

The background of the slide is a white field filled with a dense pattern of small triangles. These triangles are primarily black and grey, but are interspersed with a variety of other colors including red, yellow, blue, green, and purple. The triangles are scattered across the entire page, with some areas appearing more densely packed than others, creating a textured, mosaic-like effect.

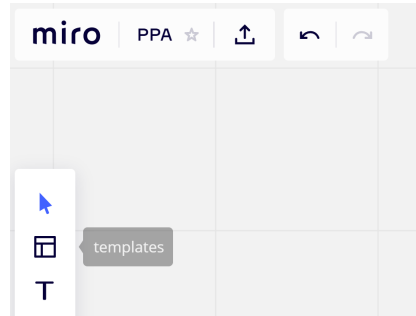
# Reference Model

Annex 2:  
Example of students MIRO

## GET TO KNOW MIRO



**Take your time to explore MIRO:** it's a quite intuitive tool, but if you'd like to use it **like a pro** you can find many videos online which display all its functionality, for example [this one](#).

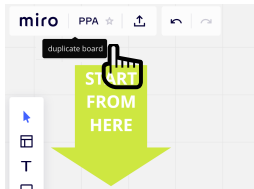


**Tip:** In the toolbar on the left, you can browse through **many templates** you'll might find useful.



**This is **your workspace**:** feel free to personalize it, add tools and organize the whole space according to how it works better for you and your team!

## SET UP YOUR TEAM'S DIGITAL SPACE

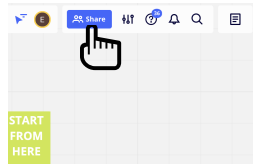


1. Register on [www.miro.com](https://www.miro.com)

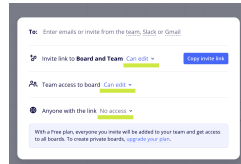
2. Make a copy of this board for your team (one person per team only), clicking on the board name on the top left of your screen.



3. Name the board "Gruppo X [team number] - PPA", clicking again on the board name.



4. Share the board with all your team mates and your professor, clicking on the "Share" button on the top right of your screen.



5. Invite your professor ([m.vignoli@unibo.it](mailto:m.vignoli@unibo.it)) and your team mates via mail, making sure the sharing settings are correct (as shown above).



6. Check out the **Course Syllabus** to keep track of each phase timing and deadlines.

Jorge

Snap a picture of  
your funniest face  
and place it here

Marketing, chess, wellness,  
computing, management.

REPLACE EACH  
QUESTION WITH  
YOUR ANSWER



Gorilla



Dani Da Ortiz



Learn about managing  
projects.



Tele-transporting





Rocío

Snap a picture of  
your funniest face  
and place it here

Place here a photo of  
what you see outside  
your window

What is your field of  
interest?  
Management, getting in  
touch with the organisation

REPLACE EACH  
QUESTION WITH  
YOUR ANSWER



Animal: Chameleon



Meeting a celebrity:  
**Amancio Ortega** because it is a  
clear example of success based on  
work and sacrifice



Working in teams, learn  
about process changes and  
even help the Organisation we  
chose



Superpower:  
Reading Thoughts

# Carlos

REPLACE EACH  
QUESTION WITH  
YOUR ANSWER

What is your field of interest?  
I am really interested in the  
area of management  
ingeniering.



If you were an animal, which  
animal would you be?  
I would be a lion because I  
am proud, generous and with  
the sense of justice



If you could be a celebrity (not  
necessarily a living one) who would  
it be and why?  
I would be Rafael Nadal because he  
never surrender and that  
represents me.



What do you expect from  
this course?  
I expect to learn a lot about  
how to manage a company.



What's your superpower  
that can help you in this  
challenge?  
The ease to work in group



Jorge



Place here a photo of  
what you see outside  
your window

Business management  
and Logistics

REPLACE EACH  
QUESTION WITH  
YOUR ANSWER



Tiger



Stephen Curry  
For the values and work ethic that  
he has



I expect learn about  
business management



Invisibility

Iván

Snap a picture of  
your funniest face  
and place it here

Place here a photo of  
what you see outside  
your window

I'm interested in  
information technologies,  
programming and  
management.

REPLACE EACH  
QUESTION WITH  
YOUR ANSWER



Meerkat



I would like to meet Ada Lovelace,  
one of the first "programmers" in  
history, to ask her what she thinks  
of the evolution of computing from  
the XIX century to today.

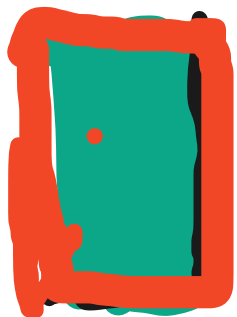


I hope to learn how to  
evaluate a company's needs,  
produce a solution and  
implement it effectively.



Super-elasticity

OUR FLAG



# POSSIBLE COMPANIES

Fill in the company cards, in order to keep track of the possible companies you could work for.

Place this badge

on the chosen company  
once you have identified it



Company name: Fast Wine

Website or reference (link):  
<https://fastwine.es/descargar-app/>

Sector: Leisure

Potential problems: Growth, clients

Notes: Small company of Seville

Contact person: Javier Becerra

Mail:

Phone: +34 667 46 00 65



Company name: Galbag

Website or reference (link):  
<https://galbagsevilla.com/>

Sector: Sales

Potential problems: Growth and new products

Notes: Small start-up from Seville that sells rucksacks and bags for travelling

Contact person: Isabel Galvez

Mail: galbagsevilla@gmail.com

Phone: 681799616



Company name: Iso Ingeniería  
Aragon 21 SL

Website or reference (link):  
[www.cincaenergia.es](http://www.cincaenergia.es)

Sector: Energy Facilities

Potential problems: Growth

Notes: Small company of Huesca

Contact person: Javier Avellanas

Mail:

Phone: +34 699 46 56 55

Representative image

Company name:

Website or reference (link):

Sector:

Potential problems:

Notes:

Contact person:

Mail:

Phone:

Representative image

Company name:

Website or reference (link):

Sector:

Potential problems:

Notes:

Contact person:

Mail:

Phone:

Representative image

Company name:

Website or reference (link):

Sector:

Potential problems:

Notes:

Contact person:

Mail:

Phone:

# DESIGN BRIEF

## Who?

Fast Wine is the first Spanish Delivery App specialising in wine and other beverages that brings your favourite drink to your door in 30 minutes at the perfect temperature. The company has also evolved with the aim of giving a 360° vision of the whole world of wine, as well as other types of drinks such as cocktails, offering other related services and products such as tastings, wine courses, trips, various experiences, cocktail events, corporate gifts etc.

## Why?

The main issue to tackle in this organisation is the expansion and re-launching after a nine month trial that already taken place.

Main limits and restrictions: most of the downloads during the trial weren't at the end real consumers and the app was of poor quality so it hadn't the capacity to absorb a high number of users and to store important data which is needed to study what is the real clientele and how to manage it.

## What?

The idea is not only being a Delivery but also that the person who enjoys a certain drink, without the need to be an expert in it. Also, that the application becomes the benchmark for this at a national level. And I also seek to be the most effective alternative and the most used at national level, as well as an expansion throughout Spain and establish franchises throughout the country.

## Who else?

In Spain, there are no existing platform such as this one with exclusively alcoholic drinks. But any physical store can be considered as competitors, or platforms from other countries such as US or Italy

## With what?

At the moment the company counts with an app, from where the users make their deliveries and one shop that is used as storage of all the products and as place for distribution, in order to fulfil the promise of receiving the order in less than 30 minutes.

## How much?

The company is remodeling the app with an acceleration of start-ups finance. So, we are offering the microcredits as another way of financing but in a higher amount so that it can be used also for the solutions that we propose.

# FINAL DESIGN BRIEF

## MISSION 1: DESIGN BRIEF

**Organisation:** Fast Wine

**WebSite and Contact person:** <https://fastwine.es/descargar-app/> / Director and founder: Javier Becerra (+34 667460065)

**Project Name:** Fastwine's Management

**Team:** Rocío Ayuso Soto / Carlos Fages Alva / Jorge Rubio Latorre / Jorge Moltó Moltó / Iván Núñez Molina

**Script:**

Fast Wine is the first Spanish Delivery specialising in wine and other beverages that brings your favourite drink to your door in 30 minutes at the perfect temperature. The company has also evolved with the aim of giving a 360° vision of the whole world of wine, as well as other types of drinks such as cocktails, offering other related services and products such as tastings, wine courses, trips, various experiences, cocktail events, corporate gifts, ...

The organisation has one shop from which the drinks are delivered and from where it has established a delivery radius that has been studied in order to be able to fulfil the promise that the order will arrive in 30 minutes. This shop is also used as a storage of all the products available for the users. This service is given by the use of an App.

**Challenge:**

The main issue to tackle of *FastWine* is its expansion, and it's new launching after the remodeling of the App that is taking place at the moment.

**Aspirations:**

The project began with a 9-month trial based on a very simple and poor quality website, which meant that it did not have the capacity to collect enough information and analyse it. At the moment a new application has been created, which has been financed through a startup acceleration process, which includes different tools to analyse the information and improve the service offered to customers, thus having the possibility to grow as a company. The company's real aspirations are to be the benchmark service for wine at a national level, as well as to expand throughout Spain and set up franchises throughout the country.

**Objectives and intentions:**

The main objective of Fastwine is to increase the human capital of logistics to be able to deal with more customers, achieving a higher turnover and a possible expansion, both in the same city (Seville) and a possible expansion to other cities in the country. This objective is both specific and measurable, as the increase in the number of delivery drivers and premises in the city of Seville or expansion to another city is due to an increase in the company's turnover. At the same time, it is achievable, realistic and timely, as the father of the founder works in this sector and has provided him with numerous contacts with wine cellars, as well as initial financing with which he carried out the nine-month trial run that proved to be successful.

**Limits:**

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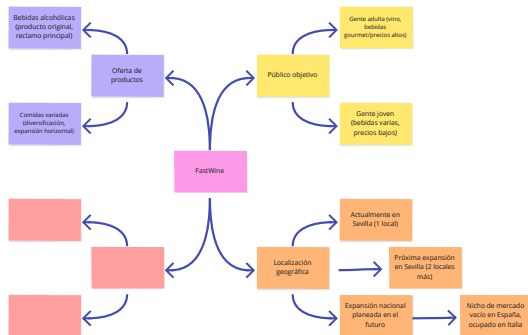


# MINDMAP

Use a mindmap to explore a topic or theme (e.g. what does commuting means?)

Place in the center the core topic/theme of your challenge and explode it, in order to **map out all the elements that you know about your challenge**. You can map both tangible and intangible elements. Check out [this video](#) for a live example of how a mind map can be built.

Once you have mapped down everything you know, then you can look for adjacent topics. The mindmap will help you to have a better understanding of the challenge components, and it can help you in finding areas and keywords you can use for your benchmarking activity.



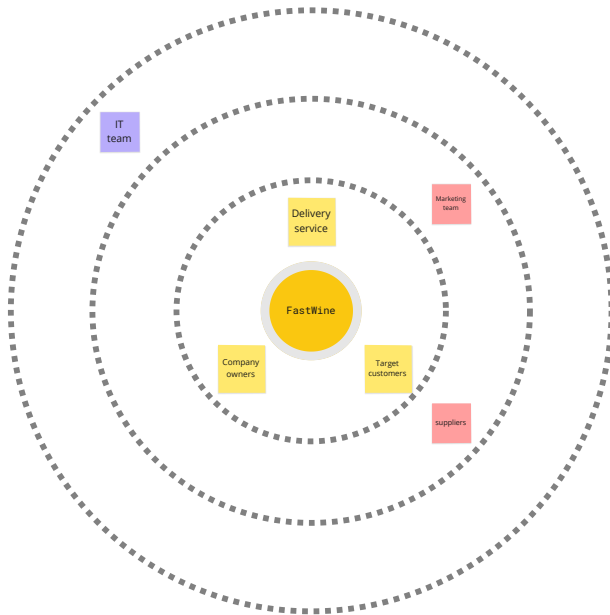
# ACTORS MAP

**Map the stakeholders connected to your challenge.**

Stakeholders can be users, customers, service providers, partners, institution representatives, etc...






Start from the inner ring placing the stakeholders who have a core role.

Place in the external rings the actors who are less directly related to the challenge but need to be taken into consideration.



# BENCHMARK

Collect here interesting case studies and existing solutions to your challenge.  
Can you find any emerging pattern? Feel free to re-arrange them in a matrix

				
<p>Wine livery (<a href="https://www.winelivery.com/it/">https://www.winelivery.com/it/</a>)</p> <p>what is it (in a tweet) exactly the same</p> <p>why it is interesting? It's very similar to our company and proves that it can work. It looks established in the Italian market.</p>	<p>Vinatis (<a href="https://www.vinatis.es/">https://www.vinatis.es/</a>)</p> <p>what is it (in a tweet) Web exclusively selling wine, in Spain.</p> <p>why it is interesting? When searching FastWine or other wine delivery services in Google, Vinatis always shows up as an advert.</p>	<p>Vino.com (<a href="https://www.vino.com/en/">https://www.vino.com/en/</a>)</p> <p>what is it (in a tweet) Web selling wine and similar drinks.</p> <p>why it is interesting? Offers international service to central Europe.</p>	<p>Tannico (<a href="https://www.tannico.it/">https://www.tannico.it/</a>)</p> <p>what is it (in a tweet) Web selling high-quality wine.</p> <p>why it is interesting? It's the biggest among these wine-based competitors.</p>	<p>Glovo (<a href="https://glovoapp.com/">https://glovoapp.com/</a>)</p> <p>what is it (in a tweet) A general food delivery service.</p> <p>why it is interesting? It's a very established company with a massive userbase.</p>

• • •

## PRO TIPS:

Incorporate the link to the online resource

After collecting the material, try to rearrange the contents in a map or diagram. Do you see anything interesting?

# COMPETITORS MAP

Identify other's strengths and weaknesses, assess recognized good practices.

## Current state

FastWine

Winelivery

Strengths: very established in the Italian market

*Established*

## Direct Competitors

Offer the same solution

Glovo

Strengths: massive established userbase, economy of scale, product variety

*=massive=*

Vinetis

Strengths: successful online marketing due to smart SEM strategy

*MKT*

Vino.com

Strengths: valuable web domain, heavy investment in price discounts

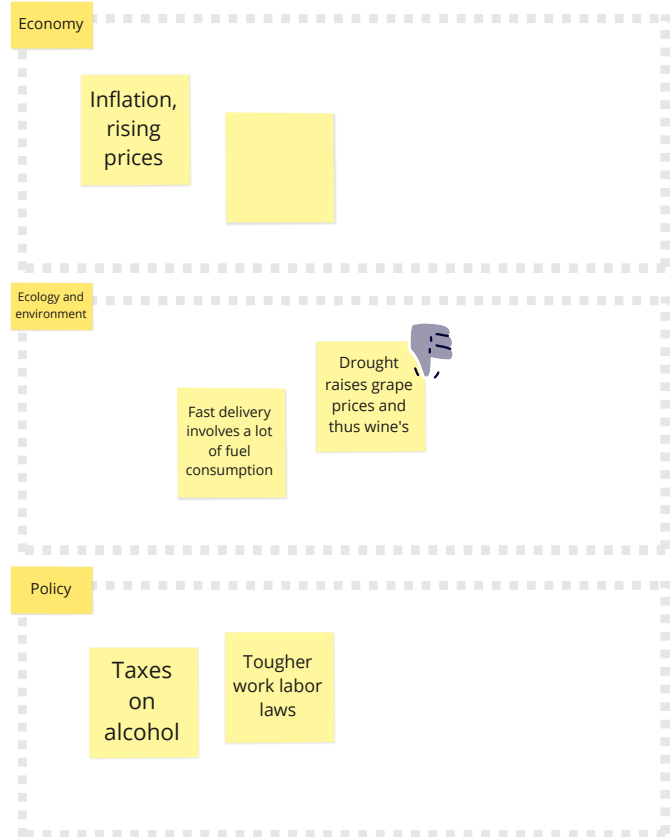
*Domain*

## Indirect competitors

Offer a different solution that solves the same need/problem

# STEEP - Trend Analysis

Which are global or local trends, in the different fields, that could have and influence in your challenge, context and final solution?



# BENCHMARK HIGHLIGHTS

Use this board to sum up the most interesting learnings you gained in this phase.

## The 3 most relevant benchmark case studies

- Winelivery: successful company with the same business model
- Vino.com: international expansion, interesting for the future
- Tannico: high-quality wine, interesting for further market penetration

## The 3 most relevant trends

- Mobile App
- Free delivery from X€
- Wide catalog with prices of all ranges

## The 3 most relevant competitors

- Glovo: word of mouth, massive userbase
- Winelivery: same business model but already established, need for differentiation
- Vinetis: SEM marketing makes them visible over FastWine

## The most interesting literature review and other sources:

- Ma, S. (2017). Fast or free shipping options in online and Omni-channel retail? The mediating role of uncertainty on satisfaction and purchase intentions. *The International Journal of Logistics Management*.
- Roggeveen, A. L., & Sethuraman, R. (2020). Customer-interfacing retail technologies in 2020 & beyond: An integrative framework and research directions. *Journal of Retailing*, 96(3), 299-309.



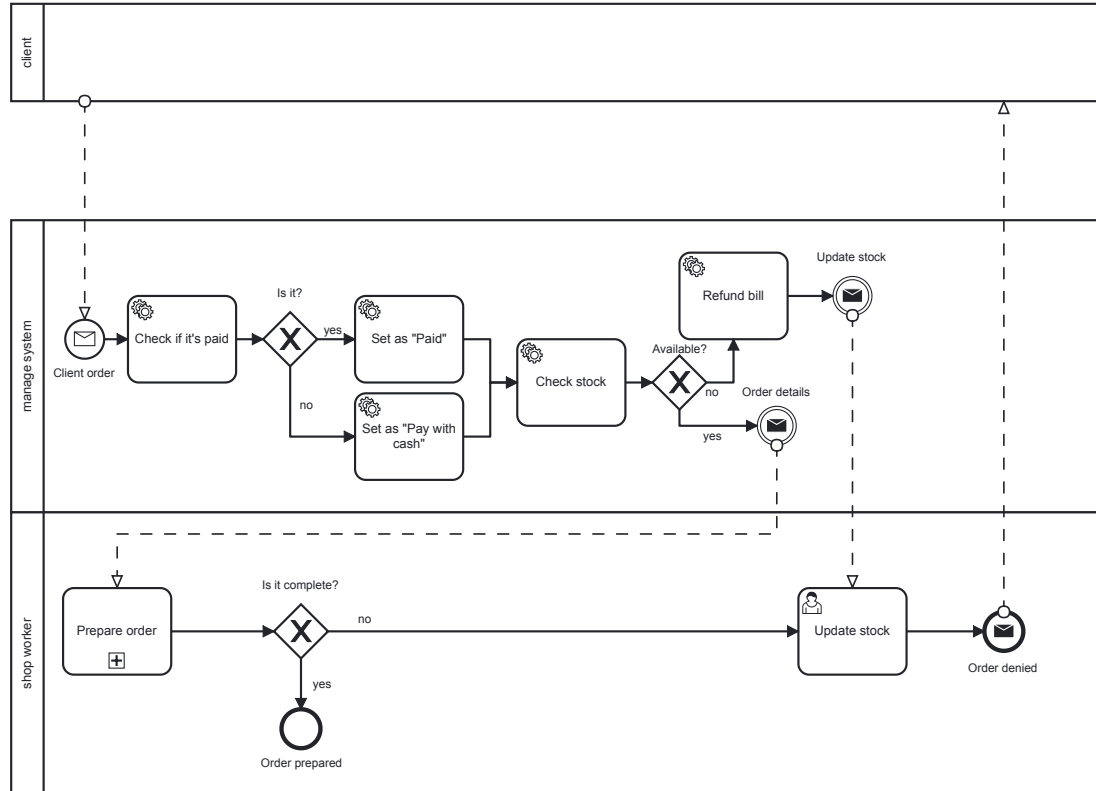
# ORGANIZATIONAL CHART





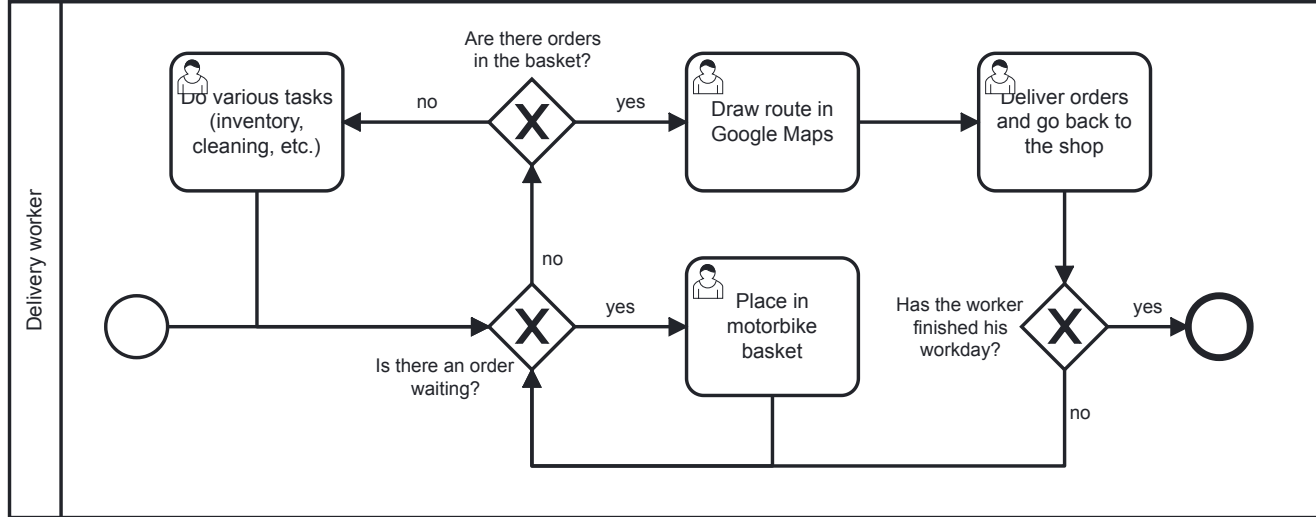
# Sales process

The sales process tracks the product sale from the reception of the order to its preparation by the shop worker.



# Delivery process

The delivery process describes the workflow of the delivery worker, from the shop to the end of his workday.



You can use online tools such  
as <https://demo.bpmn.io/new>

PASTE YOUR BPMN HERE

Use this paste to collect data from your quantitative research and other sources such as income statements, balance sheets...

# Important Data

- Economic expenditure divided by areas:
  - Marketing
  - Marketing campaigns
  - employee's cost
  - web infrastructure
  - warehouse cost
  - ...
- Client satisfaction:
  - number of complaints
- Deliveries data
  - Average time
  - % of deliveries under 30 minutes
- Marketing data
  - Market share
  - used referral links

# KPI

## Delivery satisfaction

ITEM	This KPI is indispensable to monitor our main promise: deliveries in 30 minutes
Indicator	percentage of deliveries arriving before 30 minutes
Metrics	Number of deliveries under 30 mins / total deliveries
Unit of Measure	% of deliveries
Type of Value	numeric

## Delivery-man efficiency

ITEM	Measures how much time the delivery-man spends actually working
Indicator	how many hours is the worker waiting for orders
Metrics	total hours - time on motorcycle
Unit of Measure	hours
Type of Value	time

## Fidelity

ITEM	We want to track how many of our first-time customers come back again.
Indicator	How many customers that have purchased purchase a second time
Metrics	returning customers/all customers
Unit of Measure	percentage
Type of Value	numeric

## Stock system efficacy

ITEM	We want to track the availability of our products, in order to guarantee a wide variety of products
Indicator	How much time on average does a product spend out of stock
Metrics	time spent out of stock
Unit of Measure	hours
Type of Value	time

# INTERVIEW GUIDELINES

Use the following frame to define with your team a common guideline for interviewing your user.

Keep in mind this is a general structure, feel free to adapt it according to your specific challenge and to add questions "on-the-go" as your user mentions interesting themes.

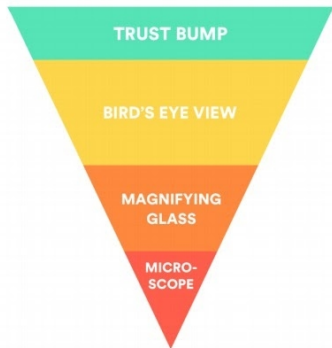
Also, keep in mind that you'll might want to discover different things from different users.

## THE INTERVIEW LIFECYCLE

BROAD  
(Start Here)



NARROW  
(End Here)



### INTRODUCE YOURSELF AND YOUR SCOPE

We are a team of students working on a university research project about the expansion of the Spanish company Fastwine(our project is supported by the company X /TBD with the company/)

We would like to interview you because we want to investigate your experience about the purchase of wines and the pros and cons of this service / working in this company.

The data we collect will be used internally, and we won't share your personal data such as name age etc...

If you agree, we would like to record the conversation/take some pictures etc...

### GET TO KNOW YOUR USER

1. Tell me about your typical day
2. Tell me about that time when you did/saw/used...
3. Can you tell me more about...? Can you show me how...
4. Why...why...why...why...why....
5. Is there anything you would like to add?
6. So if I understood correctly you said... (Wrap up)

# IGNACIO GARCIA DE TEJADA

## Delivery man

Final year industrial engineering student who was hired for one year in 2019 as a delivery driver.



## FEELINGS

He changed of job after one year working because he found a more suitable one, according to the salary and working hours.

Good working atmosphere and average age of employees between 20 and 30 years old.

## UNEXPECTED THINGS

When there were not many orders, during a normal working day, they helped in the shop with inventories and preparing the products. However, there is a person in charge of all in the shop, that would work alone when the workload increases.

The delivery drivers use a different application to manage the orders, where they keep track of the client information, home, phone number, etc...

### Key quotes:

"My friends didn't usually use it to buy good wine but to get some other alcoholic drinks"

-Ignacio

"Fastwine offers a service that would appeal more to older people who are not used to ordering online."

-Ignacio

## PROBLEMS

During a normal day of work, the delivery drivers would use motorbikes owned by FastWine, but there were certain days in which they asked him if he could bring his own vehicle.

## NEEDS

(remember they are VERBS)

Manage the workload and the number of delivery drivers

Manage the number of motorbikes according to the workload

# MIGUEL AYUSO SOTO

## Director's friend

26 year old, friend of Javier Becerra  
(actual director and founder of FastWine)



### FEELINGS

He has seen all the process, since it all started, during the 9 month trial and at the moment. He always tries to sell his friend's service to people around him and uses this service at least once a month, with or without his friend. He considers himself as a wine lover and sees a lot of future in this app.

### UNEXPECTED THINGS

#### Key quotes:

"I use FastWine at least once a month when I am with my friends at home"

-Miguel

"I always tell Javier that the solution is to improve the app!"

- Miguel

We learned a lot about the delivery process and how the marketing plays a really important role. We had the opportunity to see how the app works at the moment and some characteristics of the delivery:

- The service can be payed in cash or by card throught the app.
- Marketing used during delivery: motorbikes and helmets with the logo. In the order, most of the times they give you magnets and flyers of the company.

### PROBLEMS

Which painpoints does he/she experience?

He commented a few times that one of the main issues is the application. He thinks that it should be much easier to use, in order to encourage all the users to buy more frequently.

### NEEDS

(remember they are VERBS)

Using discounts to encourage people



# Gonzalo Bonet Torres

wine-loving salesman and  
potential future consumer

Potencional customer



## FEELINGS

He is a 24 year old who likes to enjoy a glass of wine in the right conditions so, starting with Fastwine, he could have this service quickly.

## UNEXPECTED THINGS

For young people in Spain, the application makes more sense when it comes to buying different alcoholic beverages other than wine, as the latter is not so popular among young people.

It should also be noted that after 10 p.m. in Spain it is not possible to buy alcohol, so Fastwine provides a necessary service for young people.

Key quotes:

"I have never used the application because I don't live in Seville and I don't have access to this service."

- Germán

"This service addresses a need that exists in the market."

- Germán

## PROBLEMS

One of the main problems is the difficulty of starting a company like this from scratch, as in this sector it is essential to have contacts.

## NEEDS

(remember they are VERBS)

Expand the company to be able to use the app

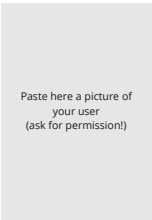
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Once you identified what you want to explore with your user, use this template during the interview to keep track of the most relevant elements from the conversation with your user (create a copy of the template and use one for each interviewee)  
Feel free to adapt the frame with the crucial informations for your challenge

**NAME**

**Role**

About him/her  
...



## FEELINGS

What does he/she think, how does he/she feel about it, what does he/she desire, what does he/she are afraid of?

## UNEXPECTED THINGS

Contradictions, questions, things we didn't know before!

Key quotes:

“

"a very interesting quote!"  
-Name

"a very interesting quote!"  
- Name

"a very interesting quote!"  
- Name

”

## PROBLEMS

Which painpoints does he/she experience?

## NEEDS (remember they are VERBS)



# INTERVIEW CARD

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**NAME**

**Role**

About him/her

...

Paste here a picture of  
your user  
(ask for permission!)

## FEELINGS

What does he/she think, how does he/she feel about it, what does he/she desire, what does he/she are afraid of?

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Key quotes:

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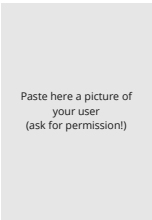
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## PROBLEMS

Which painpoints does he/she experience?

## NEEDS (remember they are VERBS)



# OBSERVATION FRAME (AEIOU)

Once you have identified which environment/context/moment to observe, use the following form to guide your observation and keep track of what you learn. You'll might want to observe more than one environment: if so create a copy for each observation you engage in.

## ACTIVITIES

- General impression
- Summary of activities
- Elements, features, notes

-Creation of the order.  
-Collection of the product by the dealer.  
-Delivery of the product from the dealer to the customer.

-Customer orders through the application.  
-The distribution store and the person in charge of it receives the order through the application.

## ENVIRONMENT

- General impression
- Style, materials, atmosphere
- Floor plan
- Scenes
- Elements, features, notes

-Teamwork environment with young people around 20-30 years old.

-Young atmosphere in the company that knows the needs of a mostly young market.

-Environment that seeks to attract an older market to digitalize and modernize the purchase of wine.

## INTERACTIONS

- General impressions (who is interacting with whom/what?)
- Scenes of interaction (How?)
- Elements, features, notes

-Order manager with delivery man.  
-Delivery man with client.

-Client with application.  
-Manager of inventory and orders with the application.

## OBJECTS

- General impressions (Which tools are involved? How?)
- Inventory of key objects
- Elements, features, notes

-Application and digitization.  
-Distribution and inventory center.

-Means of transport (motorcycles).  
-Marketing: stickers on transport and orders, magnets and advertisements on digital platforms.

## USERS

- General impressions (Who is present? Role, responsibilities)
- Scene of user in context
- Elements, features, notes

-Director: in charge of directing the rest of the members, marketing and in charge of obtaining the inventory.

-Partner: in charge of marketing and development of the application.  
-Store Manager: handles inventory and orders.

-Distributors: they are in charge of distributing orders and, in case of low demand, distributing flyers on the street.

## HOW?

take notes,  
sketches  
pictures

collect things

## AFFINITY DIAGRAM

While you share back your learnings with your team, identify recurring topics and themes by grouping together quotes and evidences.

"My friends didn't usually use it to buy good wine but to get some other alcoholic drinks"

Ignacio

"It is an alternative for young people to obtain alcohol later than 10 p.m. "

Germán

Selling  
other  
alcoholic  
drinks

"La filosofía de la empresa es dar a conocer el mundo del vino al mayor número de personas posibles".

Javier

### Team conclusion:

On the one hand, we have observed that the company could make a profit from the sale of different alcohols, but on the other hand, as the company's philosophy does not fit with this, the solution would be to encourage adults to go digital and young people to enter the world of wine.

# THE MOST INTERESTING FINDINGS FROM THE RESEARCH

-Marketing at the time of deliveries with uniforms, motorcycles, helmets in dealerships and on the other hand delivery of stickers and magnets in orders.

-Need for an offer or discount on a first use of the application to attract the attention of potential customers to use the application for the first time.

-Better development of the application to attract the attention of customers on their first use and encourage them to become regular customers.

-Distribution of flyers and brochures by the distributors in case of low demand.

# PERSONAS

Now that you have a much more clear picture of your users it is time to synthesize your learnings in personas.

Remember: a personas represent a group of people with similar habits and behaviours, even if from their ID cards they look like they have nothing to share.

Start from the 2 most relevant stakeholders you have identified, and later make sure you have a persona for each most relevant need you identified.

As for the interview cards, feel free to add details to the structure that are relevant for you.

## IGNACIO the young consumer

Ignacio represents a group of "personas" that are aged between 18 up to 23 years old, usually university students

He loves spending time with his friends during all week, mostly on the weekends. He likes wine, but also other alcoholic drinks such as beers, cocktails...

He dislikes the fact that in Spain, after 10pm it is not possible to buy any alcoholic drinks if it is not in a bar or restaurant. Which is kind of frustrating since in Spain, 10 pm is a really good time to go out to a friend's house and grab a beer after studying all day for example

His desire is that FastWine enlarges his products in order to use this service not only for wine but to try also different kind of beers and cocktails after 10 pm

He doesn't usually drink wine. "Wine is for older people", he says. I don't have the money or passion to buy a bottle of good wine.

Another important fact for him is the money. Being a university student, sometimes it can be difficult to administrate the pocket money.

What frustrates Ignacio is wasting his time. So he uses FastWine not only when is after 10pm but also when being in a party with friends, and they run out of drinks.

"I don't use FastWine to buy wine, I am not used to drink it"

### NEED

- ENLARGING THE PRODUCT TYPES IN THE APP
- BUY A BOTTLE OF WINE FOR AN ECONOMIC PRICE
- AWAKENING PASSION FOR GOOD WINE AND HOW TO ENJOY IT
- NEED: DISCOUNT TO GETTING TO KNOW THE APP AND TO ENCOURAGE THE AVERAGE CONSUMPTION OF WINE IN YOUNG PEOPLE



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## The wine-lover



This group of "personas" represent a more aged group of people, that are already working. We could range them from 26 years and older.

### LIKES:

As his name says, he likes enjoying a glass of good wine whether is alone or in the company of some friends with the same pleasures

He **dislikes** running out of wine at home and not being able to buy them in a supermarket or a wine factory due to the lack of time. These places are usually closed once he finishes working so FaastWine is a good solution to this problem.

### His/her aim or desire

He would like to know how to use the app or that there is a phone number to make their orders.

How does he/she relate with the challenge?

Which are his/her habits regarding it?

This group of personas are not used to order food or drinks online. Using delivery apps, for them, can seem complicated, or don't even know they exist. They would go once every two or three months to buy bottles of wine in big quantities.

For him it is really

important:

-Time: people who work for long hours, don't like to lose their time, or sometimes are not able to find it.

-Quality of the wine: as Wine-lovers, they would usually buy good wine.

"I don't use delivery apps, I prefer to go and see the products by myself"

## NEED

-DIGITALIZE AND LEARN HOW TO USE THE APP

HAVING A PHONE TO CALL AND MAKING ORDERS

-BUYING HIGH QUALITY WINE

# OPPORTUNITY IDENTIFICATION

## EVIDENCES

*This section should contains all the evidences which can prove that:*

- the field is relevant*
- your problem and opportunity are solid and real.*

### Quotes

"I always tell Javier that the solution is to improve the app!"

### Fact:

Many downloads but the number of users is much smaller.

### Need:

Profitability and expandability

### Trend:

The application is being improved to increase the ratio of users/downloads.

### Performance:

The value of the users/downloads ratio

## PROBLEM

*Which is the problem / need to address?*

*Who is interested in solving it?*

*Why?*

*The low number of users.*

*The company needs to solve this problem in order to increase profits.*

## OPPORTUNITIES

*What can be achieved if this problem/ need is satisfied?*

*Who will benefit from it?*

Making an offer for new users when they make their first purchase.

Both the users benefit, since they save some money, as well as the company, since they gain the loyalty of many of them.

# OPPORTUNITY IDENTIFICATION

## EVIDENCES

*This section should contains all the evidences which can prove that:*

- the field is relevant*
- your problem and opportunity are solid and real.*

### Quotes

"I don't use delivery apps, I prefer to go and see the products by myself"

### Fact:

The adult sector is not accustomed to using this method of purchase.

### Need:

Digitalize and learn how to use the app

### Trend:

The use of different methods to reach users in this sector, such as improving the application to make it more intuitive to use.

### Performance:

#### Wine demand

Number of users in a specific age range

## PROBLEM

*Which is the problem / need to address?*

*Who is interested in solving it?*

*Why?*

*The age range that consumes this type of beverage is larger than that which normally uses this purchasing system.*

## OPPORTUNITIES

*What can be achieved if this problem/ need is satisfied?*

*Who will benefit from it?*

*With an investment in marketing, and taking advantage of the improvement of the app, it is possible to reach a larger number of people in this age range and thus achieve a greater demand for wine.*

Another option is to introduce another purchasing system, based on a phone number and place the order.

# OPPORTUNITY IDENTIFICATION

## EVIDENCES

*This section should contains all the evidences which can prove that:*

- the field is relevant*
- your problem and opportunity are solid and real.*

### Quotes

"The application was recommended to me but when I went to order it did not deliver to my area."

### Fact:

Since we only have one location, we can only cover certain areas of the city, so the delivery area is limited.

### Need:

Increased number of locations to cover more delivery areas

### Trend:

Business expansion

### Performance:

Number of premises

## PROBLEM

*Which is the problem / need to address?*

*Who is interested in solving it?*

*Why?*

*The main problem is the size of the business and the lack of capital. There is only one location and a very limited number of workers. The physical assets are also very limited.*

## OPPORTUNITIES

*What can be achieved if this problem/ need is satisfied?*

*Who will benefit from it?*

*From investment, demand, human capital and physical assets would increase. From microcredit investment, expansion could be carried out by increasing the number of premises, the number of workers (deliverymen) and physical assets such as the number of motorcycles.*

# MILESTONE PRESENTATION

Each slide has the title in your presentation. Include your slides and your graphics here in the following space.



## FESTIVE



How does Festive help you make your business more successful?

### CHALLENGE

How can we help you make your business more successful?





## CONTENT





## EPC

Key Performance Indicators

How can we help you make your business more successful?

What are your current business goals?

### 1. Marketing objectives

How can we help you make your business more successful?

### 2. Marketing strategy

How can we help you make your business more successful?

### 3. Results

How can we help you make your business more successful?

### 4. Results - your strategy

How can we help you make your business more successful?



## INTERVIEW



Agenda: How can we help you make your business more successful?

How can we help you make your business more successful?

How can we help you make your business more successful?

## PERSONS CHARACTERISTICS



### PERSONS CHARACTERISTICS

How can we help you make your business more successful?



### PERSONS CHARACTERISTICS

How can we help you make your business more successful?

## PERSONS HITS



### PERSONS HITS

How can we help you make your business more successful?



### PERSONS HITS

How can we help you make your business more successful?



## EPC

### Business

### Business

### Business



### EPC 1

### Business

How can we help you make your business more successful?

### Business

How can we help you make your business more successful?

### EPC 2

### Business

How can we help you make your business more successful?

### Business

How can we help you make your business more successful?

### EPC 3

### Business

How can we help you make your business more successful?

### Business

How can we help you make your business more successful?

### EPC 4

### EPC 5

### EPC 6

# DESIGN PRINCIPLES

Create a new board for every design principle you come up with.



REPRESENTATIVE IMAGE

## DESIGN PRINCIPLE n. 1

### Self-efficacy

The elderly feel that they  
bother when they  
repeatedly ask for help.

### Evidences

Quotes, observations...

# DESIGN PRINCIPLES

Create a new board for every design principle you come up with.



## DESIGN PRINCIPLE n. 2

### Focus on what you can control

For older people,  
technology is a challenge.  
They prefer traditional  
means which they already  
know and can control  
alone.

### Evidences

Nowadays, with the  
revolution of technology,  
it is quite evident how  
elderly people often  
struggle to keep up.

It is also know that it is  
really difficult for them  
to learn and adapt and can  
easily get frustrated and  
give up.

# DESIGN PRINCIPLES

Create a new board for every design principle you come up with.



## DESIGN PRINCIPLE n. 3

### Together we are more

Eldewry people use  
external help in their  
daily lives.  
What about joinning  
together? Union is  
strength

### Evidences

Quotes, observations...



# DESIGN PRINCIPLES

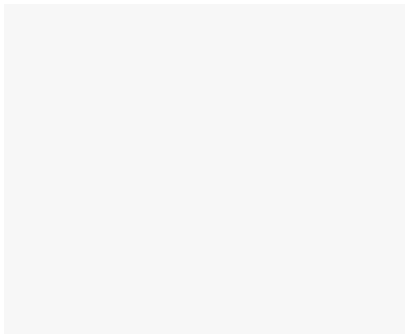
Create a new board for every design principle you come up with.



REPRESENTATIVE IMAGE

## DESIGN PRINCIPLE n. X

### Live day by day



### Evidences

Quotes, observations...

# HOW MIGHT WE...?

Write here your "How might we question...?" to explore a need.  
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Develop an HMW question for each personas/need you want to validate.

How might we help **Carla the intern** who **wants to socialize while having coffee** in **avoiding to spend her coffee break in the line in front of the coffee machine?**

How might we help **old people (big part of our consumers)**  
that **they do not handle technology well**  
to **know the existance our service**  
?

TIP: Write many variations of your HMW, in order to decide the one that better embrace your user's need and stimulates you the most.

# BRAINSTORMING

## HOW TO GENERATE BUSINESS HYPOTHESIS IN 4 STEPS:

- 1- Set a timer and allow 5 minutes of individual ideation.
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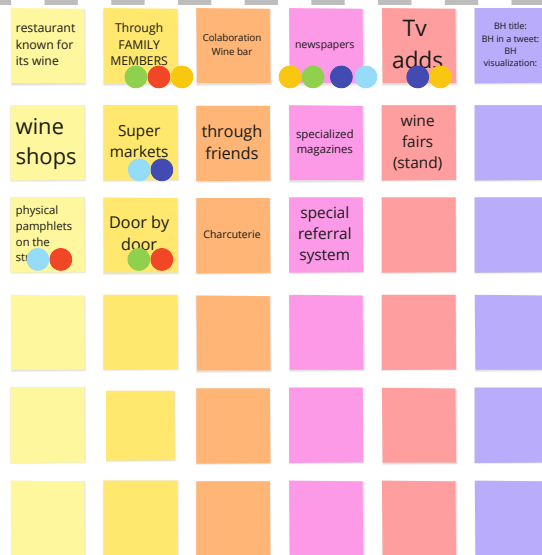
## 4- Cluster similar business hypothesis.

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4. Build on the ideas of others
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\*USE THE "PEN"  
TOOL OR MAKE A  
QUICK SKETCH BY  
HAND, AND TAKE A  
PICTURE OF IT

HOW MIGHT WE HELP OLD PEOPLE (BIG PART OF OUR CONSUMERS) THAT THEY DO NOT HANDLE TECHNOLOGY WELL TO KNOW THE EXISTANCE OUR SERVICE?



# SELECT BUSINESS HYPOTHESIS

Select the best 2 business hypothesis for each HMW question.

Use dot voting:

Every member has 3 dots to locate on his/her favourite BH.

REMEMBER: Your aim is to select the ideas that could help you to investigate a specific need and learn about it, NOT SOLUTIONS!



- Once you have selected the best 2 business hypothesis make sure you explain them clearly below here:
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- Define how to pretotype the BH

## Through FAMILY MEMBERS

Notes about the business hypothesis  
Reach out the oldest consumers with  
the word of mouth

How do we pretotype it?

We thought about doing a test with a  
few young people that tell about  
this services to their parentes and  
grandparents and see if they would  
use it

## newspaper

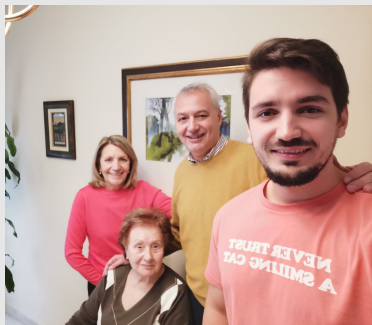
Notes about the business hypothesis  
A common traditional way of  
marketing for the oldest consumers  
is rea

How do we pretotype it?

We thought about amking an  
announcement that could be published  
in any newspaper, whether it is  
online or on paper

# BUSINESS HYPOTHESIS PRETOTYPE AND TEST

## THROUGH FAMILY MEMBERS



### USER AND NEEDS

For the oldest consumers in order to know the existence of this service

### ASSUMPTION: WHAT DO YOU EXPECT?

This service will be known and used by the oldest clients

### TESTED ON WHOM? HOW?

Do a test with a few young people who tell about this service to their oldest members of the family

### WHAT WORKED +

Old costumers know the service

young people can explain how to use the app

### WHAT DIDN'T -

Low application usage

Difficulty in selling the service

### NEW QUESTIONS ?

How can we get them to use the service?

How can we reach more people?

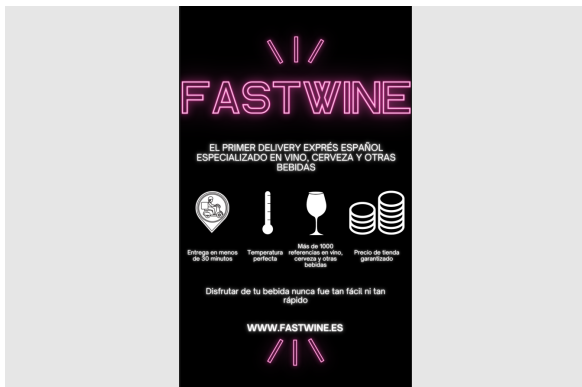
### NEW IDEAS !

Colaboration with wine bar

Using flyers

# BUSINESS HYPOTHESIS PRETOTYPE AND TEST

## NEWSPAPER



### USER AND NEEDS

For the oldest consumers in order to know the existence of this service

### ASSUMPTION: WHAT DO YOU EXPECT?

This service will be known and used by the oldest clients

### TESTED ON WHOM? HOW?

Make an announcement that will be published in a newspaper to reach old clients.

### WHAT WORKED +

Old costumers know the service

some people made an order

### WHAT DIDN'T -

The majority of the old costumers don't use the app

some people prefer to go to a bar to have a glass of wine

### NEW QUESTIONS ?

how to make the service better known?

how to get older consumers to use this service frequently?

### NEW IDEAS !

Wine tasting

SMS or call number

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How might we help old people (big part  
of our consumers)  
that they do not handle technology  
well  
to Get in touch with us and order our  
products ?

TIP: Write many variations of your HMW, in order to decide the one that better embrace your user's need and stimulates you the most.

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Select the best 2 business hypothesis for each HMW question.

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SMS

Notes about the business hypothesis  
Taking into account that a lot of old consumers struggle with tecnology, we took the idea from an existing company of pizzas by ordering throught a sms

How do we pretotype it?  
Making up a conversation where the consumer orders a wine inmediately the company gets in touch with the consumer by a callto get his location and exact order

Weekly  
email

Notes about the business hypothesis  
In order to get in touch with the clients, a good idea is a weekly email, reminding the existance of the service and our products

How do we pretotype it?  
Creating an example of an email with links to the app or the web where it is possible to make a direct order

# BUSINESS HYPOTHESIS PRETOTYPE AND TEST

## SMS



### USER AND NEEDS

*There is a need to make an easier way of selling the wine to the older people*

### ASSUMPTION: WHAT DO YOU EXPECT?

*We expect to make it easier for elderly people to order by delivery in order to increase the sales and benefits.*

### TESTED ON WHOM? HOW?

*It is tested in older people in order to prove if this way of ordering is easy for people who are not used to order through a digital way.*

### WHAT WORKED +

It worked for many older people

Fast service

### WHAT DIDN'T -

Some people didn't want to spend money on SMS

Moments of collapse in a 30 min test range

### NEW QUESTIONS ?

Other methods of message

It would be easy to handle many orders?

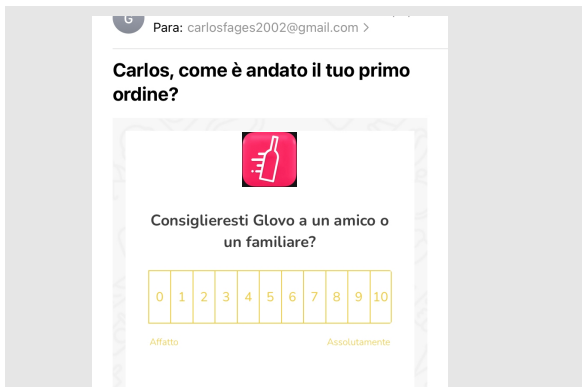
### NEW IDEAS !

Automatic response messages

Do it through whatsapp

# BUSINESS HYPOTHESIS PRETOTYPE AND TEST

## WEEKLY EMAIL



### USER AND NEEDS

There is a need to create an easy way of access to this service for older people.

### ASSUMPTION: WHAT DO YOU EXPECT?

*To attract people to use this service more.*

### TESTED ON WHOM? HOW?

When yo order the first time it would be asked if the client would want to have more information about the service via gmail.

### WHAT WORKED +

It encouraged people to use more the service

People were more connected with the company

### WHAT DIDN'T -

People didn't want to recibe gmails from us

Some people confused our informative gmails with spam

### NEW QUESTIONS ?

Is the best way of encouraging people to continue using this service?

People like to recibe gmails from companies?

### NEW IDEAS !

Send coupons to the loyal clients

Mantein contact with clients throught messages for example

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TO KNOW OUR PRODUCT AND TEST IT?



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- Define how to pretotype the BH

collaboration  
with wine  
bar

Notes about the business hypothesis "Together we are more", joining wineries is a win a win. a excellent way to promote both, the service of fastwine and the winerie

How do we pretotype it?  
Offering as a christmas present an event on a winerie, where people can get to know and try different wines and it is sponsored by Fastwine

Flyer with  
available  
products

Notes about the business hypothesis Flyers is an existing marketing way of promoting this service, but we thought that offering it door by door with the catalogue of different wines instead of giving it as advertising, is a good idea to facilitate the older consumers what to order.

How do we pretotype it?  
We thought about making a prototype of the flyer with the wine catalogue with pictures of the different wines

# BUSINESS HYPOTHESIS PRETOTYPE AND TEST

## COLLABORATION WITH WINERIE



FAST WINE - BODEGAS RAMÓN BILBAO  
PRESENT

# WINE: EVENT OF WINE TRIAL



CHRISTMAS GIFT AS A COMPANY

Don't know what to offer as a Christmas Gift to your employees?

Come and try the different wines and enjoy with your working colleagues

Bodegas Ramón Bilbao in collaboration with FastWine App

### USER AND NEEDS

This BH is aimed to promote both this service and a winerie. In order for consumers to get know the different products available in this service and test them in order to rely on this company

### ASSUMPTION: WHAT DO YOU EXPECT?

*Increase the interest on the different types on wine and it's frequent consumption.*

### TESTED ON WHOM? HOW?

We proposed this idea to a company to offer this event as a Christmas present.

### WHAT WORKED +

Fastwine already has a collaboration with Ramon Bilbao, a famous spanish winerie

It is an event that can hold costumers of different ages from interns to CEOs

### WHAT DIDN'T -

During the Christmas time is really difficult to schedule a date for all the workers to be available at the same time

they winerie would only offer their selection of wine and fast wine has a lot of variety

### NEW QUESTIONS ?

Could Fastwine locals be used for an event like this?

### NEW IDEAS !

Event for each worker to **attend with their family or some friends.** that way we approach more people

Instead of offering this event, it would be a good idea to give a **christmas basket** with different products promoted by FastWine as a way of maling

# BUSINESS HYPOTHESIS PRETOTYPE AND TEST

## FLYER WITH AVAILABLE PRODUCTS



### USER AND NEEDS

This BH is for consumers to get know the different products available in this service.

### ASSUMPTION: WHAT DO YOU EXPECT?

We expect that people get to know different types of wine available and awake their interest in ordering them.

### TESTED ON WHOM? HOW?

We sent the flyer we proposed to different parents and asked them if they would use it as a "menu" to facilitate their order through the app or other new ways that could be available in the future.

### WHAT WORKED +

Easy to send to parents and close friends

Easy to find the catalogue in the app or web to do the flyer

### NEW QUESTIONS ?

What if the prices change?

Is it better to print it instead of sending it?

### WHAT DIDN'T -

Our prototype has been done only with some of the hundreds of wine that are available. Maybe is difficult to fit all of them in a good looking flyer

The initial idea was having pictures of the bottles in the flyer so that an old person could easily identify his favourite wine but that didn't fit

### NEW IDEAS !

Print it so that it can be hanging in the fridge of each home and that way it reminds the existence of our service each day

Handing the flyer door by door to the nearest districts



### SELECT 3 BUSINESS OPPORTUNITIES

According to your test, which business hypothesis have you validated? Which are the 3 most promising ones?

BO 1 -  
SMC/WHATSAPP

Notes about the business supporting this

- Send a message
- Automatic response
- Easy to use

[illegible]

BO 2 -  
EMAIL

Notes about the business opportunity:

- User sends an email to make the order
- An automatic answer comes in with the catalogue attached
- To make the order the user only has to answer on the same email filling in the necessary data:
  1. Name
  2. Surname
  3. Phone number
  4. Payment method
  5. Product type
  6. Quantity



This is an example of the catalogue that would be attached to the email, where each product has an assigned number.

We tried to validate this BMD creating a real possible automatic answer, and tested it's usability with different people.

PASTE HERE ONE OF  
THE THREE MOST  
PROMISING AND  
VALIDATED BUSINESS  
OPPORTUNITIES

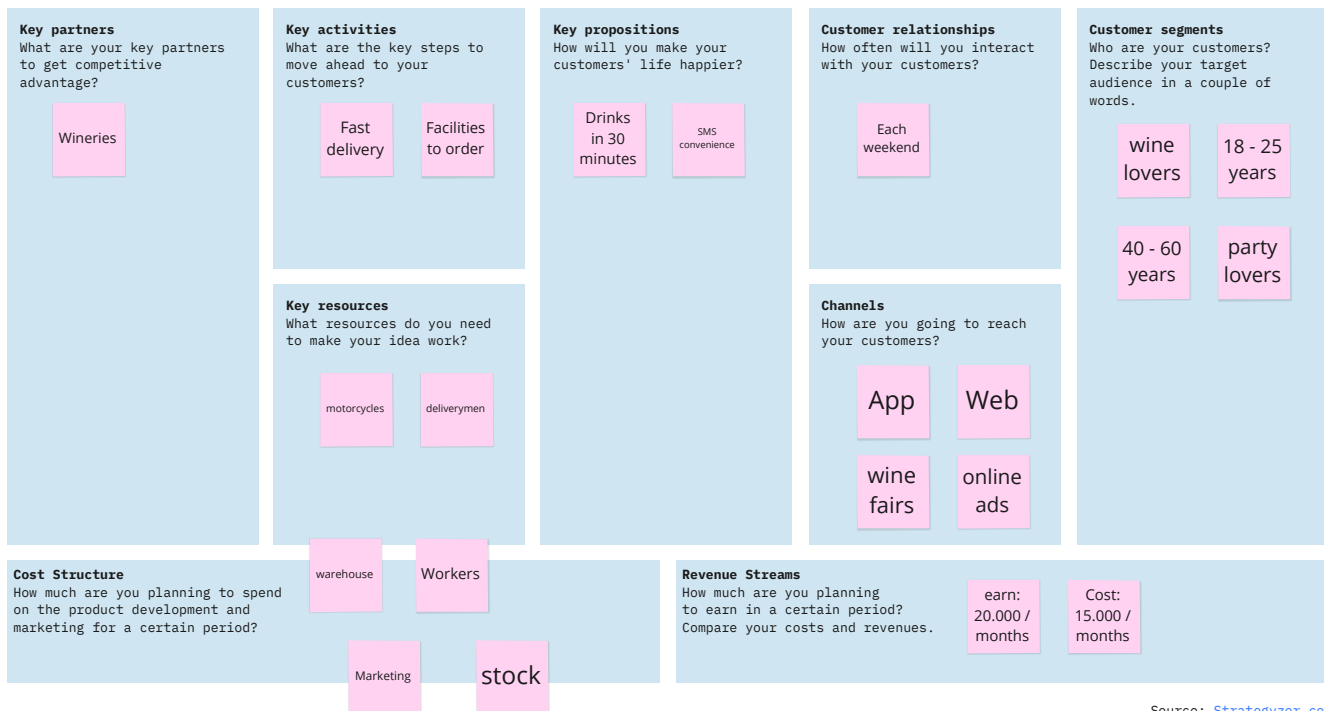
803-  
INTERFERENCE

Notes about the business associated by:

Another proposed solution was creating an even more intuitive interface of the actual application, so that it is more accessible to older people.

# BUSINESS OPPORTUNITY AND VALUE PROPOSITION

## The Business Model Canvas



# SHARE THE BUSINESS OPPORTUNITIES WITH THE COMPANY

Use this board to take notes about the company's feedback on the 3 most promising business opportunities.

Your aim is to define with the which one of the three bring forward, and review together the business model you imagined around it.

Which BO does the company want to bring forward?

BO 1

What should be improved?

difficulty in viewing the catalog

improvement in the choice of the product

send an authentic message with the link of the catalog

email: slow method

Other notes

enter the catalog on the web site

# BUSINESS OPPORTUNITY AND VALUE PROPOSITION

Update your BMC according to the company's feedback.

## The Business Model Canvas

### Key partners

What are your key partners to get competitive advantage?

wineries

prone company

colab with wine bars

### Key activities

What are the key steps to move ahead to your customers?

Fast delivery

Facilities to order

### Key resources

What resources do you need to make your idea work?

motorcycles (deliverymen)

dealers

operators

### Key propositions

How will you make your customers' life happier?

Drinks in 30 minutes

Make a delivery without the need of download any app

SMS convenience

### Customer relationships

How often will you interact with your customers?

depending on the customer segment. More or less once twice a week

### Channels

How are you going to reach your customers?

App

Web

Flyers

wine fairs

online ads

### Customer segments

Who are your customers? Describe your target audience in a couple of words.

wine lovers

party lovers

27 - 40 years

40 - 60 years

### Cost Structure

How much are you planning to spend on the product development and marketing for a certain period?

warehouse

Workers

Marketing

stock

### Revenue Streams

How much are you planning to earn in a certain period? Compare your costs and revenues.

earn: 20.000 / months

Cost: 15.000 / months

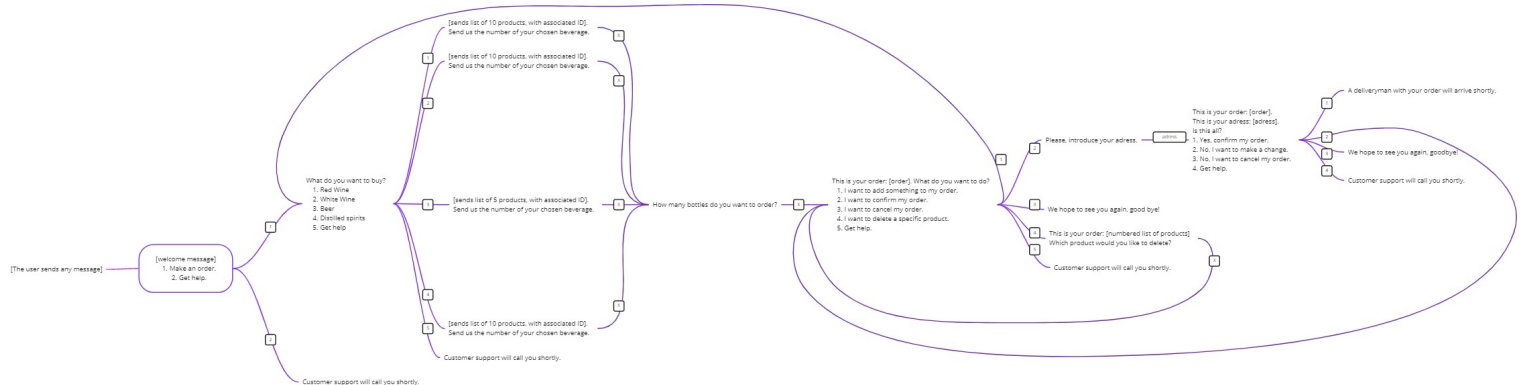
# SOLUTION VISION

## VISION / GOALS OF THE COMPANY

From the market study of this service, we came to the conclusion that there was a segment of customers who did not have access to this service. At the same time, it should be noted that this segment is one of the most important for the growth of the company.

Therefore, the main objectives of the proposal are both to **FACILITATE ORDERING** for people who do not have the application, as well as to **REACH** a larger number of **CUSTOMERS**.

This proposal is based on a new ordering system using **SMS MESSAGES**.



# CRITICAL FUNCTION

**Which is the most critical function worth testing?**

## Flowchart testing

We want to check if the conversation between consumer and bot is the right one.

**How can you test the critical function?**

**Checking the number of times the call with the operator is necessary**

**What did you learn through the test?**

WHAT WORKED +

are the possible misunderstandings in the flow well foreseen

there have been a few times when they have had to resort to the help button

WHAT DIDN'T -

a bit of difficulty in displaying our product catalogue

too many messages for a sms

NEW QUESTIONS ?

How can we implement the catalog in a clearer way?

How to improve the conversation?

NEW IDEAS !

provide a link to the catalog

Whatsapp

# MEASURING THE IMPACT - KPI

Quantify the impact of your solution: which KPI should you adopt?

**What should you measure?**

**The efficiency of the implemented system**

**How can you measure, make an estimation of the value you bring?**

**The number of times this system has been used compared to the total number of orders.**

## SMS-Whatsapp SYSTEM

ITEM	This KPI is necessary to check if this solution has a significant impact on the number of orders.
Indicator	Number of deliveries through SMS
Metrics	Number of deliveries through SMS / total deliveries
Unit of Measure	% of orders
Type of Value	numeric

## Repeat customer

ITEM	This KPI is necessary to check if this solution is accepted in the marketplace
Indicator	Number of repeat costumers
Metrics	Number of repeat costumers / total costumers
Unit of Measure	% of repeat costumers
Type of Value	numeric

## Average cost SMS order

ITEM	This KPI evaluates how important an average order is in terms of the system used
Indicator	Average cost of an SMS order
Metrics	Avg cost of an SMS order / Avg cost of an app order
Unit of Measure	percentage
Type of Value	numeric

## ECONOMIC EVALUATION

## Cost estimation

Computer engineer (bot development)	15€/h * 6 h = 90 €
Bot tech support employee	8€/h * 8 h/day = 64€/day
Smart device to host the bot	200€
Interface designer for the messaging process	10€*6h=60€
Corporate phone contract	80€/day
Cost associated to the loss of revenue due to bot failure	
NON FINANCIAL COST: Tech support employee workspace	

[illegible]

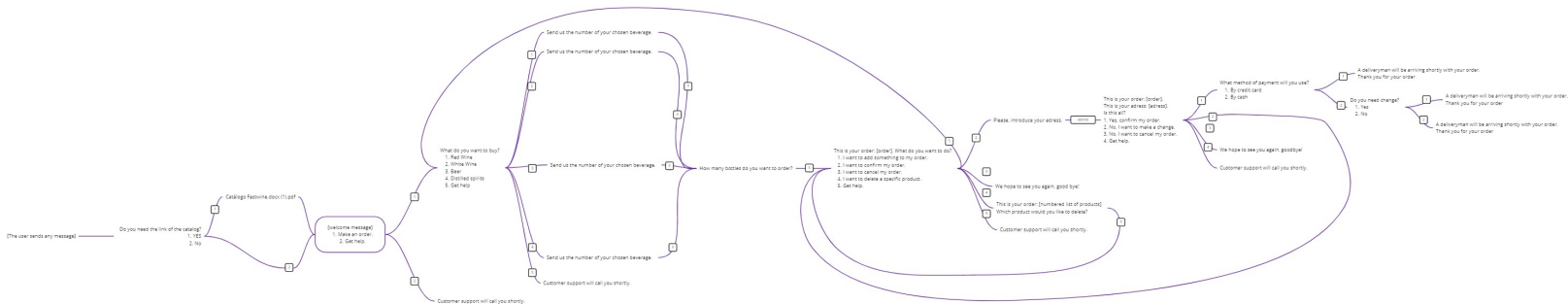


## THE FIRST STEP

The purpose of this solution is to achieve a greater number of orders to obtain greater benefits, and to provide people who are not used to using these applications with a method to be able to opt for this service.

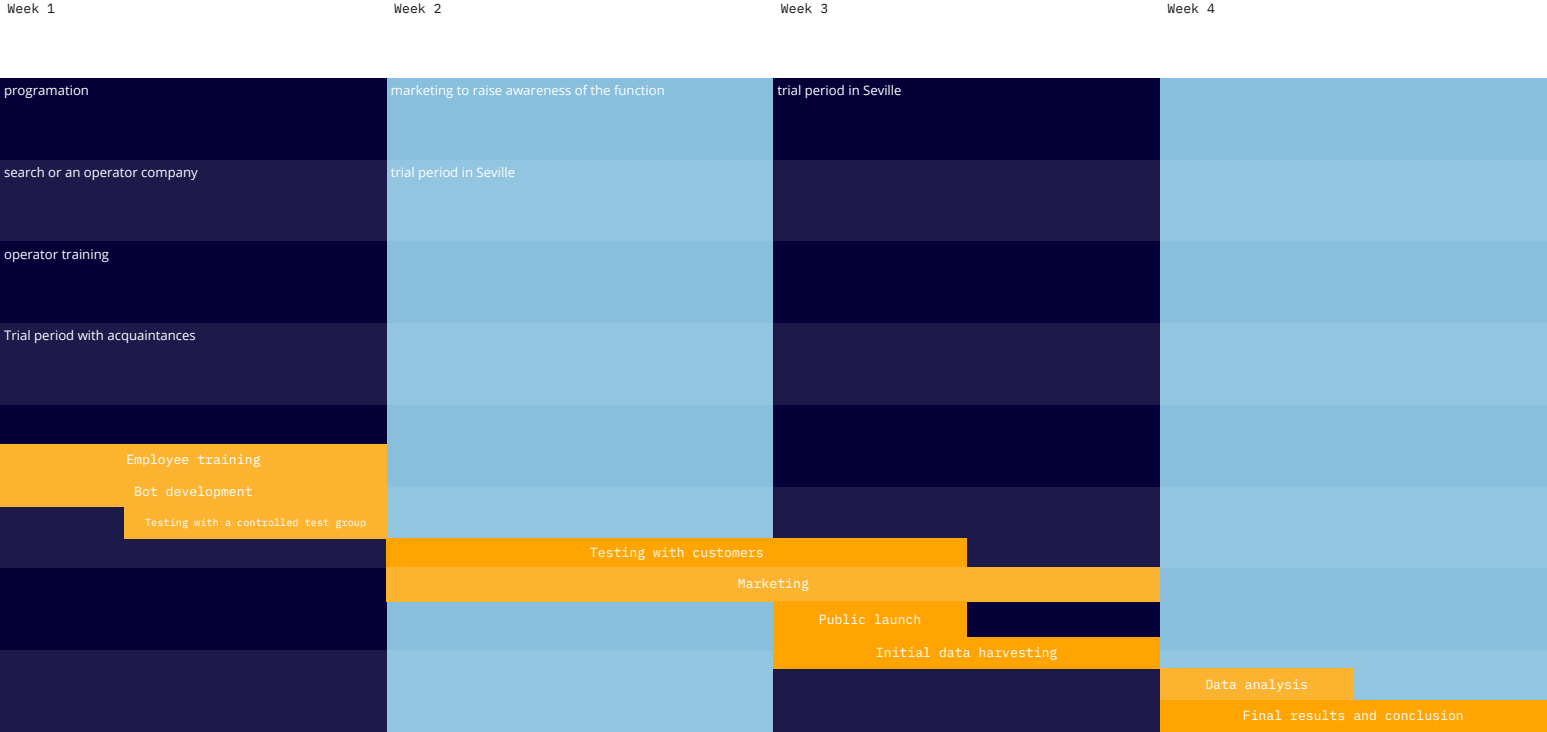
The first step is to programme the diverse automatic messages both in SMS and Whatsapp in order to be able to use this ordering method and check its effectiveness.

The design of these messages has been carried out so that the company can take the first step and programme them.



# ROADMAP

Describe which are the various steps that the company has to do in order to move towards the solution.



# MILESTONE PRESENTATION STORYBOARD

The final presentation should take you 20 minutes maximum to display it. Feel free to organize the contents as you wish, according to the storytelling you want to build, but make sure your presentation involves the following contents, and anything else that is relevant to demonstrate how consistent and valuable your idea is.

[https://docs.google.com/document/d/1iloJhYL2I5XprvNrjn9f-qF4Lt1CGW2\\_s5TkRCLf\\_Mk/edit?usp=sharing](https://docs.google.com/document/d/1iloJhYL2I5XprvNrjn9f-qF4Lt1CGW2_s5TkRCLf_Mk/edit?usp=sharing)

## Challenge

Implement of business change plan through micro-credit in order to improve FASTWINE

## Business Opportunity

implement SMS ordering to make it easier for seniors

## Design Principles

The elderly feel like they're bothering when they repeatedly ask for help.

Elderly people use external help in their daily lives. What about joining together?

For older people, technology is a challenge. They prefer traditional means which they already know and can control alone.

## SOLUTION

### What is it and how it works

Implement a SMS automatic bot to order

People can order through sms quick and easy

## Cost estimation

Implementation of the solution (programming)

New employees

Increased benefits

New customers

## KPI

What should you measure?

The efficiency of the implemented system

How can you measure, make an estimation of the value you bring?

The number of times this system has been used compared to the total number of orders

## First step

Programme the diverse automatic messages both in SMS and Whatsapp in order to be able to use this ordering method and check its effectiveness

The design of these messages has been carried out so that the company can take the first step and programme them.

## Roadmap

SMS and Whatsapp Bot development

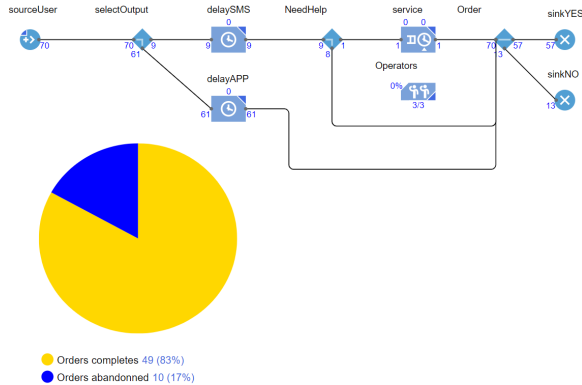
Testing with family and friends

Launch to the public

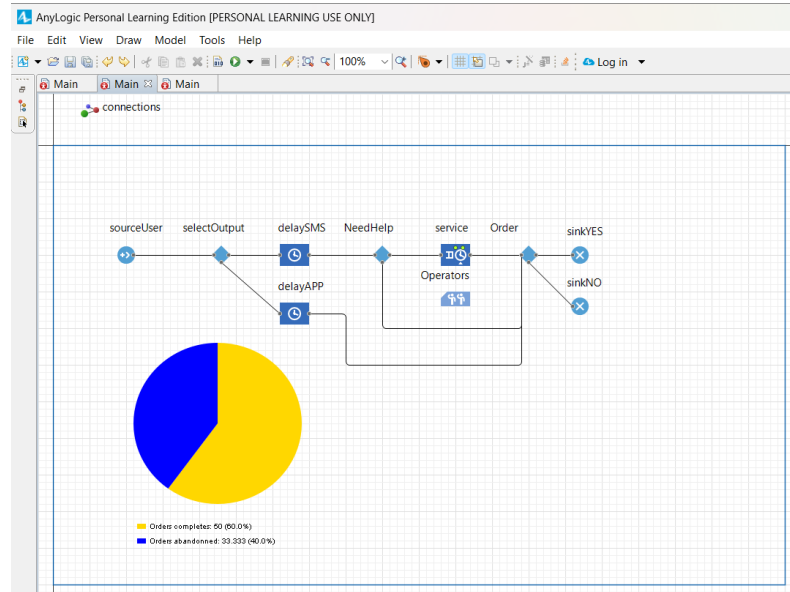
# ANYLOGIC MODEL

Use this space to describe the proposed solution by copy and pasting your Anylogic Model

## SIMULATION



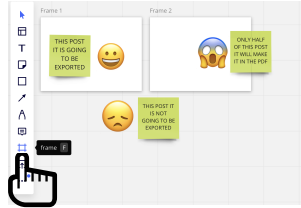
## GRID



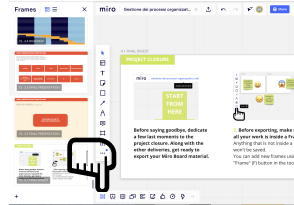
## PROJECT CLOSURE



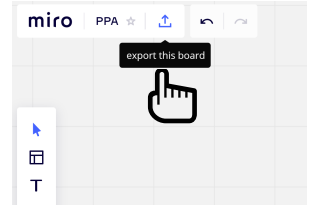
Before saying goodbye, dedicate a few last moments to the project closure. Along with the other deliveries, get ready to export your Miro Board material.



**2. Before exporting, make sure that all your work is inside a Frame.** Anything that is not inside a frame won't be saved. You can add new frames using the "Frame" (F) button in the toolbar.



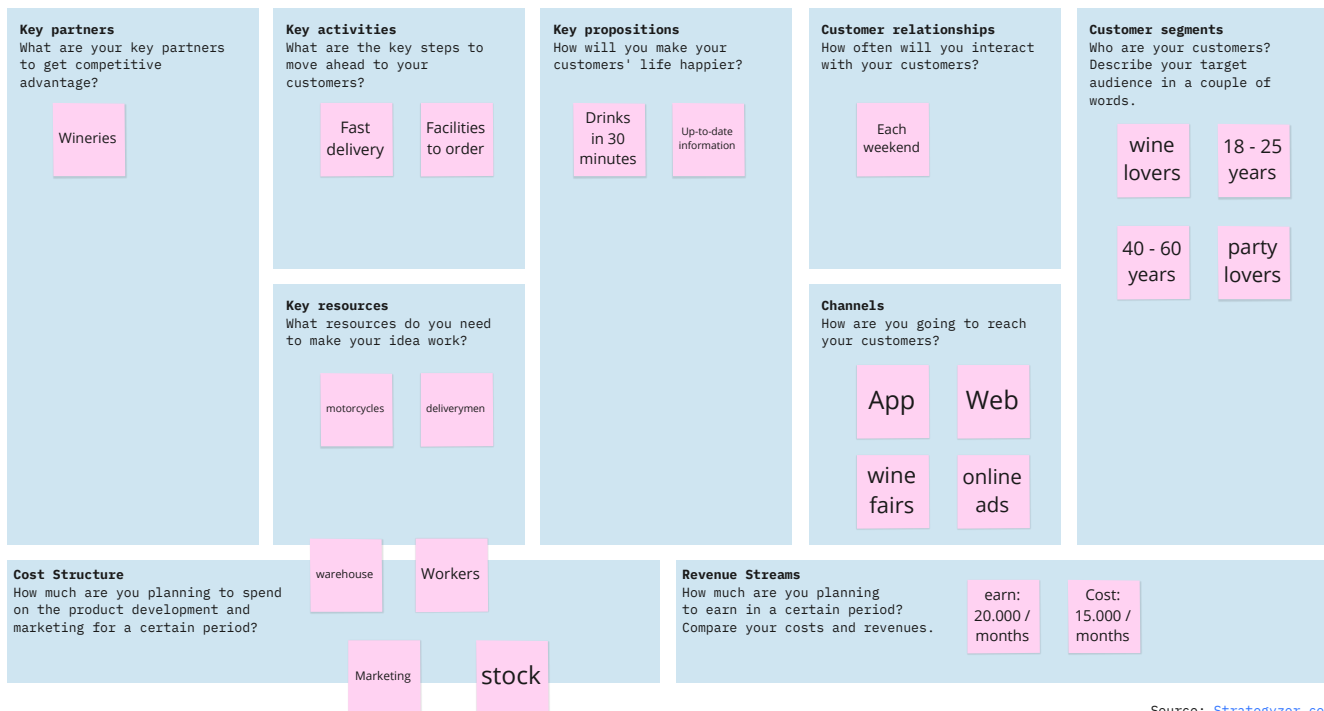
**3. Before exporting, make sure that the frames are in the right order.** You can visualize frames order and move them around from the frame overview. Drag and drop them to change their order.



**4. Now you can finally export your Miro Board as a PDF document, and share it with your professor.**

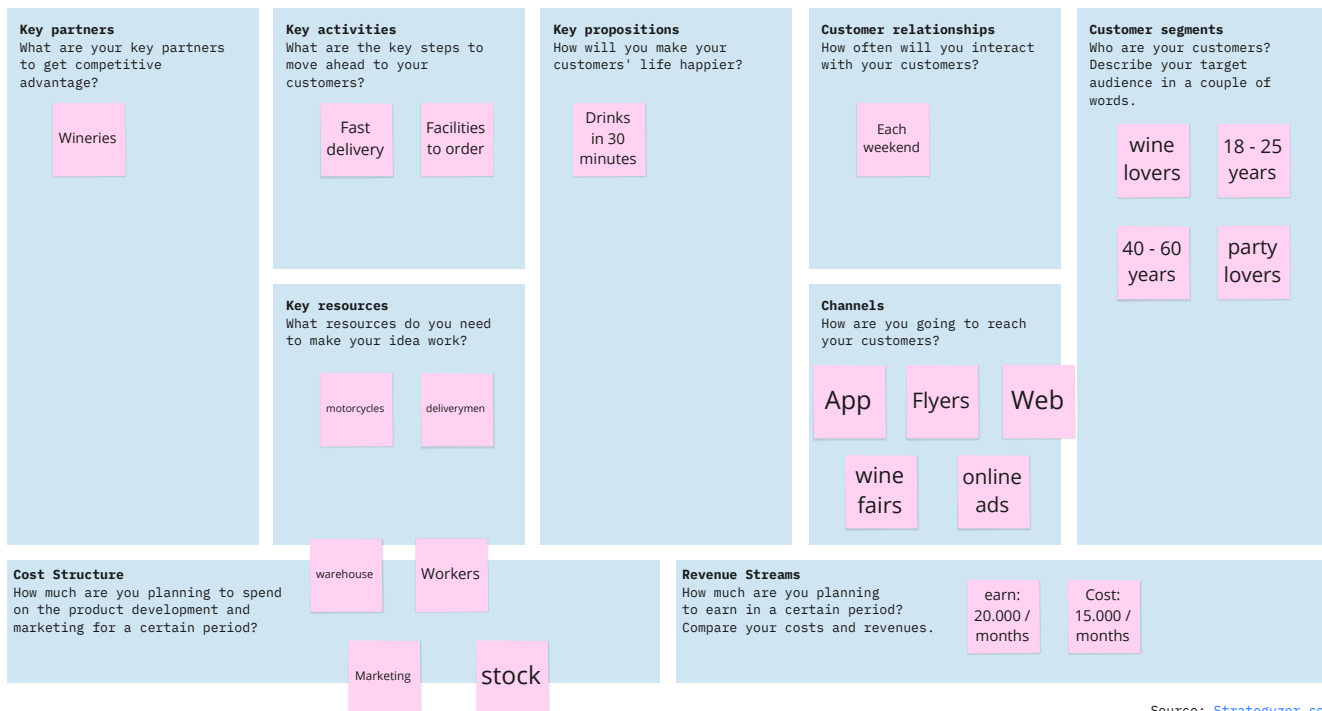
# BUSINESS OPPORTUNITY AND VALUE PROPOSITION

## The Business Model Canvas



# BUSINESS OPPORTUNITY AND VALUE PROPOSITION

## The Business Model Canvas





# FINAL SOLUTION

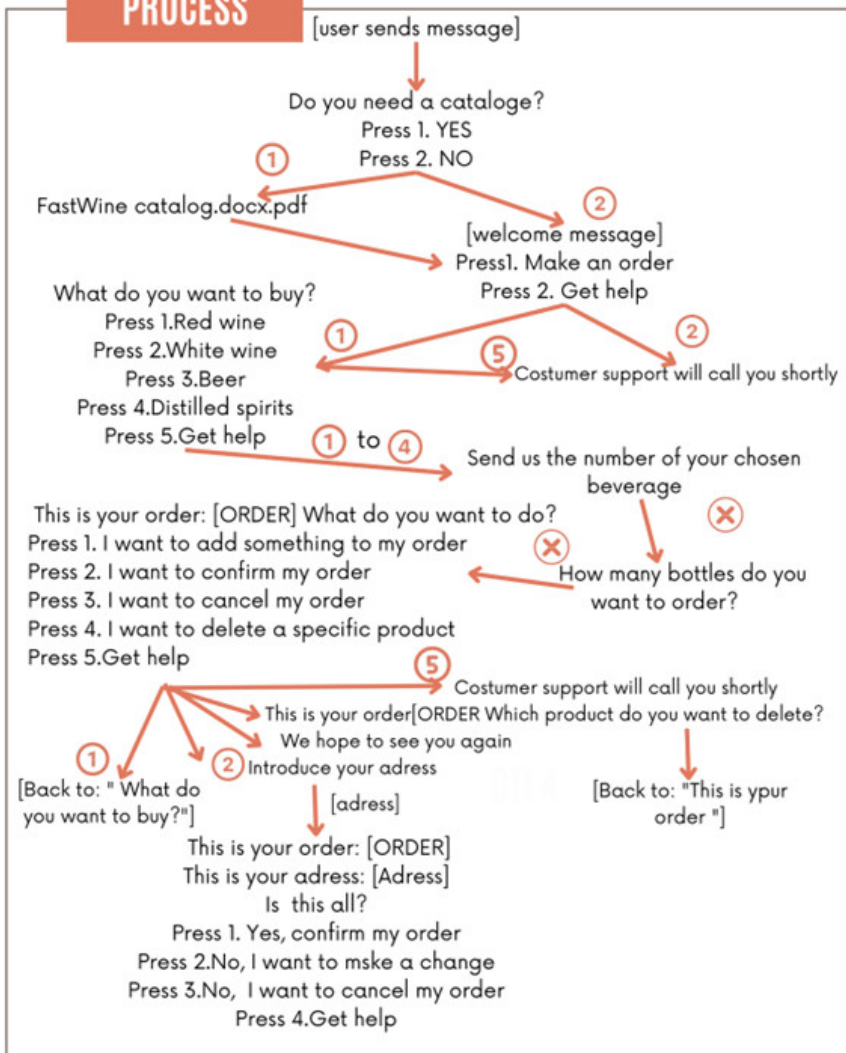


NEW ORDERING METHOD  
SMS / WHATSAPP

## PROPOSAL OBJECTIVES

- FACILITATE ORDERING for people who do not have the application,
- REACH a larger number of CUSTOMERS.

## PROCESS



## CRITICAL FUNCTION

What is the critical function that is worth testing?  
The % of users that requested help



## MEASURING PERFORMANCE-KPI

We chose to measure the performance through the % of people using this method out of the numer total of users







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UNIVERSITY of INFORMATION  
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