Company Name: UniSelect

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Introduction:

      This report studies the feasibility of our venture, UniSelect. Research has determined that Canadian students are often left to guide themselves through the plethora of choices when it comes to post-secondary institutions. Studies have also indicated that high school guidance counselors are unable to guide seniors effectively due to their many other job responsibilities. UniSelect aims to change these conditions by providing a computer application for school guidance offices and high school seniors. The UniSelect application consists of personalized questionnaires that are completed by senior students, who are then matched with the post-secondary institutions best suited to their requirements. It also offers additional services such as access to university alumni. The venture aims to create a more organized, personalized, and stress-free mode of choosing post-secondary institutions for high school students.

Product/Service Feasibility Analysis
Concept testing:

      We started concept testing by gathering market data on sources that service high school students, as well as providing information on Canadian post-secondary institutions/programs - sources including apps, websites, and online forums. This allowed us to understand potential market competition and identify target demographic and stakeholders that should be involved in concept testing. This includes grade 11/12 and university students, university alumni, high school guidance counselors, and faculty/administration from Canadian universities/colleges.

      After identifying our target market (high school guidance counselors and grade 11/12 students) we divided the two parties to better understand each. Digital surveys were sent to high schools across Canada. They asked about each party's pain points during the post-secondary selection process (such as having to travel too far to campus fairs or not being able to sit down and talk one-on-one with program/department representatives); expectations of the UniSelect app including features and design; expected outcomes; and whether they thought the UniSelect app could be useful. In the surveys, existing answers from each party to select from were provided, as well as an additional option to add text answers. Using the information gathered, we determined the key pain points when selecting a post-secondary institution and how these pain points could be solved through the desired outcomes of the UniSelect app.

      We then applied and implemented this information through focus groups of an early version of UniSelect. These focus groups allowed students/staff to experience how UniSelect would look and function, as well as give feedback on what worked well and areas for improvement. Focus groups give us an opportunity to validate the information we had gathered from preliminary surveys; including if pain points were still valid and if there had been any change in expected outcomes/perceptions of the app's usefulness afterward.

Marketability:

      In a report in "2002, the OECD highlighted that school counselors working in the vast majority of Canadian provinces, including Ontario, not only lacked sufficient training but also were weakly professionalized and typically trained in areas other than career counseling" (Maisonneuve & Samson, 2020). This implies that one of the most important criteria, that is, career counseling for students transitioning from high school to university lacks support from guidance counselors. Guidance counselors are incapable of providing information about post-secondary programs, finances, and resources to help them reach out to university alumni. Furthermore, guidance counselors have an arduous job since they experience a higher volume of

students coming to seek advice from them, so they aren't able to cater individual time to everyone. This is where our product comes into the picture.

Our solution is an app that will be accessible to each high school guidance counselor to be able to help students looking in advance to choose a university more efficiently, this includes having alumni experts from universities of interest, catered solutions to students' needs, etc. More details are provided in the **Product/Service usefulness** section below.

In terms of benefits for students, our product solution is time and cost savings for them. For example, one of the articles mentions that in-person university fairs "require a greater time commitment from both students and university representatives. Students must travel and wait for hours in long lines to speak with a university representative. When students have the opportunity to interact with counselors, they are frequently fatigued and less eager to get information" (*7 differences between a traditional vs virtual education fair*, 2022). Although there are many university open fairs available to high schoolers which are valuable, the wait times are huge in order to connect with alumni/experts for the interested university. Instead, if we have one big database that captures all necessary information about career fields within a university, in specific, marks needed for each career field course, about types of courses, finances/bursaries, clubs, and other necessary information, this will make life easier for the students in choosing a university that fits their needs. As mentioned above, our customized questionnaire will assess these requirements from each student and cater to an individual response mapping universities of close interest for that student.

Target customer profile:

The UniSelect application is targeted toward high school administrations/school boards, who will be responsible for purchasing the application for use by guidance counselors and senior students (grades 11-12). School administrations are provided funds by their provincial governments and are responsible for allocating them as they see fit. Therefore, the application will be promoted to school administrations through its focus on assistance to school guidance counselors and senior students for the purposes of examining post-secondary options after graduation. A study by Statista found that the number of students enrolling in post-secondary institutions in Canada has been steadily increasing since the year 2000, reaching an all-time high of 2.18 million in 2020 (Jeudy, 2022).

However, current trends within the education system are failing students who are aiming toward post-secondary institutions. A four-part series by *The Globe and Mail*, entitled "Failure to Launch," examines the gaps in Canada's education system. Studies found that school counselors across Canada are stretched extremely thin and are becoming increasingly unable to meet the needs of students, which is compromising students' futures. School counselors are impeded in their efforts to assist students with academic/career planning by a wide array of other responsibilities. School guidance counselors are responsible for issues such as mental health counseling, family support, crisis response, and more. In addition, the counselor-to-student ratios across schools have been found to be extremely demanding. For example, a study conducted by the organization *People for Education* found that the average student-to-counselor ratio in Ontario schools is 396:1. In 10% of the schools surveyed the average was 826:1. It was also found that the need for school counselors was higher in low-income and remote areas, where students require an increased level of support (People for Education, 2018).

Author Megan Collie writes, "From navigating the labyrinth of online application portals to writing personal statements of experience and applying for financial aid, preparing to leave

high school can be an extremely demanding process. Most students can't do it alone, and they shouldn't have to, experts say" (Collie, 2019). However, the lack of support is leaving students with few options. Many students reported relying on assistance outside of their school counseling services, ex. university fairs, advice from peers, and - especially - independent internet research. Some students conveyed a lack of trust in their school's counseling services. In response to these problems, school counselors expressed a need for help to assist students effectively. One suggestion was the opportunity to teach students about the academic and career planning software that they have available, so that students are able to guide themselves independently with the proper information. There is a growing awareness of the importance of school counseling programs in the success of students. The findings from the Canadian School Counseling Week in 2022, hosted by the CCPA (Canadians Counseling and Psychotherapy Association) reported that school counselors were found to be "vital" even during the global pandemic in terms of student support (CCPA, 2022). When counselors introduced students to programs of benefit to them, such as emotional/social learning programs, students flourished academically. Our research found that there is a definite market for the UniSelect app amongst school administrations, guidance counselors, and high school students. These groups are in need of support and assistance, and the app would provide these services.

Product/Service usefulness:

Post Secondary education becomes increasingly important to break into the labor market but with such a wide array of educational institutions, narrowing down to one school becomes a tedious task for college counselors and students. In Canada, over 300,000 students graduate from the public school system where they meet the prerequisite requirement to apply for post-secondary education (Statistics Canada, 2022). That is 300,000 individual students with unique paths and needs that need to be researched, compared, and decided upon. In Ontario alone, there are 871 secondary schools that serve as potential clients who are able to make use of UniSelect (Ontario.ca, 2022). University can be described as an experience good, that is, its true value is derived only after it has been consumed and the time taken to consume the good has been lost. This makes it difficult for prospective students to make sound judgments on which university they should attend. In terms of product usefulness, the key feature of UniSelect is to provide a simplified and personalized arrangement of data that assists schools with college counseling at a large scale. Many schools leave university planning to the students themselves with surface-level assistance from the schools themselves. The more intricate details and information that highly shape the school experience require a deeper dive that is not feasible for a counselor who has to advise numerous students per year.

The final product is access to a digital platform carrying an up-to-date database that college counselors can use to research and filter out universities and their features. For example, a prospective student is seeking college counseling on engineering schools based in Ontario, has an approximate range of affordable tuition rates, would like to be within a specified km distance from their hometown, desires travel abroad programs, and requires opportunities for scholarships and financial aid. The college counselor can input all these variables into the database and receive a list of options that may be of interest to the student. They then can export these lists into a spreadsheet which is emailed to the student for their future reference. UniSelect also connects students to alumni experts who are able to talk to those students to provide inside insights. This will save time for guidance counselors as they do not know each and every detail

of every university, and it can be overwhelming for counselors to find the networks and resources that students require. If the student already has an idea of which schools they are interested in and wishes to compare options, the database can highlight key differences between the schools which may be of significant importance to the student. By making more informed decisions, the likelihood of satisfaction with the chosen school is enhanced. Our product seeks to save time spent researching universities by providing a centralized platform that provides all the information needed instead of taking the time to individually examine every detail that may be of importance.

First-mover advantages:

We have a first-mover advantage because we are the first company to bring this type of product to the market. This will give us brand recognition as we are the only product in this space, and it should help us "establish our product as the industry standard" (Corporate Finance Institute, 2022). While the service of providing guidance to high school students looking to apply to universities has existed, we have a first-mover advantage for a unified platform.

As the first mover in this space, our product will also have high switching costs, specifically procedural and relational switching costs. An example of a procedural switching cost is the learning curve. "Changing providers could require setting apart dedicated time for onboarding and training on using a certain product/service, which can be time-consuming – plus, "starting over" can be discouraging" (Wall Street Prep, 2022). Once guidance counselors learn how to use our app they are likely to stick with it because they do not have the time to learn how to navigate the interface and features of a new competitor's app. Counselors have a lot on their plate with regard to their work with students, and it would be more convenient to stick with the app they already know how to use as opposed to figuring out a new one. An example of a relational switching cost is data migration. "Apps collect user data that is exclusively hosted on proprietary platforms and migrating the data is typically not permitted (or full of issues)" (Wall Street Prep, 2022). As time goes on, guidance counselors can show their students the stats on how successful our app has been in the past, what feedback previous students have given, and other stats we have collected. The more they use the app, the more historical data is available to counselors, and by switching to a competitor all that data would be lost and they would be starting over from scratch.

Industry/Market Feasibility Analysis
Industry Attractiveness:

The UniSelect program, in providing a service within high schools that is aimed towards the selection of post-secondary education, is participating in the Educational Services sector. This sector concerns establishments providing instruction/training, and "may be privately owned and operated…For profit or not, or they may be publicly owned and operated" (Government of Canada, 2022). UniSelect also participates in the Computer System Design/Related Services sector within the Canadian economy by providing a technological application for a specific client base. This industry concerns businesses that are "engaged in providing expertise in the field of information technologies…Writing, modifying, testing and supporting software to meet the needs of a particular customer" (Government of Canada, 2022).

An Analysis of Porter's Five Forces
Competition in the Industry:

The UniSelect program is the first of its kind within both the education and tech industries. There is no other application that offers the range of services that Uniselect offers. Competition comes in the form of different mediums through which students are able to gain information concerning post-secondary education. Within Canada, the most popular choices are:

- **University Fairs:** free events that are offered Canada-wide, offering information about different post-secondary institutions with the help of university administrations. The disadvantage of such events is the danger of being overwhelmed by the wide array of choices. These fairs are only hosted in main Canadian cities such as Toronto, Ottawa, Montreal, etc. The limited venues may serve to hinder those students who do not live near these central locations within their provinces.
- **Provincial university websites:** websites focused on the post-secondary choices within a specific province, ex.: ontariouniversitiesinfo.ca. These websites offer information on all universities within a single province but do not offer information about institutions outside of the province. UniSelect offers a more extensive range of information in an organized, compact package. This serves to not limit students' choices. In addition, UniSelect offers connections to university alumni.
- **General search engine websites:** these websites offer a general Canada-wide database for post-secondary institutions. For ex.: universitystudy.ca. While these websites offer a wider range of information, students are left to research everything themselves. The process lacks personalization and may become overwhelming. UniSelect takes all of the student's information, their preferences, etc., and connects them with programs in post-secondary institutions ideal for them.

Following an examination of these potential competitors, it can be determined that UniSelect remains the optimal choice for students and school administrations. It offers specific, in-depth assistance for students when it comes to examining their post-secondary choices.

Potential of New Entrants into the Industry:
The potential of new entrants, or competitors, is reasonably low. The UniSelect program is not a short-term project. It requires meticulous research as well as a software development team for the purposes of program design and management. The project, while initially a low-capital venture, is expected to have high operational costs as well. Once completed, the program must be effectively marketed to high school administrations and implemented within schools. It would not be a simple task for a prospective competitor to create a product equal to or better than the UniSelect program.

Power of Suppliers:
The focal suppliers for UniSelect would be: 1) **Suppliers of research**: the research team acquires all necessary information from universities. This team would require effective communication and organizational skills, and 2) **suppliers of skills**: the software development team responsible for the program's design and functions. This team would involve highly skilled professionals such as "programmers, software engineers, and software developers" (IBM, 2019).
The research aspect, while time-consuming, is not difficult. Therefore, the research team can be flexible and interchangeable, so these suppliers of information do not hold considerable power over the company. However, the software development team is integral. They are responsible for designing key functions of the program. This team would be difficult to alter

once the program is operational. If the program is successful, they can choose to charge more for their work. Canadian software development company *Space-O Technologies* provides a comprehensive breakdown of software development costs. There are many factors to consider when determining the cost of software development for a prospective project: "1) Factors that influence software development, 2) based on the type of software you want to develop, and 3) the location of developers you hire for software development" (Patel, 2022).

The scale of the project is a factor when considering software development costs: the development for startup business software can range from $20,000-$50,000, medium-sized business software can range from $50,000-$125,000, and enterprise business software development can start from $85,000 (Patel, 2022). In addition, what type of software is to be designed? For example, the development costs of Content Management Software can start from $25,000, while Customer Relationship Management Software can cost $35,000 and up (Patel, 2022). According to *Space-O Technologies*, the hourly rate for software developers within Canada ranges from $40-$100. Based on these most recent figures, it can be determined that software development will be a substantial operational cost for the UniSelect company. The technological suppliers hold some power in the exchange.

Power of Customers:

The UniSelect application is driven by customers' usage. A study conducted by the OECD (The Organization for Economic Cooperation and Development) found that "the pandemic has made the potential (and need) of a digital transformation of education evident. It has accelerated the policy agenda related to digital education" (OECD, The World Bank, 2022). The research suggests that the education sector has become much more receptive to the need for digital modes of education. The article goes on: "Digital tools and resources can improve the quality, equity, and efficiency of education, but digitalization can only make a difference if accompanied by the human capacity to use the resources properly…The experience of remote learning during the pandemic showed the power of technology to support teaching and learning – both remotely and in the presence" (OECD, The World Bank, 2022). The study determined that the COVID era found society relying on digital modes of technology in order to reach students effectively and keep school staff involved in their students' education. The study highlights that digital tools can serve to improve the quality of education, but they must be utilized by people effectively. This is the process that the UniSelect program must follow.

Threat of Substitutes:

There is no product like the UniSelect program on the market today. The closest competitors are those outlined above – that is, university fairs and online search engines. A substitute product that would offer services similar to the UniSelect program would be difficult and time-consuming to create. There is a minimal threat of substitute products at this point in time. However, the movement towards recognizing the gaps in Canada's education system, the higher rate of students attending post-secondary institutions, and the growth of Canada's tech industry may result in potential competitors in the future.

Industry Criteria - Examining a Brand's Staying Power:

An article discussing the concept of staying power for businesses looked at the findings from *Stanford Graduate School of Business* alumni – and design and innovation advisor – Soon Yu. Soon Yu examined more than 50 companies in order to determine the factors that contributed

to their staying power and relevant status in the world of business. He determined that the following factors had an impact on a company's staying power: Uniqueness ("an element that differentiates it from the competition and grabs people's attention" (Briody, 2018)), appealing mentally and emotionally to customers, continued innovation, turning customers into "spokespersons" (Briody, 2018) so that they provide additional marketing for the business, and a meaningful logo. UniSelect is certainly a unique product, being the first of its kind in both the education and tech industries. The application is meant to supply assistance to high school students as well as school guidance counselors, fulfilling the emotional and mental needs of parties that have been found to be overwhelmed by the currently fractured Canadian education system. The application idea is innovative on its own, but time and customer data will inform us if the application requires further innovation such as additional interactive features for students' aid. If the application proves successful for students, they are likely to promote it amongst their peer groups, encouraging usage. In addition, a significant logo is integral to the brand as it must be something simple yet recognizable. Applying some of the advice given in the aforementioned article, such as designing a meaningful brand logo, may serve to propel the UniSelect program into a recognizable and "iconic status" (Briody, 2018).

Market Timeliness:

Due to COVID-19, many companies have shifted to digital workplaces, digital marketing, digital delivery, and much more. This is the right time for us to enter the market because the digital era is leveraged, and people have realized that commuting time gets saved when work is online. To substantiate this argument, there is an article called, "Post Covid-19: The Future of Marketing is Digital", in which it mentions how the scope of marketing has widened through digitalization, specifically after COVID-19. Before the pandemic, brands were reliant on traditional forms of advertising. However, a study in 2019 "revealed that online ads spending surpassed offline for the first time…This story changed during the pandemic. While traditional advertising dipped, digital marketing grew by leaps and bounds" (Gurmukhani, 2020). This shows how digital marketing became so popular after COVID-19, also saves operational costs compared to traditional advertising, and their network widens since marketers can reach more widely to people online. The purpose of introducing this specific case study is to emphasize the boom of digital businesses after COVID-19.

This is very similar to our entrepreneurial team establishing our UniSelect App. Our app is meant to 1) boost the efficiency of guidance counselors in trying to guide students for university selection, 2) create a digital platform that is a one-stop shop to every information possible about universities within Canada. With the addition of personalized questionnaires to understand a student's aptitude, interests/dislikes, this is a highly crucial time to be able to select a good university. Unlike previous years, Gen Z students are more "focused, and look for concrete evidence that higher education institutions will help them find long-term success in their careers and lives" (*Survey finds international students more focused on the future, and careers in particular*, 2022). As we see, students are more inclined to future prospects and like to plan out in advance about their university and career. At the same time, a survey "conducted in 46 countries illustrate the stressors on Gen Z around finances and the future" (*Survey finds international students more focused on the future, and careers in particular,* 2022). All of this is portrayed to emphasize the importance of launching our app at this time. This is the perfect time after COVID-19 to fit into the demands of students who are seeking a far-sighted answer about choosing a university that fits their criteria, whether it be finances, career goals, etc. Our product

as mentioned at the start of this report is brand new to the education industry and is out to help students, and guidance counselors in schools to better manage, and guide toward university selection (to which students can also connect to different alumni experts from universities on our app). The flexible environment in our society after COVID-19 will help strengthen our network digitally with different students in the world who want to pursue Canadian university degrees.

Identification of a Niche Market:
The niche markets that UniSelect will participate in are (1) the secondary school student market and (2) the educational administrative software market. These markets are suitable because they are the primary groups involved in the post-secondary selection process. Moreover, each market relatively does not have apps that serve secondary students and guidance counselors when choosing a post-secondary institution.

The major challenge of competing in this market is that universities/colleges themselves are already a source of information for students through campus tour days, visits to secondary school university/college fairs, and online information sessions. Furthermore, guidance counselors act as intermediaries between post-secondary institutions and grade 11/12 students. Another market challenge is the lack of similar/competing apps within these two markets, meaning there is uncertainty about navigating each market.

UniSelect differs from competitors by providing an individualized/personalized experience. University and college fairs, as well as post-secondary fairs at high schools, are indirect competitors of UniSelect because each target grade 11/12 students seeking information on postsecondary institutions. That said, UniSelect acts as an extension for these events by giving more personalized experiences and interactions with alumni.

UniSelect's indirect competition are large-scale events that give students general information that does not provide information on students' chances of admission or fit with a school. UniSelect instead maps students to past alumni who can provide personally tailored advice.

Organizational Feasibility Analysis
Management Prowess/Future Human Resource Needs:
The startup's founding management team will consist of three key roles to jump-start UniSelect's growth. Firstly the Relationship manager/sales. Relationship managers will network and connect with educational institutions to market the product as well as spread the name of UniSelect. A high-performing relationship manager will individually gather clients and manage accounts that will generate revenue. The relationship manager is the face behind the venture and they play a crucial role in upholding the brand and image of the start-up. A qualified relationship manager is one who possesses strong social/networking skills, and a thorough understanding of the current scope of university admissions and the UniSelect business model. The second key member is the researcher. The researcher will gather information directly from the university at regular intervals and input up-to-date data into the platform. The research team is responsible for creating avenues for collecting information as efficiently as possible and organizing it in a digestible manner for the viewer. An ideal researcher would have high-level data entry skills and must be as this role is centered around working with large increments of data. Finally, the installation team/tech support. Thirdly, a tech support representative will need to assist with the installation of the platform. An ideal candidate for this role would be someone with a

background in IT who is familiar with technology and capable of assisting individuals who may lack technological competency.

Given the large emphasis on providing interactional support to provide a quality digital service, some individuals may lack the necessary interpersonal skills to interact with clients at a consistently high level. To improve such qualifications, training programs can be outsourced to further develop key skills and competencies. A study conducted by Rodriguez and Walters on employee performance before and after training suggests that without adequate training, an employee can lose up to 218% of their revenue-generating capability (Rodriguez & Walter, 2017). Information can be gathered by the employees themselves as well as the clients we work with to effectively determine what skills need additional work.

University education is a key milestone for a large percentage of the Canadian population including every founding member of the UniSelect team. The UniSelect team is passionate about the business idea because we recognize the implications that choosing the wrong university can have on an individual and their career aspirations. UniSelect is uniquely qualified to make this business successful by giving educational institutions an opportunity to support the next generation of students who have limited access to expertise regarding college admissions. In a study regarding low college attendance rates amongst students in schools with underfunded college preparation programs, the college counselor's lack of knowledge was a key theme that erupted which severely hindered college enrollment of the focused study group (Becerra & Deslonde, 2018).

As UniSelect grows we would want to develop a streamlined approach to gathering and displaying new up-to-date data. A stronger emphasis on technical expertise will see that the following roles are prioritized. A high-quality customer service representative is vital to ensuring that current customers have a source of support in navigating the UniSelect platform. The ideal customer service representative would possess strong communication skills and a substantial understanding of the UniSelect platform to effectively assist the client. The customer service representative's main contribution to the team is to help maintain client satisfaction with the smaller-scale issues that may arise. Software developers will contribute to maintaining and updating the software. It is vital that the software the clients are using remains functional and user-friendly, the main role of the software developer is to adjust and update the digital platform to create a seamless experience.

Resource Sufficiency (non-financial):

Given that we are an entirely digital platform, the infrastructural overhead costs remain relatively low. As such, the initial capital requirements should be attainable. While the business venture may be financially attractive, there are a number of non-financial resource considerations that are critical to the longevity of our business. Firstly, although our software is largely self-sufficient, forging and maintaining relationships with post-secondary institutions is crucial. As a business that is engaging with the consequential decision-making process of high school students, the quality of our employees is essential to our success. Therefore, the availability and readiness of high-quality employees is a non-financial resource with significant effects on our business. Another key non-financial resource is the partnerships we must forge with secondary and post-secondary institutions. It is likely that high schools and universities alike will welcome a partnership with our business. Partnering with us will significantly reduce the burden that is currently placed on academic advisors, and more importantly, increase the likelihood that high school students will end up at a post-secondary institution that suits their needs and aspirations.

Financial Feasibility Analysis
Capital requirements:

       As a software as a service (SaaS) business, we do not need to own any expensive assets such as factories, machinery, or warehouses, so our venture has low capital intensity. As a McKinsey article noted, "Other businesses, such as software development and services, also have inherently low capital requirements" (Dodd & Rehm, 2018). The main immediate capital need is for marketing because we are the first company offering this type of product, and thus many customers will not even be aware that this type of solution exists. Our main long-term capital need is the salary for paying future employees (especially software engineers) as the company grows. Our venture should interest investors because it is a low-capital intensity business, and it has a first-mover advantage in a large total addressable market. As we mentioned above, enrollments in Canadian postsecondary institutions are trending up according to Statista. As this figure continues to grow, it will lead to a greater number of students looking for guidance in choosing a postsecondary institution, which in turn will increase the demand for our software. There are 84 school boards in Ontario alone and this represents a large number of potential customers for our venture.

       SaaS businesses are also becoming increasingly attractive to venture capitalists (VCs), due to their potential for low capital intensity and rapid growth. According to Forbes, "SaaS funding has grown by almost seven times and outpaced the growth of overall venture capital funding by almost six times." (Rigg, 2022). That being said, because our organization has low capital intensity, we are not overly reliant on the availability of investor capital.

Overall attractiveness of the investment:

       On top of our venture's low capital intensity and first-mover advantage, another trait that makes it an attractive investment is the pricing model. Our venture's revenue will be subscription-based, offering school boards the use of our software for the cost of an annual subscription. The subscription price will be based on the number of secondary students in each school board. Subscription-based pricing models are attractive because of the "predictability of the revenue stream coming in as end users pay on a monthly, quarterly, or annual basis." (Shaw, 2022). This advantageous pricing model, combined with the other points mentioned above, allows our venture to have good financial attractiveness.

Conclusion

       Overall, our research has shown us that our venture "UniSelect" is a feasible business concept. UniSelect solves a problem in a large addressable market that has not seen any innovation, and in which there are no direct competitors. The timing is also favorable as this market is ripe for digitization, in a post-pandemic era where consumers are becoming more comfortable with digital solutions. Finally, the venture offers strong financial feasibility in the form of low capital intensity and a pricing model that leads to predictable revenues, both of which make the venture attractive to outside investors.

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