



POLITÉCNICA

CAMPUS
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INTERNACIONAL



Digital

actúaUPM



Tuppencito



The perfect food for your lifestyle!



Executive Summary: Business Model Canvas

Key Partners

Refrigerated cabin owners, online food delivery channels such as Just eat for delivering food and supermarkets for the purchase of raw food material and other logistics for food

Key Activities

Brand awareness → Development of platform, Digital advertising campaigns, launching discounts for customer adoption, strategic alliances with partners

Key Resources:

HR for Development of platform, Professional chefs, Partnership with super markets for the raw material(food), Founders(CEO, CTO and CFO).

Value Proposition:

- Complete diet plan for one meal or any number of days
- Premium service: customizable ingredients
- Channel: Web, mobile app
- Digital advertisement, discounts.
- 10-11.5€ per meal

Customer Relationship:

Providing attractive discounts, Giving loyalty points to regular users, Promotional message and positioning: "Weekly healthy food in affordable price"

Channels:

- Web application
- Android mobile application

Customer Segment:

Healthy and varied food, saves time, affordable price. Purchasing habits: youngsters that eat outside 2-3 times a week. Average ticket: 20-30€ per week. Sales Channel: online web application

Cost Structure:

Average cost per meal → 10-11.5€ by taking into account if it is our normal service or premium service (It includes all kitchen bills, food ingredients, materials, kitchen equipments, salary of resources, delivery cost and our margins).

Revenue Streams:

Our main revenue sources are food, anonymized data and advertisement. We are targeting sales to surpass 80k€ in first year and to reach maximum customer adoption and than to surpass 160k € in 2nd year.

Motivation

- Changes in social behaviour and habits of millennials!



So, what is the problem?

Young people want to follow a healthy lifestyle but their busy schedule make fast food more convenient because it is easier and faster to get

Business Opportunity: Formula of success

We are here to solve with their problem of getting delicious and nutritious food for their daily lives to help them to keep a healthier lifestyle. But, how do we do it? We do it by combining three main things:



1 Digital Platform

An easy to use digital platform **where the user can order amazing and healthy dishes**



2 Customized dishes

In this platform you **can customize your dishes based on your nutritional requirements**



3 Chefs

Finally, we have amazing chefs that **make your orders come true**



Tuppercito

These 3 things turns out into a Tuppercito that contains *"The perfect food for your lifestyle"*, which will be delivered at the comfort of your office or at home.

Global Environment Overview

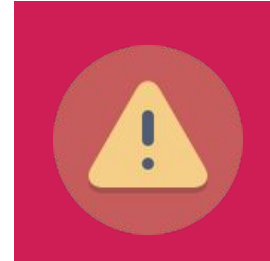
After performing a PESTEL Analysis analysis we have identified some opportunities and threats for the development of our business.

Opportunities



- Food sector is changing fast
- New healthy trends that are restrictive (such as vegan or vegetarian) are gaining popularity and people are trying to eat meals with less fats.
- Young population is tech savvy and wants to be fit.
- Thanks to the wide access of the internet and mobile phone, it is relatively easy to acquire new users with targeted marketing

Threats



- Highly competitive sector
- Increase in prices of key ingredients can affect the margins
- New competitors with similar ideas could pose a risk and saturate the market
- Chances in sanitary regulations might affect us

Market Research

Our Market research plan was based on performing **personal interviews and surveys** to our target audience to validate the market potential of our business ideas as well as to correctly identify the profile of our potential customers. We were mainly interested in obtaining data about the behavior, characteristics and purchasing power of our potential users.

87%

Of the people analyzed are between 20 and 30 years old and have been working for 1 year.

56.4%

Of the young professionals bring their own food to the office

Their main reasons to bring their tupper are:

- Healthier than eating outside
- Less time spent compared with in a restaurant
- More control of what they are eating
- Cheaper than eating in a restaurants every day

86%

Of our target customers would order food in tupperes if the food is healthy and tasty.

Important facts discovered:

- They are willing to pay up to 15 €/day for a full menu.
- They loved the idea of not spending time cooking and cleaning in order to eat healthy.
- They also are willing to order food if it fits their nutritional requirements

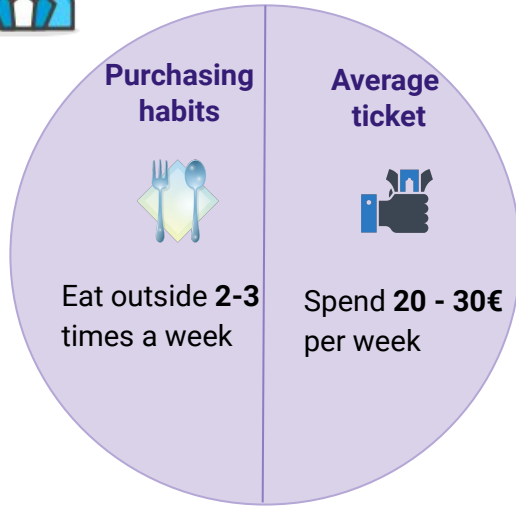
Customer Segments

From the market research performed, we identified two main groups of potential customers:

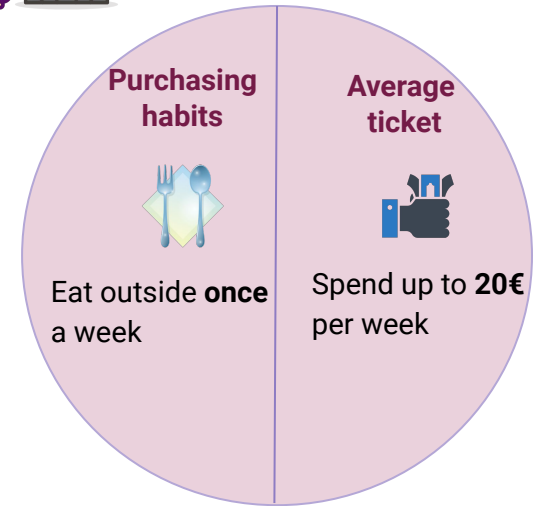


Young Professionals

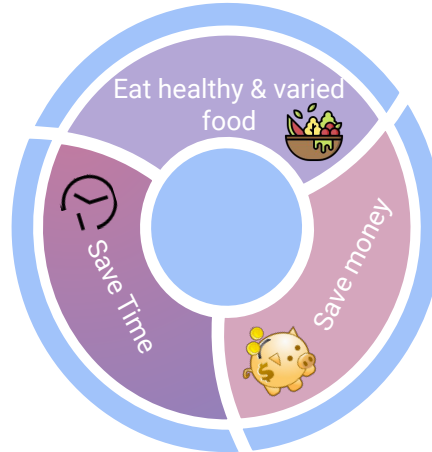
First customers



Students living away from their parents















Purchasing decision factors



Both segments of customers are people between 20 and 30 years old living in Spain, which take into account the same purchasing decision factors.

Competition

Competitors	Quality	Price	Customer Adoption	Customer Dealing
Bars and Restaurants				
Wetaca				
Deliveroo				

1. We will provide quality and healthy food in order to compete against bars, restaurants and Deliveroo.
2. We will offer better customer service and customization of dishes.

Value Chain

➤ Primary Activities:

- a. Purchasing raw Materials (Food and other logistics).
- b. Preparation of food by Chefs.
- c. Storing and Distribution of food to buyers.
- d. Marketing, Sales and Services.

➤ Support Activities:

- a. Procurement.
- b. Research and Development (Upgrading digital platform)
- c. Human Resource Management.
- d. Firm Infrastructure/Legal, Government affairs



Entry to the Market Strategy

Brand Awareness

Launching Digital advertising campaigns stressing out the competitive advantage.

Product Adoption

Providing discounts on dishes and other promotion methods such as coupons and free trials in order to acquire market.

Strategic Alliance

Strategic Partnership with refrigerated cabin owners and online delivery channels e.g Just eat.

Competitiveness

Hiring highly professional chefs in order to provide more quality food to our customers.

Targets

Our target is to have 200,000 frequent users in Madrid at the end of first year. Investment needed to enter into the market is 150,000€

Main Value Proposition

Main Value Proposition:

1. Delivering home cooked nutrition diet plan to the people with customizable ingredients (extras).
2. Food is prepared by top professional chefs.

Secondary Value Proposition:

1. Recommender systems (Helping users in decision making).
2. Timer Feature (Letting users aware of the time of preparation and delivery of food)

Revenues:

1. Food
2. Anonymized data
3. Advertisement

Market Potential:

1. Market for food delivery stands at €83 billion.
2. Annual growth rate of this market is estimated to be 3.5 percent for the next 5 years.

Product definition (Marketing Mix)

Main Competitive Advantages:

1. Complete diet plan(that includes 19 grams of fats, 12 grams of healthy fats and 43 grams of carbs per meal which is a balanced diet)
2. We also provide one time meal that provide benefits of a variety of macro- and micronutrients to our users.
3. Premium service of having customized ingredients in diet plan (Extras).
4. Variety of Nutritional food.
5. Affordable price.
6. Time Saving (No need to cook daily).

Channels:

1. Web Application
2. Android Application

MVP:

Web Application

Development Plan (Cost):

Licensing cost, HR cost, raw Material(food) and other logistics(transportation) cost, legal etc.

Main Promotional Actions:

1. Digital advertising campaigns focused on humor.
2. Creating blogs

General Features:

1. Dashboard showing variety of dishes
2. Digital payment service
3. Timer
4. Recommender system

Positioning

1. Healthy and varied food (Providing benefits of all nutrients that meet the needs of user's daily dietary plan in affordable price. Giving the user an extra feature of customizing their dishing using extras as premium service)



2. Time Saving (Saving time of cooking food daily)



Desired Position:

Ordering weekly healthy Varied Food in affordable price.

Promotional Actions

- Digital advertising campaign focused on humour.
- Giving Discounts on dishes and using other promotional methods (coupons).
- Creating Different blogs that stresses out our competitive advantage.
- Recommender systems → will recommend dishes to interested users.

Action Plan:

Strategic
Partnership with
refrigerated cabin
owners and online
delivery channels.

Hiring top
professional chefs
to keep the quality
of food high.

Channels:

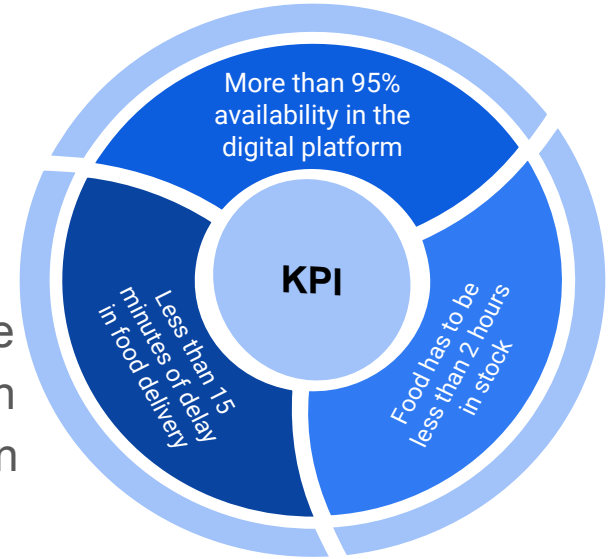


Control Strategy

The **control strategy** is measured using **KPI's** and **CAC**.

The **KPI's** set for this business are these ones:

The **CAC** is ranging from **10 €** to **11.5 €**, depending on the customization of the dishes. Also, it is shown a comparison between the average price menu in a restaurant and in Tuppercito.



Costs of menus	Kitchen	Raw Food	Waiters	Chefs	Rest. Room	Delivery	CAC
Restaurant menu	YES	YES	YES	YES	YES	NO	12.5 €
Tuppercito menu	YES	YES	NO	YES	NO	YES	10 € - 11.5 €

Growth Strategy

Future Expectations

Consolidate the product in the selected market, delegating tasks of the business to other companies, through strategic alliances.



New markets

Firstly, we approach the national expansion to cities like Barcelona or Valencia. Then, the international expansion is focused in countries such as Pakistan or Mexico.



New products

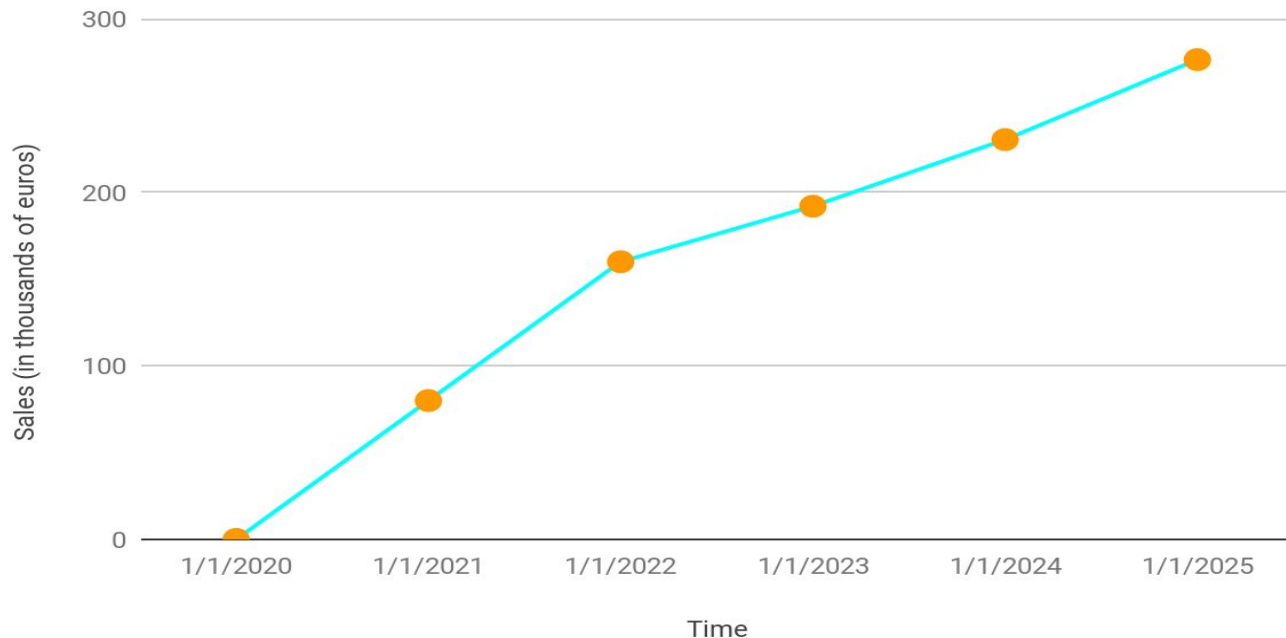
Include more variety in tupperware (centered for people with some type of eating disorder), add more customization in the dishes. Also, develop a new business, called Cabinita, which offers affordable food in cabins for college students.

Growth Strategy

The plan to increase the business profit is divided in future expectations, new markets and new products.

Sales Projection

The **five year sales projection** is shown below in this graph:



In **Annex B**, it is shown the monthly sales projection for the first two years.

Objectives

The **main objectives** are the following ones:
The **customer service** guarantees **delivery**,
a **chatbot** for the digital platform and food
quality.



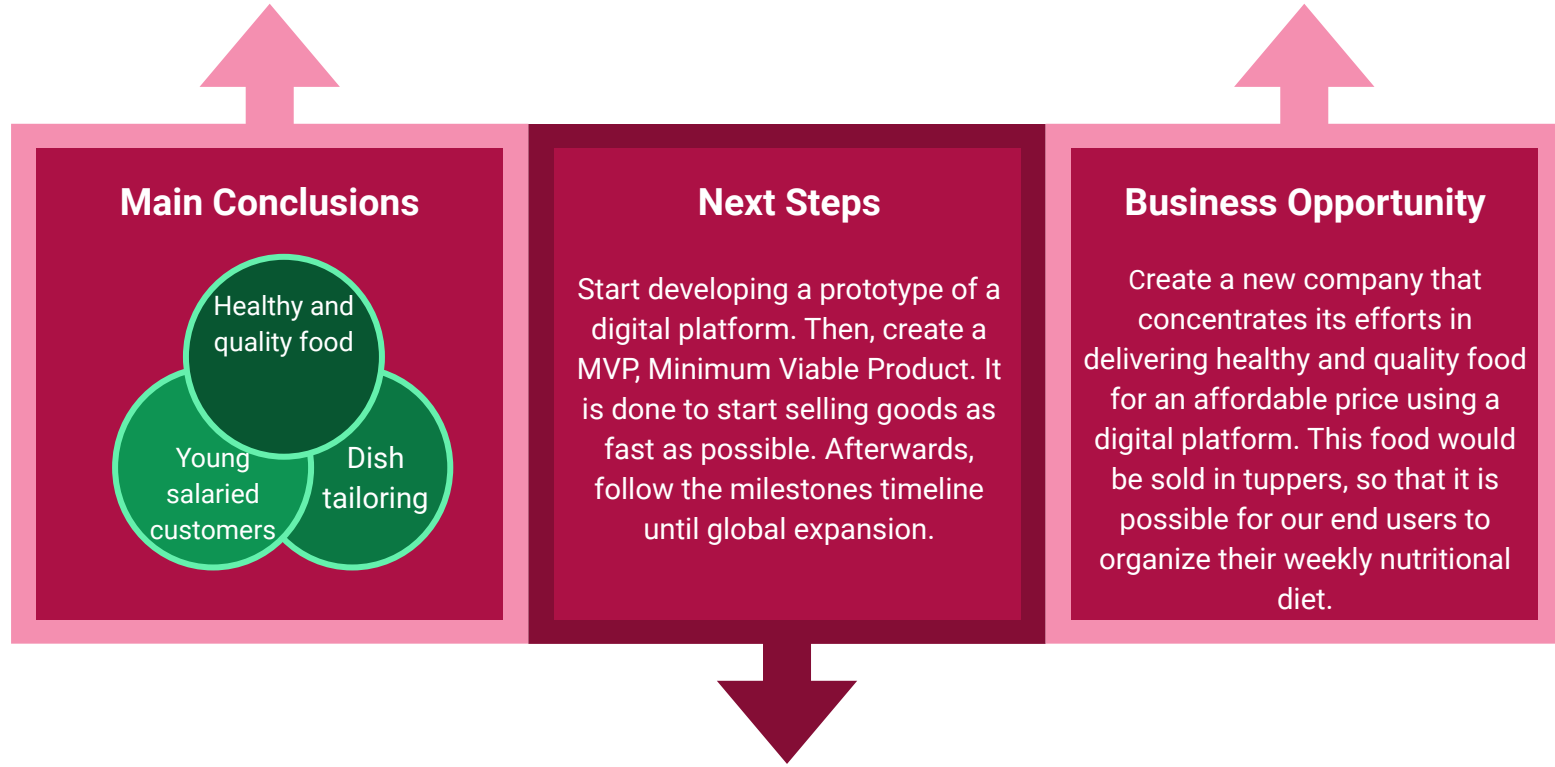
Milestones Timeline



Team

Team Matrix	Roles	Differential contribution	Team Objectives
 <p data-bbox="260 369 550 475">Muhammad Hamza Malik CEO</p>	<p data-bbox="639 387 807 453">Coordinator Leader</p>	<p data-bbox="904 369 1197 475">Sells specialist Ability to understand customer need</p>	<p data-bbox="1251 322 1843 507">Manage the business so that it is possible to earn some profit. Coordinate the different areas of the start up. Stay in contact with investors, and meet with them.</p>
 <p data-bbox="274 620 550 726">Yoselin Itzel García Salinas CTO</p>	<p data-bbox="639 620 807 726">Researcher Technology expertise</p>	<p data-bbox="904 584 1197 769">Data Science Expert specialized in exploiting data to improve business sellings</p>	<p data-bbox="1251 573 1843 758">Manage the digital platform ef Implement new technologies as becomes possible to increase start up's impact. Maintain the services already provided in the network.</p>
 <p data-bbox="274 871 550 977">José Manuel Pérez Ricote CAO</p>	<p data-bbox="620 871 826 977">Finances Administration Marketing</p>	<p data-bbox="890 871 1211 977">Marketing expert with specialization in digital promotion</p>	<p data-bbox="1251 824 1843 977">Manage the financial aspects of the start up. Supervise marketing actions and stay in charge of the promotional channels. Control the daily operation of the start up.</p>

Conclusions



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Annex A: Global environment overview. PESTEL Analysis

P	E	S	T	E	L
POSTIVE Member of EU No well defined regulations for ride-sharing services Recent local and national elections that might create new regulations or modify the current ones Recent European parliament elections	POSTIVE Spain's exporters drive robust economic recovery The VC industry is consolidating around some investment firms 2.2% expected growth in 2019	POSTIVE People searching for alternatives to make their lives healthier and easier. New healthy trends that are restrictive such as vegan or vegetarian are gaining	POSTIVE Increasing mobile device usage Improving communications infrastructure Investment in improving transportation systems Creation of Technological Parks and startups accelerators	POSTIVE Removed "sun tax" Promoting the use of clean energies Switch for electric vehicles by 2040	GDPR Obey Spanish and European regulations and laws
NEGATIVE Political upheaval Catalonia independence movement Government requires commercial licenses	NEGATIVE Slowdown in European Economic growth 14.1% of unemployment (2nd-highest rate in EU) Increase of prices	NEGATIVE Job security concerns real wages have risen slowly	NEGATIVE Decreased landline usage	NEGATIVE air pollution deforestation driving restrictions in certain areas and in high polluted days	