figures for similar companies in Germany. [22] [23] [25]

<i>Expenditure</i>	<i>Cost(€)</i>	<i>Justification</i>
Wages	380,470	Cost of staff
Professional Fees	14,090	Fees for a start up in Germany plus a minimum of 12,500 for a LLC 26,590
Insurance	1,200	Average insurance price for a business
Stock	91,000	Initial cost of stock, estimating an average price of the clothing at €65
Premise	19,200	Warehouse and office rental in Dusseldorf
Marketing	43,446	12-20% of gross revenue
Technology	8,500	Cost of laptops and mobile phones for staff members
Machinery	41,000	Cost of industrial dry cleaning machine
Total	611,406	Sum of all start up costs
Incl. 20% contingency	733,687	Safety margin

GROWTH STRATEGY

OntheGo aims to expand its business through a three-phase growth strategy. The three-phase approach enables the business to sustainably and flexibly capture its target market and increase revenue through modifying our pricing model, supply chain and marketing strategy.

01

B2C service



Target 'early adopter' market to build regular user community and brand image

Direct to consumer model to cultivate intimate customer relationship and high quality of service

02

Product Range & Market Expansion



Aggressive growth by increasing/diversifying product range and pricing model

Establish key partners to increase market penetration and build reliable cashflow

03

Geographic Expansion



Expand number of warehouses to cater for geographic expansion to US and other non-EU countries

Improve operation efficiency to grow customer segment with reduced pricing

Phase 1 – B2C Service

Phase 1 aims to establish a good brand image from the minimum viable market via exceptional customer service.



In a similar approach to RTR, we will start at a handful of progressive companies that have a high focus on employee satisfaction – examples being Siemens, Admiral and Salesforce, known for their frequent and large travel spending. [22] [23] Targeting employees in these companies, who are likely to have the appropriate mindset to adopt our service and their extra travel allowance, allows for effective early market penetration and customer satisfaction. [24] Horizontal marketing is achieved via great customer service and referral systems.



A direct to customer model, via an online service, allows more intimate customer relationships and higher quality of service, which complements the overarching aim for phase 1. The model is also good for flexible and sustainable scaling that is required to adapt to possible discrepancies in predicted and actual market behaviour.



After purchase of an initial 'batch' of clothing, inventory will be continuously updated with trending clothing – based on customer & market data. Large suppliers such as ZARA and Massimo Dutti sell large orders with a batch discount and have great distribution services, so baseline inventory will be bought from these companies to reduce initial capital costs. [25] A simple one-size pricing model minimises logistics and filters customer segment to the most appropriate.

Phase 2 – Product Range and Market Expansion

Once a stable customer base and cashflow is established, we will expand product and pricing range and create key partnerships to rapidly expand our business.



A tiered pricing model (which changes suitcase capacity) opens the service up to early adopters who are interested in using the service following validation from phase 1 customers and incentives that stem from a more flexible pricing plan. The directions the product range expands will depend on customer data obtained from phase 1, though based on recent trends it is likely that more luxury brands will be high in demand.



Actively establishing key commercial partnerships with hotels and suppliers will help improve the value and efficiency of our service. Based on DUFL and RTR's existing operation, in-room delivery and storage of spare inventory have proved to be appealing to customers, and hotels have also seen these partnerships as a great way of retaining and attracting loyal customers. [26] [27] Partnerships with suppliers allow OntheGo to access their exclusive collections and purchase apparel at wholesale price, in exchange for acting as an additional sales channel and providing them with customer data. [28]



B2B services that are agreed on upon negotiation offer discounts and benefits to employees of the company. This will benefit corporations who, on top of improving employee travel experience, have travel policies which require employees to be paid travel time allowance. [29] With OntheGo users saving 3-5 hours per round trip and working more productively, this is an appealing service to such corporations [30]. B2B services provide us with a reliable revenue stream and an additional sales channel.

Phase 3 – Global Expansion

With wide acceptance and usage of OntheGo services across Europe, the aim of phase 3 is to expand to the global market.



OntheGo will expand to the US and Asian market. The US market is one of the largest for both business travel services and clothing rental, and the success of existing businesses such as DUFL and RTR further demonstrates the viability of expanding our services to this area. [31] [32] The Asian market also has large potential for sales due to increasing purchasing power, fast changes in fashion trends and willingness for individuals to spend more for luxury and convenience in India and China. [32] [33]



Setting up facilities in these areas are crucial to eliminate overseas transportation logistics. The combination of warehouses' increased capacity and geographic flexibility for distribution will improve operational efficiency, which becomes increasingly important with sales growth. This can also help reduce pricing to competitive levels in order to allow OntheGo to enter the US market against its competitors, such as DUFL and TravelPortr. Phase 3 will require large amounts of capital which will be sourced by external investors.

PROMOTING OUR BUSINESS

The right image

First impressions are everything in business, therefore making sure all contact points with potential customers are as pleasant as possible. This means [sleek modern website design](#) giving the user a feel of a luxury, high quality service. Not rolling out an app until we are totally happy that it fills a demand, and not just a worse version of the website a user must download. It also means [our initial clothing lines need to be varied and appealing](#) as without, the customer can be deterred very easily

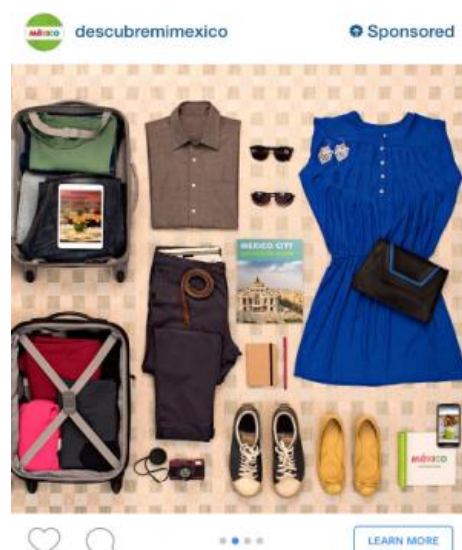


Customer Relations

To get into the target market, we plan to focus on a few businesses that have employees used to traveling for work and convince their employees to use our product, building a [small community of users that enjoy the service](#). This would then build a strong foundation for growth by word of mouth in between companies and can be used as a springboard for access to the wider market. [Referral schemes will be rolled out](#) i.e. free delivery for you and a friend if they join the service to influence people to invite their friends and colleagues to use the service, promoting growth of the brand.

Advertising

The two main methods of impacting our target market are focusing on [internal business communications](#) and [the employee's personal life](#). We hope to get a foot in the door with companies that run many business trips and offer services to employees within specific companies alongside an online ad campaign based on [a mixture of traditional social media adverts and investment in influencers](#) across a variety of platforms including Instagram. A social media campaign with focus on modern methods such as using hashtags will also be used as a cheap influence boost to start.



REJECTED IDEAS

A summary of our initial ideas can be seen below. The grey ideas were rejected after preliminary discussions, with the rest researched before rejection. The research for the ideas highlighted in green are shown in the subsequent pages.

TRANSPORT	HOSPITALITY		EDUCATION
Fuel sharing service Users deposit unnecessary fuel to keep cars light, others buy the fuel at a cheaper price.	Bar that sells water from around the world	Bitesize dish restaurant Restaurant that serves a variety of premade bitesize dishes instead of taking orders.	Knowledge Tree Users add their interests and topics they've learnt onto their own 'knowledge tree' and AI suggests topics learn to other users.
Uber Driver Hiring the driver only, who can drive your car for you.	Standing cinema Cinema where people stand to watch short movies, saving space and costs.	Social media bar Bar with fake food and glamorous objects for 'insta-worthy' social media posts	Self sustaining bakery & baking class Baking class that is free/discounted, pastry/bread made is sold as products in the bakery.
Petrol Deliveroo Service that delivers petrol directly to you.	Chef hire Bring the restaurant to your home, with a chef that comes and cooks for you at your house.	Cinema restaurant Luxury 'Netflix and pizza' experience by combining cinema and restaurant.	Breaking service Company can break products 'temporarily' and put it back together when required.
Drop off car rental Rent cars at point A and drop it off at point B	Hot air balloon hotel Stay a night in a hot air balloon.	Atlantis hotel Entirely submerged hotel	Sharing misinformation add-on Browser add-on that, when user shares a post, demands 1-2 sources to back up the information. Improving content quality
Cinema trains Premium train carriages that have cinema screens on long journeys	Portable bar Portable bar that drives to different locations to sell drinks.	Automated fast-food restaurants Fast food restaurant where all food made is automated to improve efficiency and convenience	Mentorship scheme for entrepreneurs Mentor mentee programme where students can get advice from experts in industry.
Premium drop off sports gear rental Sports equipment rental that can be dropped off at certain locations	Premium Airbnb Airbnb but the company deals with tasks (e.g. keys, paperwork, advertising, admin).	Visit and make art locations Art gallery with classes and open art spaces for you to learn and practice art.	Occupation Simulator Virtual work experience where students can explore typical daily tasks in various roles in industry.
LEISURE	OTHER SERVICES		
Fishing rod without a hook Feed fish in a pond without hurting them	Moving supermarket Ice-cream van for groceries	Match the look service Order a set of clothes based on a 'look' from a photo you upload.	Modernised secondhand shops Large donation/drop-off points for 2nd hand goods. Products are then sold online
Uncomfortable napping area Napping bed that gradually puts user into an uncomfortable position to encourage getting up.	Biowaste fertiliser Send your biowaste to be processed for fertiliser.	Suit plane service Service where businessmen can rent suits at the airport to minimise baggage.	Food locker Amazon locker but for food. Heated lockers keep food warm and makes delivery more convenient for delivery companies.
Mini races A set of 'challenges' (e.g. obstacle course) for company employees. Teambuilding exercise.	Shoe subscription service Pay a subscription fee to rent high-end sneakers.	Lengthy delivery service Buy something very far in advance, to give buyers time to think about the need for the purchase.	VR meetings for businesses Online VR platform to make online meetings more realistic
Restaurant kitchen experience Cook your own food in kitchens, with ingredients and tools prepared for you	Changing colour of clothes Service that changes the colour of your clothes.	Music streaming app without choices A personalised song radio, focusing on tailoring to your preference (through likes & dislikes).	Tinder for tools Borrow tools from people in your area. Company charges transaction/service fee.
Online personal training Online 1-to-1 sessions with personal trainers for dietary/training advice	Niceman Hitman, but does something nice to someone.	Home office consultancy Consultancy that advises workers on working effectively from their home.	Cross-product company Company that sells products from different shops.
Murder mystery club Location which people go to in the evening for drinks and games such as a murder mystery or escape room, instead of clubbing.	Netflix tv 'Add-on' to Netflix, creating a personalised TV channel with news/tv shows/movies catered to user.	Temporary shared bank account Create a temporary shared bank account to pay with, with friends for trips.	

Chef Hire

A chef comes to your home and cooks for you

- Events catering industry driven by online bookings. [34] The 'special occasions' market appears to be more sustainable than ongoing hire. [35]
- Increased number of self-employed chefs and online orders due to COVID.
- With each chef making their own website it's difficult for customers to find reliable service, and difficult for chefs to expose themselves to the market. [36]
- Businesses either hire chefs directly, or act as middleman and take percentage of booking fee (~12%). La Belle Assiette successful with latter model as it provides direct contact of customer with chef. Simple UI and tiered pricing model (£45, £65, £95+ pp) appealing to customers. [37]
- Additional services such as cooking classes & office lunches show weaker demand.



€18bn market
6% CAGR

Self-employed
chefs



6,000 UK
25,000 US



Standard
model



La Belle
Assiette model

Online market is saturated, with a range of prices from £25pp to £95+ pp. Previous gaps in the market, due to lack of technology, have been filled by companies such as La Belle Assiette and Take-a-chef.

Bitesize dish restaurant

Restaurant focusing on high variety low quantity dishes

- Smaller dishes improve profitability, perception of taste and appeal on social media. [38]
- Greater interest in variety amongst Millennials drives tapas and dim sum popularity in western countries. [39]
- Cart serving model effectively eliminates waiting time and functions well at high capacity, but unsuitable with low demands. [40]
- Conveyer belt serving (e.g. sushi) reduces labour costs and is a great way to give space for customers to choose dishes. Belt stocking issues (large polarisation in belt stock due to demands) will become more apparent with higher variety, compared to sushi (specific customer segment). [41]

Our taste buds get
used to flavour after

4-5 bites



Restaurants with no
waiting time generate



15%

more revenue

28% more spending
with smaller dish menu

Although perception & appeal of food can be greatly improved, the operational issues such as high dependence on continuous demand and stocking issues with more cuisine variety makes the success of the business unpredictable.

Portable Bar

A bar that comes to your home/event or an ice cream service for drinks

- Bar industry worth \$23 billion and growing. Versatility in mobile bars allow services to extend to private events. [42]
- Minimal overhead can lead to high geographic expansion compared to brick-and-mortar bars.
- Start-up costs are very low, especially for mobile bars vs. mobile trucks, though the latter reports higher perceived value.
- Due to ease of start-up (low cost and only T.E.N needed), there are many independent mobile bar businesses.
- Most businesses operate part-time, unless they also supply products (e.g. bars, lighting, accessories) as part of their business. This is due to general low demand and heavy reliance on events industry.
- 'Dry bars', where users rent empty bars for their own use, by *The Portable Bar Company* and *Three Piece Bar* are becoming popular. A business that provides portable. [43]

Bar Industry
\$23 bn
market



50-70%
profit margin per unit



<\$2000 setup
More flexible (e.g. indoors)



\$2000 - \$4000 2nd hand
Most use \$10k-\$50k trucks
Higher perceived value & short setup

Mobile bars are heavily reliant on the events industry. Although the demand is growing, most existing businesses suffice as a part-time service or require additional sales channels to operate viably

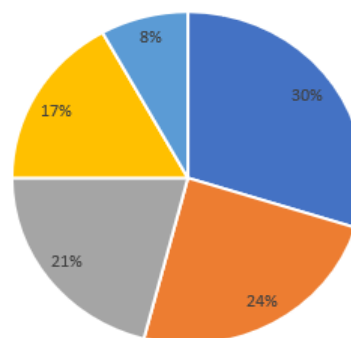
Match The Look

Takes your uploaded style/inputted favourite celebrity and finds clothes that match that outfit in 3 price tiers

- People in Britain currently spend more than £2 billion on subscription services every year. The subscription box market is expected to grow by 77% to make it worth over £1 billion by 2022 [44].
- At least 1 in 4 Britain's were subscribed to at least one subscription box service in 2018. The subscription box service is increasing in popularity with the younger generation with 23% being 18-34, 13% 35-54, and 3% 55+ [44].
- 30% of men are subscribed to subscription box services compared to 24% of women, with the biggest growth of subscription services being expected in male grooming, reaching 2 million members by 2022 [44].
- The average person in Britain spends £60 a year on subscription services [44]
- Clothing is only the 4th most popular subscription box with 21% of subscription box subscribers, subscribed to clothing boxes [44].

Percentage of subscribers

Subscription Service	Percentage of subscribers
Amazon Prime	61.4%
Graze	12.3%
Nextunlimited	9.7%
Pact Coffee	8.5%
Glossybox	7.8%



Subscription Box


- Food
- Razor & Shaving
- Perfume & cosmetics
- Clothing
- Contact lenses

The clothing subscription market is not a growing market, with clothing one of the least popular subscription box services, therefore due to low demand, the idea was rejected


Shoe Subscription

Rotation of sneakers delivered to your door

- The kids shoe rental market is a viable option – kids are changing shoe sizes frequently and destroy their shoes [45].
- Nike initially wanted to do a subscription service for runners, where every 300 miles they get a new shoe delivery, then from talking to parents, the kid service was born [45].
- Nikes Adventure Club is the first and only footwear subscription service, all other models are transaction boxes – Company sends out a box, you pay for what you want and send back what you do not want [45].
- 4, 6, and 12 pairs per year for prices of \$20, \$30, and \$50 per year [46]
- Problems to do with hygiene, if the shoe is broken in by someone else then the shoe could be damaging to another person's foot. Difficulty in understanding when a shoe is no longer supporting a person's mechanics [47].
- Shoes over \$500 would make sense, as this is an expensive amount to pay for an item that may get out of fashion quickly. [47]
- On Running (\$29.99) and Adidas with 100% recyclable shoes, due to be released in 2021, shows a new trend in sustainability [48].

 300 miles of running then new shoes [45]

 10,000 members of Nike Adventure [83] club

 70% of parents would pay more for an adventure guide [45]

A small market of sneakerheads, who want to rent without buyer remorse, exists. Previous attempts at shoe subscription services show little signs of growth amid issues with hygiene and damage.

Drop Off Car Rental

Boris Bike Model – pick up point A drop off point B

- In city centres, flats are built without car parking spaces or rights to a residents' permit, this means car-rental is their only access to a car. They also do not have to worry about fuel, insurance, or parking; thus, it is easier than maintaining a car. [49] [1]
- The younger generation rather than buying films, music, etc, stream these services instead. Therefore, this shows there is a change in people in being happy to use on-demand services rather than owning them. [49]
- Big cities such as London require pollution levels to decrease, car sharing can reduce the number of cars
- A company called Zipcar has 7 times more rentable cars in London than there are Starbucks branches – the car is unlocked from an app and the car can be returned to any bay. [50]
- Zipcar pay for fuel, parking, congestion charge and insurance. Currently have 325 EVs and aim to have a complete EV fleet by 2025. Fuel cards stored in the car to charge the fuel to.

Car Sharing Market

6 million → Estimated 18 million (2025)




Large OEMs dominate this market, though there is little evidence of profitability. Reasons for operation are namely as a marketing tool for their new models. A drop off car rental-only service is hence financially unviable.

Fast Food Vending Machines

Replace chail locations in expensive areas with autonomous machines

- Setting up fast food 'vending machines' in areas with high land costs. Walk in autonomous restaurants that save on size and labour by using existing technologies to improve productivity.
- Vending machines are seen as niche products in the west that are overexpensive and only contain snack foods or confectionary items. Across the EU there are 3.8 million vending machines, with the UK containing roughly 1 vending machine for every 55 people. [51]
- The Eastern market sees vending machines differently with Japan containing 1 vending machine for every 23 people, and its not just a greater volume. Japanese vending machines offer a far wider range of products with easy and fast use for busy people to grab a variety of products.
- Pandemic moved eyes onto the idea of autonomous cooking, with chains like White Castle in America already expanding robot line cook capabilities. [52]



Fast food industry has doubled in size in the last 3 years and is estimated to reach £9.6 billion by 2021 [39]

The global vending machine market size was valued at USD 30.30 billion in 2018 [80]



Relies on a relatively new technology that could have many issues combined with the west's current view on vending machines as dirty and only for snacks means could be hard to see uptake.

Help-Me-Out Service

Uber model applied to general tasks and errands

- UK currently sees 11m online takeaway users, the market is already very comfortable with the online model for specific tasks i.e. food and packages. [53]
- Similar services already exist: TaskRabbit partnered with IKEA and covers a variety of tasks including carrying/moving, cleaning, gardening etc and already had over 1.25 million users in 2013 [54].
- Companies already see the appeal of expanding old business models into this new format, Uber already exploring more ways to apply its method [55]
- Could struggle to take off with Covid hampering many in person services.
- Most tasks are less than £100 for simple tasks such as helping construct something easy or moving lighter items such as mattresses but prices can go up to a few hundred pounds if the user wants the service for longer periods or has a more difficult task.



TaskRabbit found that its average users earned 5 times the minimum wage in the US and 3 times in the UK

Partnerships huge reliance for the service to stay profitable



Issues with both parties trusting each other in such an anonymous bidding process combined with very difficult revenue channels as many services can already be easily found independently.

Moving Supermarket

Ice cream van service for supermarket essentials

- In the UK in 2017, 41% of shoppers bought groceries online, with an expected growth of more than 50% between 2017 and 2022
- For people "time always remains the most precious thing, and convenience wins most battles" [56]
- With the increase in awareness of global warming and people understanding how they can help save the planet, "lots of packaging that isn't needed, can put some people off" [57]
- The problem of online delivery has been looked at by "supermarkets for the past two decades and none has managed to crack it" [58]
- Consumers like convenience with 46% of convenience store shoppers stating that the ability to shop locally on foot was the reason they went to a convenience store [59]. This is stated by Sainsburys CEO, with their most profitable channel being convenience channels [60]
- The coronavirus outbreak has got millions of people to try online grocery shopping for the first time. In 8 weeks, the percentage of grocery sales done online in the UK increased from 7% to 13% with 35-45% of the increase being predicted to be permanent [60]
 - The graphs below show the trend of how online delivery is increasing in the UK and customers shift towards more convenient channels for grocery shopping



73% of customers want to touch and see groceries before purchasing



Costs £10 to pick all products for delivery, customer charged less than half [58]

9 companies across the UK and Ireland had a collective loss of £300m a year on online delivery (2014) [58]

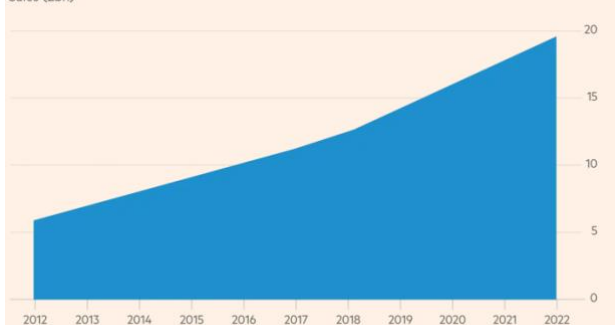


39% of 35-44-year olds have ordered food or groceries online (2016) [82]

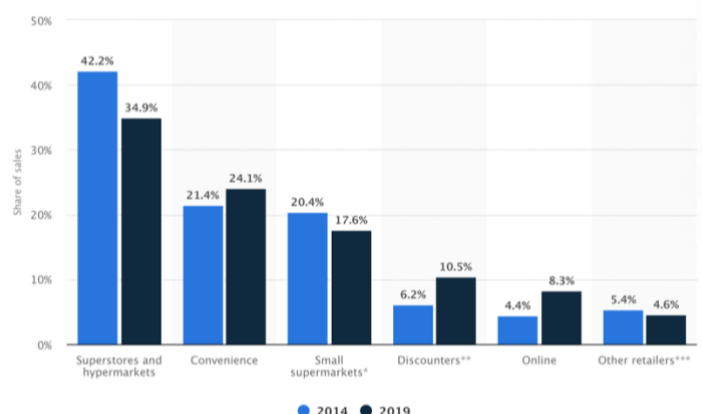
Although there is scope to improve the online delivery market, this has been attempted by those in the industry with no success. The market does not appear to be very profitable, thus the success of starting up this business would be limited

Boom in UK online grocery shopping

Sales (£bn)



Source: Mintel
© FT



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Cinema Restaurant

Luxury film and dining experience to revamp the film industry

- Screening of new films is '*often a loss leader*' and many cinema workers agree with the old adage that '*cinemas are in the popcorn selling business*'
- Theatre tickets prices have been steadily rising costing more and more for the same experience in an attempt to make back some revenue.
- The birth of online streaming has taken over the market showing that the reason people are no longer going to the cinema is not because of the media itself, but more a dislike of the entire experience compared to other methods of consuming said media.
- Experience could be compared to Secret Cinema which has already shown success across the west and shows no signs of slowing down so by targeting the luxury cinema market with a different twist, there is chance for success.
- Consumers spend £106bn on food each year, however the market is extremely saturated with 42,000 restaurants and other food driven locations in the UK meaning to succeed in the industry, a business has to have a draw.
- 63% of consumers would rather spend on an experience than purchase an item, so focusing on a spectacle, with the chefs cooking meals in between intermissions to allow food to be instantly served and making the experience feel efficient with no waiting around for food to be cooked.



Teenage admissions have been on the decline in the west since 2010 [78]



Online streaming services are growing at 20.6% a year eating away more and more of modern cinemas market share [79]

Ticket prices would have to be extremely high to break even driving away a huge customer base. Most new releases people want to focus on the film not be distracted and the niche market making it

Tool Rental

Rent instead of buying tools you will only use a couple times

- Owners of tools can rent them out via an app and there is an option available to sell the tools aswell. The company takes small service charge.
- An example why tool rental would be a good idea is that a lot of people own a drill but in reality the drill in its lifetime is only ever used for 13 minutes [61], so why not save money and just rent a drill?
- Tool hire businesses/market has been badly affected by decreasing popularity of DIY [62]. One reason being the new generations lack of knowledge and skills required for performing DIY projects [63].
- Due to the high cost of buying property there is an increasing trend in renting property.
- The percentage of people expected to own property in 2024 is 55% versus 65% in 2019 [64].
- Decreasing amount of owned property therefore means a decrease of DIY projects.



Home owners decreased by 5% since 2010 to 65%
Expected to be 55% in 2045

Although there is a market for it, the market is already well established by tool rental companies such as HSS Hire, Trove, Good Neighbour, Quupe, Mutterfly, Peerby and many more.

Job Simulator

Use VR to simulate job experiences and enhance your job skills

- Virtual work experience. Libraries of actual tasks for you to do to get experience and acquire the required skills for the new job/profession, recruiting tool for companies (i.e. Newton could make a 'consultant role' and present them with tasks).
- Tasks could also bring actual value to companies, while also reducing costs by using it to train employees as they won't require any physical presence from instructors/trainees while also not needing to create a physical training environment.
- The augmented reality and virtual reality is an exponentially growing market with a forecasted CAGR of 54% [65] over the next five years.
- Companies providing VR for employee training for example exist like VirtualSpeech.
- In the UK alone there are 233 [66] VR & AG companies.



AG & VR
Expected Market
in 2024,
\$72.8 Billion

Although there are existing companies like VirtualSpeech providing similar services, the market of virtual reality is very saturated and would make it very hard to differentiate ourselves.

Restaurant Kitchen Experience

Don't have space at yours? Rent a Kitchen!

- Book a kitchen on the weekend with your friends/families and cook your own food in a restaurant grade kitchen, with ingredients and tools prepared for you. Worry only about drinking a glass of wine and cooking collectively. Forget about the hassle of having to clean up afterwards.
- People want to organise a dinner party with 20 people but just don't have the space in their apartment to enable that [67].
- In the UK over the past 50 years, living room space in people's homes have shrunk by a third and kitchens have shrunk by 13% [68] and if people's homes continue to shrink with time, then renting kitchen spaces to be able to have dinner parties may be a very increasing market.
- Average UK home size 76 metres squared and in Hong Kong it is 45 metres squared. Other places around Europe is between 100-150 metre squared [69]. This explains why it is a known and existing concept in Hong Kong.
- Couple existing businesses; Cookhouse, Dash, Kitchen Table, and Hirespace but they do not provide any of the food.
- The next similar business which would be seen as a competitor is the already existing business providing cooking classes for a group of people with a dining experience eating the food they cooked. Here they learnt something which is an added value.



UK Living space
decreased by
13% in 50 years

Although there seems to be a small market for it, the lack of evidence to show demand for this service in Europe and with also there only being a few existing businesses it did not prove as a convincing business idea to persuade. However, if living spaces continue to shrink it could be an idea.

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