



Business and Marketing Plan

Group 20

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I. Executive Summary

SkillD is a skill-sharing platform for university students whose aim is to promote solidarity among its users, to save users' time and money, and to allow users to benefit from the diversity of students' abilities. We believe that introducing young people to a solidarity concept will contribute to a fairer economy, based on human capital. Why ? Because it builds a reflex of empathy for a generation and improves equality of chances among students who are socially different. Indeed, our platform is a great occasion of learning more than what is taught at school and it is needed, as knowledge is a key value on the work market. We believe that everyone is gifted in his/her own way and can be a part of this project, stimulating both market competition and mutual cooperation.

SkillD has a few key advantages over other sharing economy applications, namely the introduction of a 'token' system which will eliminate the need for cash or bank cards. Additionally, our newly-implemented feedback system will assure high-quality services. Our idea is viable in the sharing economy marketplace thanks to the quality and simplicity of our easy-to-use platform and the varied and diverse background of its users. Given that university students are a significant target group for several other online industries, the costs of maintaining our website and producing content will be covered with advertising revenues.

II. Introduction of Company and Product

SkillD is an online platform which aims at generating a community of skill-sharing among students. Through our website, students can share their knowledge, ideas and hobbies which can be exchanged with other students in exchange for tokens. We created this platform because we strongly believe in the need for more solidarity and support among students. We wanted to create a virtual place for students to meet and share their hobbies and passions. The functioning pattern of our platform is going to be explained in detail in section VIII (Product), but in

brief, it is that students can sign up on the website and create a profile, introducing themselves and their skills. After finishing this registration process, users will be labeled as a “teacher” in our catalog when someone else does a search for one or several of the skills the person has to offer. Each time a student gives a class or offers his or her services to another student, he or she will receive a token that can then be exchanged for a class in any field. The range of skills offered is as wide as Sciences Po students’ skill sets. The project aims at growing beyond Sciences Po to other universities, and eventually to the population at large. The specific features and objectives of our project will be explained in the following sections.

III. Legal Statements

SkillD is a skill-exchange online platform. Services are given from one user to another, based on the skills of individual users, with a grade attributed to the quality of service by the recipient of the service. What differentiates SkillD from the selling of services is that there is no fixed price for services on our platform.

Code civil - Titre VII

-> "L'échange est un contrat par lequel les parties se donnent respectivement une chose pour une autre" article 1703

-> "L'échange s'opère par le seul consentement de la même manière que la vente" article 1706

-> "La rescision pour cause de lésion qui n'a pas lieu de s'appliquer dans le contrat d'échange." article 1707

-> "Toutes les autres règles prescrites pour le contrat de vente s'appliquent à l'échange "

According to the French civil law, an exchange should be considered as a contract in which both parties give something to each other and in which consent is fundamental. This reciprocal exchange can be for physical or non-physical products; with SkillD, users exchange a service for a grade. Although an exchange is an implicit agreement contracted through the implicit consent of both parties,

and therefore is at the discretion of users, the exchange will be formalized through the agreement to the legal conditions by parties at the time of the adhesion to the platform.

LEGAL MENTIONS

A. Accounts

In order to use certain features of the platform, users must create an account and provide certain information as prompted by the registration process. The users should represent and warrant that all registration information submitted is truthful and accurate. The user may hide postings at any time, for any reason, by following our instructions. SkillD reserves the rights in its sole discretion to remove profile information at any time for any reason.

B. Use of the site

After registration, users become the members of SkillD. Each member lists skills or services he or she is skilled in. For each service delivered, a grade will be attributed by the beneficiary of the service to the performer, based on the outcome of the service offer. At present, there is no membership fee. Users agree not to post false, inaccurate, misleading, defamatory, or libelous content. Users agree not to violate any laws, third party rights or our policies. Users assume total responsibility and risks for the use of the site and the internet.

C. Content

Users take full responsibility for their content. They assume all associated risks, including any reliance on the accuracy of the content, completeness or usefulness by others, or any disclosure of their content. Users are responsible for making sure they only provide information to the service-providers that does not violate any obligations they might have towards a third party, including any confidential obligations, by contract or law.

D. User policy

The user agrees not to use SkillD to collect, upload, transmit, display or distribute any user's content that violates any third party's rights, not limited to but including; unlawful, harassing, abusive, tortuous, threatening, harmful, invasive, vulgar, defamatory, false, intentionally misleading, trade libelous, pornographic, obscene, patently offensive, racist, bigoted, hateful, or physically harmful actions of

any kind against any group or individual or is objectionable. Additionally, any action that that is harmful to minors in any way or that is in violation of any law, regulation, or obligations or restrictions imposed by any third party is strictly prohibited.

In addition, users agree not to use the Site or Services to: engage in any deceptive, misleading, or unfair conduct, including failing to provide services as promised, or providing misdescribed skills or services, or otherwise deceiving or misleading another member; the user agrees not to harvest, collect, gather or assemble information or data regarding other users, including e-mail addresses, without their consent; users finally agree not to harass or interfere with another user's use and enjoyment of the website.

SkillD reserves the rights (but have no obligation) to review all user content, to investigate, and/or to sanction the user, if someone violates our terms of use. Such acts may include restricting or terminating access to the site and/or reporting misbehavior to law enforcement authorities.

E. Responsibility

SkillD is not, directly or indirectly, responsible for the quality or the smooth conduct of the exchange, neither is it responsible for current and future relations between users. Respect and honesty falls under the full responsibility of all the participants to the exchange, although SkillD attempts to promote mutual respect between users.

F. Safety

Users, whether delivering a service or benefiting from it, are committed to respect and follow the safety instructions, appropriated to the information they have about the counterparty. They should be cautious throughout the performance of the service, in particular when meeting another user and at his/ her home or other private places.

G. Privacy policy

The privacy policy explains how the data the user inputs to the website will be held and what it will be used for by SkillD. This policy only applies to this website. We collect personal information from the users through the use of service enquiry and registration forms when signing up. SkillD processes personal information

collected in order to:

- connect users to each other, on the basis of their requests
- conduct marketing campaigns and provide users with informations about SkillD initiatives
- review the usage of the platform as an aid to future development

SkillD will not disclose any personal information about subscribers to any third parties. SkillD may need to disclose user's data where required by law.

Should SkillD's privacy policy change, customer's will be informed of the changed through the website or by email, should they have subscribed to the newsletter. Where the changes apply to the holding of or sharing of personal data, SkillD will require user's further permission.

H. Termination

The agreement will remain in full force and effect while users are using the website. Users have the rights to terminate his/ her account at any time, for any reason, by following the instructions. Terminated accounts are ensured the complete deletion of their content associated therewith from SkillD's live databases.

IV. Objectives

We believe that everyone has his/her special skills, and it would be great to share the skills. Whether someone wants to improve their Polish language level or to share Italian cuisine skills to others, SkillD is always the right platform for them. And since SkillD is a free-service platform, it is also friendly to students with limited budgets. As a platform and a bridge, SkillD aims to facilitate the communication between students, to encourage them to benefit from sharing skills, and to help improve their status of well-being.

A. Corporate and short-term objectives

One of the very first objectives of SkillD is to enhance solidarity between students , and to offer them more ways where they can ask for or offer help. Skills and

commitments are all they need. In this sense, requiring help becomes less of an impediment. With the token system constructed by SkillD, no payment is necessary. If someone is in need of a certain skill, he or she could get help from SkillD through following steps: register on the platform; browse the available announces; pick the one he or she finds best. By doing that, the demander is put directly in contact with the user offering the skill.

Diversity is the key. One objective that needs to be acquired for SkillD to properly function is a diversity of skills, services and students. Where there is offer, there is demand, and the main goal is to create the demand by generating enough offer. For both concepts, students are the key success factors, because without them, SkillD can achieve non. What SkillD wants to highlight is that students (whether they have a skill to offer or a service to demand) can both contribute to and benefit from this diversity.

To increase popularity, SkillD reaches to diverse student associations. The exchange between the two entities would benefit both. Associations could provide the platform with the skills they already propose to students, in exchange for wide exposure and publicity. Nonetheless, for SkillD, this is a primary way to gather skills and begin contouring the offer. Students would be also more confident to turn to our platform, if there is an element they recognize and already trust.

B. Long-term objectives

As a primary long-term objective, SkillD plans to extend the user range of the platform by inviting students from other Parisian universities. Starting from a small scale (only Sciences Po students being allowed access to the platform in the beginning) would operate as a pre-test to see if the business model of SkillD could work. Once it is successfully established, it would be natural to expand the user community, to integrate even more people and generate even more skills.

There are more than 500,000 students in Paris, therefore restricting the platform to a few thousands would not help increase the number of offers that SkillD hopes to achieve. What is more, considering the location preference, students would be more prone to the offers closer to their home. We target the entire

segment of young, educated and innovative people. To do so, SkillD aims at adopting a fun and cheerful image attracting early adopters among the target segment.

From the neighbourhood extension (the universities), the next objective is to achieve a city scale extension, throughout Paris. It would take an approximate five to eight years to achieve such a possibility (taking into consideration that the platform already has constant users and is adding more on a regular basis).

C. Keys to success

When building the foundation of SkillD, we realized that our success relies, of course, on people. Therefore, the first step into achieving the goals, is to reach the maximum of students. Sharing economy, and in this case, skills, does not function if people are not willing to share. Our belief is that students don't share enough because they do not have the proper space to discover and propose the skills they can share. SkillD comes as a solution to this problem. After reaching the students, they would choose SkillD.

V. Current Market Situation

A. Political

New obligations imposed on sharing economy platforms:

- French Finance Act for 2016 harnessed the potential of sharing-economy platforms by imposing new reporting obligations on users residing in France or selling products or providing services in France
- Amended Finance Act for 2016 added a new obligation, which consists of sending users' earnings directly to the relevant social security and tax administrations as of 2019

The development of start-ups and entrepreneurship is encouraged:

- The French government set out its plans to make life easier for 6.6 million self-employed workers and entrepreneurs, promising lower taxes and less red tape; "Entrepreneur is the new France"

- The incubator at Sciences Po hosts about fifteen start-up projects a year, providing access to diversified resources, including advice, grant, fund, ...

B. Economic

Recovery in French economy remains on track:

- The French economy clocked up solid growth in the third quarter this year, and the growth is predicted to be 1.8% in 2017 and 1.7% in 2018
- The unemployment rate dropped below 10 percent for the first time since the third quarter of 2012, and dropped by 1.8 percent during the month of September this year, the biggest fall since 2001

The booming of sharing economy in France:

- European sharing economy to grow by a third in the next 12 months, and France has led the start-up of sharing economy in Europe
- The hub for innovation and growth in the sharing economy, over 50 sharing economy organisations founded in France

C. Social

Consumers warm to the sharing economy platforms:

- Roughly 1 in 3 people in France has used a sharing economy platform, while at least 1 in 10 have in Central and Northern Europe
- The share of the population that has used these platforms to offer services and earn an income is also significant, reaching 10% or more in France
- Young French people are highly aware of the sharing economy, much more than the rest of the population, but the most motivating reason for many remains the gain of money

A diversified demographic construction at Science Po:

- 47% international students represented in 150 nationalities, with 25 foreign languages taught; language exchange becomes the most fundamental and realizable service
- More than 200 student associations in different realms, 2500 students in athletic classes, 800 participants in artistic activities

D. Technological

Internet technology facilitates the sharing economy platforms:

- Websites and mobile applications enable users to interact at ease
- It can help cut down the costs of operation, and reach more people

Advanced algorithm empowers a customized business:

- Searching results can quickly and precisely match user demands
- Tailored recommendations can be realized by analyzing and targeting users with a series of tags, and thus to better meet the demands of users

E. A Potential Demand

The experimental launch at Sciences Po:

- A large number of international students have demands for learning French language and culture
- Younger generation is interested in meeting new people and sharing cool skills with each other
- Student associations can have an aggregated platform for advertising and development

The extension in a larger scale:

- Since there is still a large unemployment rate, people can be self-employed via SkillD (when token can be exchanged for real money)
- By bringing a new and broad definition of learning, SkillD can eat the market share of education industry in France, with our huge database, user network, cost-effective service, and even a sense of social media.

VI. Competitor Analysis

SkillD has a big scale of direct and indirect competitors. On a bigger perspective, we compete with every teacher, expert, professional who possede and propose their the same skills that are offered on our website by our users, the students. Moreover, since our company is planning to share competences on an online platform we have to count as competitor every university our educational institution which offers online courses.

But our direct competition limits itself to sharing economy companies present in France having similar offer than ours. After deepened researchers we could identify as our main competitors **TimeRepublik, YakaSaider, Zelpus and Skilltroc.**

TimeRepublik offers the exchange of more than 100 000 skills and competences in over than 110 countries, such as in France. The main concept is that 1 hour work worth 1 hour service, for your work you receive TimeCoins which you can use to purchase service from others. It's big advantage is that it's accessible in 10 languages so international users don't have to face linguistic difficulties.

YakaSaider, with the slogan "L'échange de service entre particuliers", offers similar service than us. It's not a really well-developed website, they have about 30 000 users with the same time-counting system as TimeRepublik.

Zelpus also promotes itself as a "savoir-faire partager" site but in reality it mainly focuses the sharing of same passions of its users. You can look for and find people near you with the same passion so that you don't have to be alone if none of your friends is free to join you.

Finally we have to talk about Skilltroc that has the same objective than us. But still after first opening their website we could see that it's not a real competitor: the quality of their website is really low, its target are private people AND professionals and we had the feeling that they are not too serious about this idea.

After our research we can see that there is no really direct competitor in the market: we will differentiate ourselves by a really high quality and easily usable website, by our target group which is tighter (focuses on first of all Sciences Po students, after other universities) and by the the background of our users which is really varied thanks to the international environment.

VII. Marketing Mix - Product

As already mentioned, our project takes the shape of a website with a platform of users. For the moment dedicated to Sciences Po students, it is called to extend and reach a bigger scale.

To begin students have to register online, create a profile and add some personal information. It is up to them to personalize their profile with a picture and a more detailed description of their personality and skills. By skill, we mean everything that can be taught or showed. We make absolutely no ranking of the different gifts and talents and they are all welcome to enrich our community. It can be everything from help in mathematics, political sciences, to dancing or cooking classes.

Once students have registered and completed their profile, they appear on our catalogue of users. Other students registered on the platform have access to their profile. Students desiring to take a class can either browse through the website or do a direct research, and then contact the concerned “teacher”. They are free to come up with a time slot and a place.

SkillD will not interfere in the process of the class. We really only want to ease students' communication and exchange. But we won't furnish any class room of any sort. We are a platform of communication but not a class center.

Nevertheless, a minimal control will be applied to registration. When a student registers, one member of the team will make sure that the skill is appropriate, not dangerous to be taught and fitting in the rule of politeness.

To hedge against abuses, students can signal when they received a bad class or when the teacher never showed up to the course. The same is true for teachers. After 3 signals, we will contact the student and discuss with him or her. At the end he or she can be potentially ruled out of the platform.

Additionally there will be a rating system ranging from one to five stars with the possibility to add reviews and comments, in order to help users to choose the person who corresponds the best to their needs.

We tried to keep our product as simple as possible and students are welcome to reach out to the team if they have any question of any sort.

VIII. Marketing Mix - Pricing

As previously mentioned, our project takes the form of a non-profit platform enabling people to connect to share and enhance their skills. We will therefore not make people pay for using our platform and exchanging with other users.

However, website users do benefit from virtual tokens that allow them to attend classes. In fact, every time a student gives a class, he or she receives a token. For the class to be considered as achieved, the “teacher” has to log onto the website and signal that he or she gave a class and to whom. The “student” then receives an email to confirm that he or she received the class. Once this is done, we transfer a virtual token from the student’s account to the teacher’s account, thus increasing the teacher’s virtual token balance and decreasing the student’s. We also provide a minimal insurance for students: if they did not receive the class they were registered for and were wrongly debited a token, we refund them their token.

All skills are worthy and thus, all classes are worth one token. Tokens are not transferable, the token of the student does not go to the teacher’s account until he or she has confirmed attendance. We created this token system in order to get around the problem of skill matching. This allows two users to connect even though the teacher is not interested by the student’s skill.

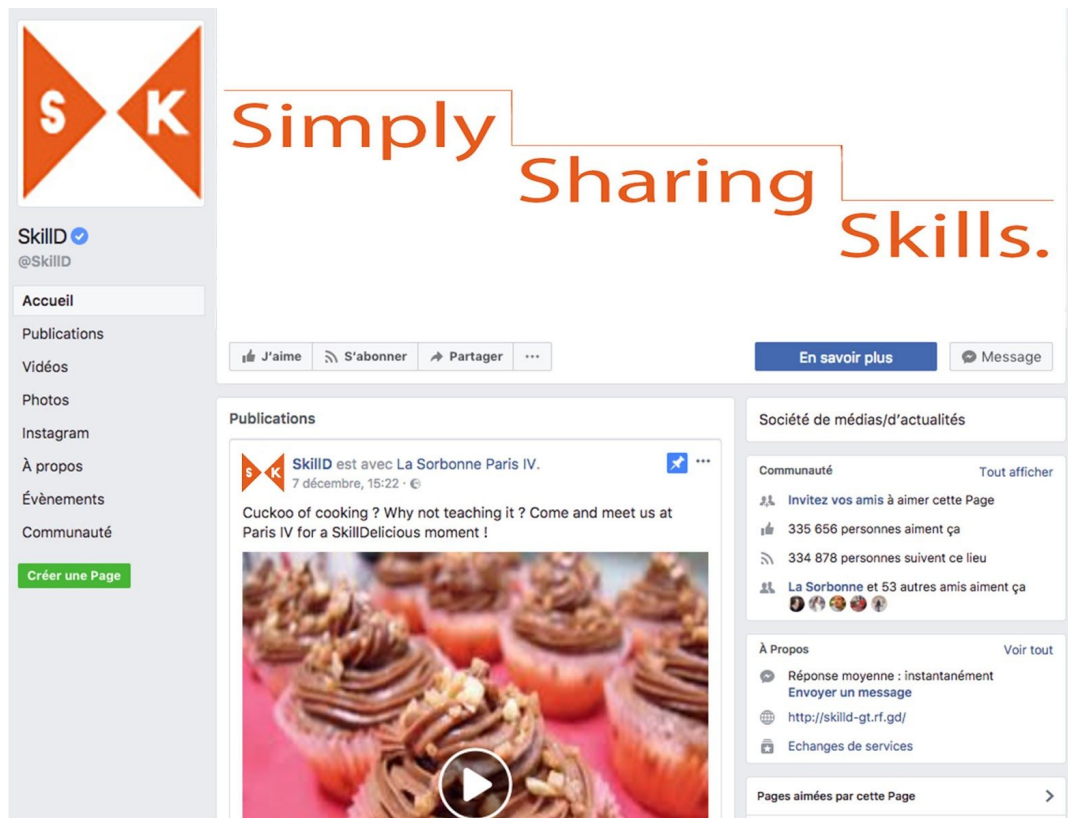
IX. Marketing Mix - Promotion

In order to reach the largest number of potential SkillD users in a short amount of time, we chose the web as the main network that we will communicate on. The key-word is “fun” : people are more eager to learn if education appears as a game, according to the latin formula *placere* (to please), *docere* (to teach), *movere* (to move). That is why we are trying to develop a brightful and dynamic universe

united by the color orange. Dynamic means interaction, pictures, videos in order to create a community that will spread the word concerning our project.

The most important platform is without a doubt SkillD's website. This is where users can register and become active members of our project. On this space, we precisely expose who we are, what is SkillD's philosophy and ethic through our legal conditions or our presentation page. The website was designed to be kept simple and graphic, so that anybody can visit it without finding it too complicated to understand : large pictures, clear menus and only a few words associated with each of those. However, we do realise that this website must get an audience.

That is why we plan to be fully active on social networks. Indeed, what is a community that doesn't communicate ? Social networks will help our visitors to share their experience, which will allow us to have feedbacks on our work. As every "like" given by a user is seen by his/ her contact on Facebook, Twitter or Instagram, those platforms should increase our visibility in the most important way. To illustrate this point, below is the example of our future Facebook page:



This structure is perfect for a multimediatric approach, as users interact directly with our content. This content will be expressed with a cheerful tone, full of puns and enthusiasm. One significant advantage is that we will constantly link our publications with partner pages, which will indicate our location and, again, increase our visibility. Moreover, a link to our website will be visible in the “About” section. Our online platforms work together : Facebook for reactions, Twitter for a live experience and Instagram for the visual aspect of the project.

You might ask yourself : why not taking advantage of Snapchat ? Because it is less of a community than the rest of social networks. Nothing lasts on Snapchat, as pictures and videos are soon erased, once published. It is rather complicated to calculate the reaching performance with this tool, as it is a one-to-one platform more than an open media. This is why we privilege other forms of communication and especially a real contact.

Our particularity is that people actually meet when they use our service. We should of course take this fact into account in our promotional system. SkillD mostly targets students, which is a luck when it comes to advertising. Universities already benefit from a large system of expression : unions, associations, amphitheatres. We can rely on those pre-existing structures, distributing flyers or introducing our concept before classes, demonstrating the website in front of all. It is also a great occasion to collect the impressions of our potential users, which will be aggregated later to be broadcast online.



Flyer for SkillD : we keep it dynamic but simple, almost intriguing. The user just has to ask “What is SkillD ?” By doing so, a first contact with the community is created, which illustrates our spirit.

Before thinking too big, we have to remain close to our core audience. Nevertheless, partnerships would participate to our growing aura, as long as our partners are compatible with our philosophy. UNICEF, for instance, is in favor of equality in opportunities for education. This organisation, as well as many solidarity associations, could work as a collaborator. Partnerships would improve the strength of our values and contribute to our image based on joint effort and sharing.

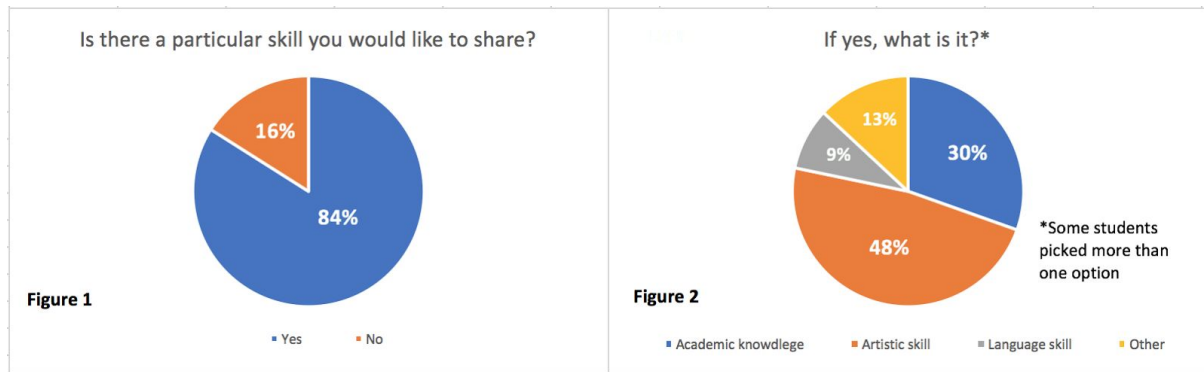
X. Budget and Profit Analysis

A. Need forecast

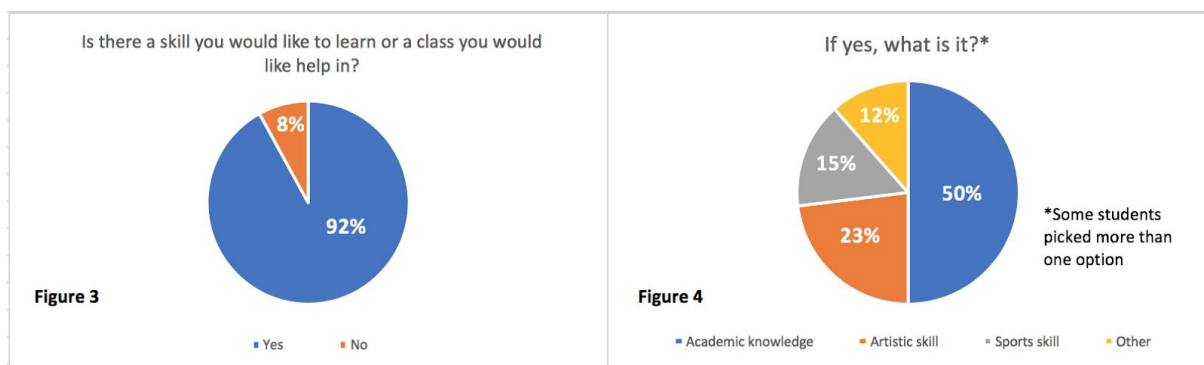
We have identified, through an online survey we have shared with Sciences Po students and informal discussions in Sciences Po, a need for individual help in particular subjects and skills. Some students also expressed their desire and willingness to help their peers in subjects or skills they are good at. This signifies that SkillID would fulfill the needs of a large number of Students at Sciences Po and eventually elsewhere, because it would help both parties -the person who wants to develop the skill and the person willing to teach it- to connect and meet.

Below are the results of an anonymous survey we have conducted, which is based on the answers of 25 randomly distributed students. In fact, these students are from different programs and student promotions.

Regarding the will and desire to help and share knowledge, we can see on figure 1 that the results are such that 84 percent of students do have a skill or knowledge they would like to share with peers. Figure 2 shows us that these skills are mainly artistic (48 percent) and academic (30 percent), but there are also others such as language skills (9 percent).



Now, concerning the need for help in certain classes or for help in improving certain skills, we notice, based on figure 3, that as much as 92 percent of students do want help in a class or in learning a skill, which again, reinforces the demand for our platform. Additionally, we see on figure 4 that these students mainly need help in academic subjects (50 percent) as well as artistic (23 percent) and sports (15 percent) skills to a lesser extent.



After reviewing the results of the survey, we shall now forecast the demand for SkillD on a larger scale. We should first of all point out that Sciences Po currently has around 13 000 students. Therefore, using our survey, we can come up with a statistical measure of the number of potential users, as we can see on table 1 below. We can see on the table that if we take into account the percentages of people who are interested in sharing a skill from figure 1 (84 percent) and of those who would like help from figure 3 (92 percent), the number of potential users of the platform would be minimum 10 920 (representing those who would like to help) and maximum 11 960 (representing those who want help).

However, we are well aware that these numbers may not be realistic and that we need to adjust our results for potential errors. These statistical errors mainly occur if the student sample that has answered the survey is not diverse and randomly distributed enough, thus resulting in a bias in our study. Therefore, if we choose a confidence level of 95 percent, which is the standard level, we get a margin of error of more or less 20 percent. We can then calculate an interval in which the number of potential users falls. However, in order to have a conservative prediction, we shall only take into account the lowest number of potential users. In this case, we may say that the minimum number of potential users after adjustment is 8 736 and the maximum is 9 568. The mean of potential users after adjustment is 9 152.

	Percentage	Students at Sciences Po	Potential users	Confidence level	Margin of error*	Potential users after adjustment**
People wanting to share a skill	84%	13000	10920	95%	±20%	8736
People wanting help to learn a skill	92%	13000	11960	95%	±20%	9568

Table 1

*We calculated the margin of error by taking into account the confidence level (95%), the population level (13000) and the sample size (25)

** We only entered the minimum number of potential users and not the entire interval

At first sight, these prospects look positive, but we should keep in mind that our competitors will probably eat out a part of our market share, hence reducing our number of users. However, we believe SkillD would have an advantage over them because it is specifically made for Sciences Po students.

B. Income forecast

Even though our project is for non-profit purposes, we still have to make a minimum amount of money in order to maintain the website and improve its efficiency. Because we do not want to make students pay, we decided to make revenue through advertising. We believe that there should be a good number of companies targeting millennials and especially well-educated young people that would like to advertise through our website.

We could introduce a Cost Per Mille (CPM) form of advertisement, in which companies pay per thousand views impressions. In our specific case, we could make them pay one euro per thousand views.

We have an average of 9 152 users, so we should have an average of $9152 \times 30 \times 9 = 2\,471\,040$ views per year. In this calculation, we consider that Sciences Po students will be using the website only during the 9-months academic year. In fact, although they will be able to use SkillD anytime during the year, we believe that traffic on the website will greatly diminish during summer time.

The total number of annual ads we could have on SkillD is $2\,471\,040 \text{ views} / 1000 \text{ (CPM)} = 2\,471$ ads (approximately). At a price of one euro per CPM, we could get an annual revenue of 2 471 euros, equivalent to around 206 euros per month. Finally, if we display more ads on our website, we could earn proportionally higher amounts of revenue.

C. Profit analysis

We shall now estimate the potential profit our project will generate. Any money we receive in excess of what we need to maintain the website will be used either to improve SkillD or to organize educational events that would benefit students.

We will calculate the predicted annual revenue and profit based on an initial number of users of 9 152, which is the average number of users we had estimated. We then calculate profit and revenue based on the percentage of active users. In fact, we are well aware that all users will not always be actively using SkillD. We will therefore estimate profit and revenue based on active user rates of 25 percent (pessimistic scenario), 50 percent (neutral scenario), and 75 percent (optimistic scenario).

Regarding the cost to develop and maintain the website, it may vary a lot depending on the number of users and how efficient we want the website to be. If we wish to develop a professional and interactive website, we would have to pay an initial non-recurrent cost of around 3000 euros, and a recurrent monthly payment of 30 euros. We believe we can gather the initial 3000 euros needed through various sources, such as creating a platform for students or other people

to contribute for our project and bake sales among others. For instance, it would cost our potential (average) 9 152 users only 33 cents to contribute to our project and reach the 3000-euro objective.

Table 2 presents what we have explained in this section. The gray part attempts to forecast revenue and profit over 4 years, using the neutral scenario with 50 percent active users, and with an estimated annual user growth of 10 percent. We notice that the first year, costs will be higher than revenue, which is normal since we have to bare high initial implementation costs. The payback period of our initial 3000-euro investment is approximately three years.

Active Users Rate	25%	50%	75%	Year 1 (with 50% scenario)	Year 2*	Year 3*	Year 4*
Number of active users	2,288	4,576	6,864	4,576	5,034	5,537	6,091
Number of views (over 9 months)	617,760	1,235,520	1,853,280	1,235,520	1,359,072	1,494,979	1,644,477
Number of advertising packages available for sale	617	1,236	1,853	1,236	1,359	1,495	1,644
Advertising Revenue (€1 per CPM)	€ 617	€ 1,235	€ 1,853	€ 1,235	€ 1,359	€ 1,495	€ 1,644
Annual Website Costs (€)	€ 360	€ 360	€ 360	€ 3,360	€ 360	€ 360	€ 360
Annual Profit (€)	€ 257	€ 875	€ 1,493	€ (2,125)	€ 999	€ 1,135	€ 1,284
ROI (%)	71%	243%	415%	-63%	278%	315%	357%

Table 2

* We consider a yearly growth of active users of 10%

Overall, it is safe to say that the prospects are rather positive, and that the project would not require much money, except in the initial stage to launch to platform. We can also say that profits are positive (except for Year 1), which would allow us to continue improving the website or help students through educational events or special workshops.

XI. Action Plan

Our action plan has been thought as gradual, realistic but ambitious. It is the following:

- Finalize the conception of the website;
- Search for partnerships, including Sciences Po's association as well as financial contributors, using the website as a pitching support;
- Present the project to Sciences Po's incubator;
- Conceive and design the mobile application;
- Conceive a marketing campaign, directed to Sciences Po students;
- Launch the product at Sciences Po;
- Regularly review and assess the receipt of the product within the Sciences Po community, and change the design or the setting of the application if necessary;
- Conceive a communication campaign and a promotional plan of action, directed to other Parisian universities, and throughout the set of partnership with various student associations, some of them being common to Sciences Po;
- Regularly review and assess the receipt of the product within the Paris student community, and change the design or the setting of the application if necessary;
- Search for partnerships and financial contributors, at a bigger scale;
- Conduct a national promotional campaign, with the support of local associations (university, local groups, municipal councils...);
- Conduct the final launch of the product at a national scale.

Thank you for your reading. We hope that you
will be convinced by our project.