



**Gamification and modern digital tools as the main methods of
coffee truck business concept**

Iliya Louhelainen

Haaga-Helia University of Applied Sciences

Haaga-Helia Bachelor's Degree

Product-based

2023

Author(s) Iliya Louhelainen
Degree Bachelor of Hospitality, Tourism and Experience Management
Thesis Title Gamification and modern digital tools as the main methods of coffee truck business concept.
Number of pages and appendix pages 50 + 9
<p>Abstract</p> <p>There is an array of existing coffee shops and cafes that operate both worldwide and locally. Different cafes have own unique concepts, offers and products. The topic of the report will be the new coffee shop concept that is being designed by me and my fellow business partners. The main purpose of the concept is to make coffee drinking as accessible as possible citywide. The aim of the concept is to design the experience of being able to enjoy the most wanted coffee drinks from any part of the city, being able to track the closest coffee shop spot from the app, which will contain several other features that will cover many other elements that yet to be discussed further in the report.</p> <p>As the part of the report, the purpose of the research is to analyze the concept from different aspects and angles, along with local competitors. The research will include the analysis of market and the industry in general, along with weaknesses and strengths which will later be discussed in depth in the report. Also, as the report will be product-oriented, the objective of the report is to map out a new service design, and to research and select the elements to be applied in designing new customer service experience by using new methods and tools of coffee service.</p> <p>The research will also cover the aspects of coffee cultures, coffee culture backgrounds and Finland as a coffee-culture as one of the most coffee-drinking countries. Studying coffee backgrounds and companies tightly working in coffee business will allow to understand the market, tools, concepts and methods that have been used in the past until now in coffee service to customers. Also, it is highly important to understand customer experience formation from the theoretical perspective, referring to influential aspects of customer experience and strategies that have been applied in the past for creating memorable experiences of coffee service and in hospitality businesses. Quantitative research has been conducted by prewritten customer-aimed survey. The overall number of answers gathered for the survey is one hundred forty-four in total. The survey included ten questions. The answers allowed to identify the focus elements and the overall consumer behavior in the coffee shop industry.</p> <p>As the report will be product-oriented and aimed for managing business, which would include people management, understanding key elements of supervisory and leadership skills will be one of the key aspects of the research, where organizing skills and people management skills will be researched and analyzed.</p>
Key words Coffee, gamification, customer service, hospitality, concepts, experience.

Table of contents

1	Introduction	1
1.1	Overview of the business concept	2
1.2	Mobile app as a customer service tool.....	3
1.3	Benefits to the hospitality and coffee shop industries	4
2	Coffee history and origins.....	5
2.1	History of coffeehouses	6
2.2	Coffeehouse, café, coffee bar and coffee shop	6
2.3	Coffee history in Finland.....	7
3	Gamification as a term and gamification history.....	9
3.1	How to apply gamification in customer interactions	11
4	Benchmarking	12
4.1	Online Value Proposition (OVP)	13
4.1.1	Dave Chaffey's 6C Model of OVP	14
4.1.2	OVP of the suggested business idea	14
4.2	Unique Selling Proposition (USP).....	15
5	Customer segmentation	17
5.1	Market segmentation Vs Customer segmentation	18
5.2	Customer profile.....	19
5.2.1	Customer journey map.....	20
5.2.2	Customer service blueprint tool.....	21
5.2.3	Buyer persona	23
5.2.4	Buyer persona for the suggested business concept	24
6	Quantitative research	26
7	Customer app features and visuals	37
7.1	Contact and remote customer service	39
7.2	General Data Protection Regulation (GDPR) and its practicalities.....	40
8	Business partners, competitors, and business overview	42
8.1	Potential partners and top competitors	43
8.2	Plan B	45
8.3	Start-up investments and regular costs	45
8.4	Menu	46
9	Conclusion	48
9.1	Main learnings.....	48
9.2	Future plans	50
	References	51

Appendices 54
Appendix 1. Quantitative research survey questions. 54

1 Introduction

As, Finland is one of the most coffee-drinking countries, coffee is a very important part of people living in Finland. According to LUT University blog post “Finnish Coffee Culture”, coffee drinking as an activity and coffee breaks are also a good way of socialization and human interaction, which is why foreigners in Finland, international students are also sharing the coffee drinking habit. Coffee drinking is a part of one’s daily routine in Finland where people can enjoy some coffee drink throughout the day: in the morning, after lunch or even later. Moreover, coffee drinking is also a part of Finnish holidays, events or even when being invited as a guest. (LUT University 12 August 2021.)

Finland is also considered to be one of the strongest coffee cultures and the most coffee drinking countries in the world with an average coffee consumption of three cups a day. One of the main reasons of a high coffee drinking habit are weather conditions. In Finland, coffee drinks are also preferred with local Finnish pastries. Coffee drinking is considered to be a common social activity in Finland. Coffee consumption in Finland came from Sweden and Russia in the 17th century. Coffee was even considered to be a medicine. With the 18th century, coffee consumption went global in Finland. (All Things Nordic 25 October 2021.)

In order to get a clear perspective of coffee drinking culture in Finland, survey as a data collection method has been conducted. The aim of the survey was to understand consumer behavior in coffee shop industry. The survey also covered the aspects that will allow to establish an efficient business strategy.

Gamification has already been used in the past in tourism and hospitality industries. Technologies have also been found effective in increasing experiences of travellers as they provide a number of opportunities and possibilities. (Buhalis 2020.) Gamification as a term itself is game-directed thinking process that increases user’s involvement and problem solving. With a well-planned gamification design, it becomes possible to identify interests and motivations of players, encouraging them to involve friends and regularly come back for the experience. In gamification, it is important to understand customer behavior and emotions to create a long-lasting experience. Gamification can also make the experience predictable, economically beneficial and repetitive. (Zickermann & Cunningham 2011.) Gamification slowly becomes an impactful part of every activity everyone does nowadays, which reflection can be observed in learnings, vacation activities, aspects of managing finances. In other words, gamification is turning into the type of interaction. Gamification is also becoming a part of work and activities that might commonly be considered as “responsible”.

(Zickermann & Cunningham 2011.) As a tool, gamification can also be found as a combination of entertainment and incentivization, where less “fun” activities become more pleasant and involve rewarding experience. It is also possible to create a significant behavior change by adding game element into experience, using the aspect of reward or achievement, which can also be efficient when being public and open for social acknowledgement. Eventually, it might also be possible to make that effect globally influential, in a way that one would affect another, sharing one another’s behavior habits. One of the examples can be DevHub company that has also used actively the gamification elements, such as levels, rewards and challenges. (Zickermann & Cunningham 2011.)

1.1 Overview of the business concept

The concept of the business concept is to make coffee consumption as accessible as possible. The concept involves using coffee trucks that have been specifically designed for coffee drinks sales. According to the concept, coffee trucks will have certain pre-planned routes and stops in certain hours and the necessary data will also be visible in the app. Customer will be able to track all available coffee trucks nearby and see the navigation of each truck, along with the stop location and duration of the stop. The plan is to also focus on main aspects: variety, accessibility, speed and interaction. With a wide variety of coffee drinks, customers will be able to enjoy favorite coffee drinks at the preferred location of convenience. The plan is to also pay a serious attention to accessibility, making coffee consumption as easy and smooth as possible. The most suitable truck-renting companies are still being researched and collected. The idea is to find the most suitable truck for serving customer all seasons and to also ensure the health safety of company employees during each coffee truck operations. The end goal is to launch as many coffee trucks as possible Finland-wide, starting with one truck Helsinki central area. Customer will also be able to order deliveries of coffee drinks, pastries and snacks via app directly to customer’s location.

The business concept also involves a possibility of making pre-orders, demand tracking and GPS location access. Customers will be able to see the demand status at a certain truck and estimate time of the order preparation time. From the app, a customer can see how many orders are incoming and what is the demand volume of each truck and service point. The app will also include customer service chat, where customers can contact service providers to ask any questions customer might have. The app customer service chat will also have an automated chatbot, where the easiest and most common customer questions can be answered by the bot.

The concept is also highly dependent on gamification aspect that will serve as the bridge for interaction with customers. The app will have certain minigames and loyalty competitions, which

participation will carry a rewarding and incentivizing nature for a repetitive customer consumption. The goal is to make customers feel challenged and being in a competition with other customers. Competition participation will also benefit customers future purchases and orders. The aim is also to design the app in the way that it would be easy and simple to use for all customers, which also means that the goal is to make the app as enjoyable and reliable as possible for customers.

1.2 Mobile app as a customer service tool

When designing the app, it is important to ensure that the app is designed for both IOS and Android platforms, in order to ensure a wider app usage amongst customers (Gani & Maung 2020, 165). In order to design an efficient marketing plan, products targeted services, it is also important to consider customer data, values when it comes to customer consumption. In order to ensure a good customer experience and satisfaction from interaction with an app, there are two aspects that should be taken into account: technical support and social media section. With the former element, technical support can stand for issues related to price and products-based enquiries. (Gani & Maung 2020, 167.) The app can also include a dedicated customer service chat where customer would be able to contact service providers for any issues related to customer's purchases or for any other questions. With the latter element of the app, the social media section can include customer satisfaction ratings, reviews and frequently asked questions (FAQ) and social media links areas, as this can be an efficient way of strengthening interaction with customers and customer relationship. Moreover, the social media area can also be a good way of increasing brand awareness amongst potential customers and partners. (Gani & Maung 2020, 168.)

The mobile app should have a high quality and range of functionality. The app design should be focused on accessibility aspects, which can include GPS locations of stores, language selection, stores' information and FAQ links. The app should be easy, smooth and pleasant to use, as it will increase the probability of a customer repurchase. (Gani & Maung 2020, 168.) Another essential aim that should be targeted when designing the app is understanding of a customer consumption behavior.

A good customer experience can also be delivered via increasing emotional aspect of app interaction with the app, where experience of a human interaction can also be delivered by using small aspects such as humor or jargon (Gani & Maung 2020, 170).

Mobile app can also be an effective tool of customer relationship management (CRM), where customer purchases can be collected and analyzed for retaining customers for future purchases. (Gani & Maung 2020.)

1.3 Benefits to the hospitality and coffee shop industries

The target of the thesis is to design new innovative methods of customer service that can also be applied in other hospitality industry businesses in the future. As the thesis is going to provide theoretical backgrounds of relevant to the concept aspects, the target of the thesis is to apply the theoretical and historical research and coffee shop customer service history to creating new methods of coffee service that would benefit the industries in the future. The thesis is also going to discuss gamification in depth as one of the concept service tools along with gamification past in hospitality industry that can be applied for creating an unforgettable customer experience. In order to provide a unique customer experience, it is important to understand customer behavior, customer segments and coffee shop industry trends. Understanding of the relevant aspects, history of a coffee shop industry and its clientele can help design new innovative methods of customer service using modern tools that would benefit the coffee shop businesses.

The thesis will also focus on revealing benefits of gamification as a part of customer experience and a service tool. Gamification as a term will also be analyzed from both theoretical perspective and from the practical angle of existing businesses where gamification is already in use in customer service. Another aim of the thesis is to create a new coffee shop concept that would be widely used in the future of not only coffee shop industry but in other hospitality businesses.

2 Coffee history and origins

The history of coffee discovery begins in the 9th century, in Ethiopia. According to the legend of Ethiopia, the coffee was discovered by the farmer Kaldi once herding goats. The legend claims that one of the farmer goats ate one of the coffee fruits and became full of energy. After the discovery of the farmer, the berries were brought to a monk. Being impressed with the farmers' discovery, the monk brought the beans to other monks of a monastery, where other monks, later, created coffee powder out of the coffee berries and added it into hot water, which, according to the legends, is how the very first coffee drink was ever created. (NCA s.a.)

The story about coffee was spreading across the world and has eventually reached Arabian Peninsula. Coffee was grown in Yemeni part of Arabia in the 15th century and by the 16th century reached Turkey, Persia, Egypt and Syria. Coffee was quickly gaining a high popularity in Near East and was enjoyed both in coffeehouses and homes, which also turned coffee drinking into social gatherings and activities. (NCA s.a.)

Later, Near East was visited by Europeans who brought coffee into Europe, which is also when coffee was gaining popularity in the continent of Europe by the 17th century. However, not everyone embraced coffee as the drink, as some perceived it as a Satanic creation. The drink was approved only after it was tasted by Pope Clement VIII, with the interference into the vast controversy in Venice in 1615. Regardless of the controversy, coffeehouses were still gaining high popularity and were becoming social places in the cities of France, Austria, Germany, Holland and England. Coffeehouses were steadily gaining popularity especially in London, where there were over 300 coffeehouses established by the 17th century and became the places of business gatherings. (NCA s.a.)

In the history of coffee, in many parts of the world, coffee was also forbidden several times. One of the examples of coffee ban was in Mecca in 1511, when coffee was forbidden due to coffee allegedly fueling radical thoughts and opposition, as according to ruler. Another example is coffee penalties in Constantinople brought by Murad IV in 1623, where the coffee drinking was punishable by death execution. Then, coffee and all coffee-connected equipment was forbidden in Sweden, in 1746 and coffee even became the way of execution for murderers to be forced to drink coffee until death. In 1777, coffee was banned by Fredric the Great in Prussia due to beer sales jeopardy. (NCA s.a.)

2.1 History of coffeehouses

According to the blog "*Coffeehouses: Folk Music, Culture, and Counterculture*", the first ever coffeehouse was spotted in Constantinople in 1555, while in the article "*The Evolution of the Coffee House*", Sean Paajanen claims that the first coffeehouse was founded even earlier in Constantinople, in 1475, which name was Kiva Han. In 1529, another coffeehouse was established in Europe by Franz Georg Kolschitzky as the result of Turkish invasion. (Paajanen 6 February 2019.)

Later, in 1652, coffeehouse concept also entered England from Turkey and the name of the coffeehouse was "*The Turk's Head*", where the word "*tip*" for customer gratitude was also born. The concept of coffeehouse was gaining popularity throughout Europe, when another coffeehouse was opened in Italy in 1654, the coffeehouse in Paris that was founded in 1672 and also in Germany in 1673. In 1792, the first American coffeeshop "*The Tontine Coffee House*" was opened for business affairs in New York. (Paajanen 6 February 2019.)

2.2 Coffeehouse, café, coffee bar and coffee shop

In order to fully learn the backgrounds of coffee business, it is important to understand the difference between various existing coffee business types. Coffeehouse offers coffee and tea drinks and small snacks in addition. Coffeehouses normally have a more relaxed spacious atmosphere and are established for social gatherings, small events and music performances that would encourage customers to spend more time at the coffeehouse. Coffeehouses are normally facilitated with a comfortable furniture that might include sofas and chairs. (Kamaxi College of Culinary Arts 2021.)

Coffee bar is seat-limited coffee service establishment which offers good coffee drink's variety along with small basic pastries and small snacks. Coffee bars can often be seen in crowded locations and in high passing-by level places, which can be a city center, central train station or subway station entry. Coffee bars are not considered for a long customer stay. (Kamaxi College of Culinary Arts 2021.)

Café are establishments that do not focus only on a coffee as on a hot beverage. Cafés can also offer a list of other beverages and concentrate focus on food. Cafés imply a more casual atmosphere with typically *Al Fresco* seating style. Cafés can offer both small snacks and full breakfasts. (Kamaxi College of Culinary Arts 2021.)

Coffee shop is coffee serving place, which might also offer an unlimited refill for a one fixed price. Coffee shops also offer breakfasts for affordable prices. Coffee shops normally offer drip coffee and decaffeinated coffee drinks. (Kamaxi College of Culinary Arts 2021.)

2.3 Coffee history in Finland

Coffee appeared in Finland in 1876 and was brought from Germany by an immigrant Gustav Paulig to Helsinki, Finland. Gustav Paulig was importing coffee to Finland along with other goods. Gustav coffee sale was gaining high demand during the first business year. About 303.000 kilograms of green coffee has been imported into Finland and sold afterwards within first year of Gustav coffee sales, which numbers have tripled by 1901. The first logo of Gustav Paulig company was designed in 1880s. With the time, every coffee packing of Gustav Paulig was bearing "P" symbol as a sign of a good quality which was a meaningful aspect for the future of Paulig's company. (Paulig s.a.)

The first roastery in the Nordic countries was launched in 1904 by Gustav Paulig. Before, coffee has been sold as raw green coffee beans and people were roasting coffee themselves at home. As a supplier, Paulig was selling roasted coffee to different stores in 5-kilogram bags. From 1924, roasted coffee was available for regular customers in bags of 250 grams and 500 grams that had been wrapped manually until 1925, when the company acquired machinery for coffee package wrapping and coffee was then available in 100-gram bags. In 1929, as for the 25th anniversary of the first roastery, Presidentti and Juhla were launched as the first two Gustav Paulig's coffee brands. In 1931, Gustavo also added ready-ground coffee to the stores for sale and coffee packages were also having dates printed for customer to be able to see the freshness of coffee. (Paulig s.a.)

In 1950, Paula Girl was designed as the visual embodiment of the company. The idea of Paula Girl was first introduced to Gustav Paulig by Henrik Paulig, Gustav's son. Paula Girl is depicted as a young lady dressed into national Finnish dress pouring coffee into cup. With the success of Paula Girl appearance, collection cards were created that also gained popularity and attraction to Paulig's coffee among motorists. In 1971, Paula Girls service was launched, which stood for providing customers with various advices by mail and phone. Moreover, Paula Girl was also designing product-based booklets and was offering tours for customers around the stores advising visiting customers. (Paulig s.a.)

In 1980, with intention to sustain coffee culture in Finland, Gustav Paulig opened an educational coffee institution, also known as "*Paulig Instituutti*". The acquisition of the new roastery was also made in new Helsinki seaport in 2006 and, in 2008, the new roastery was finally launched after big

investments were made in the fall of 2006. In 2012, the company introduced the new brand logo-type which also carried new tagline – *“Exploring Great Taste”*. The company also introduces the company values that are: Stay Curious, Strive for Excellence and Grow Together. (Paulig s.a.)

3 Gamification as a term and gamification history

Gamification as a term stands for adding game elements into certain activities with a purpose of making those activities more entertaining for participants (Cambridge Dictionary 2022). Gamification can be found an efficient tool for creating memorable customer experience by being engaged on the emotional level. Gamification as a strategy has also been found effective in increasing customer loyalty and customer awareness in the past. Using gamification in a customer service increases participation of customers and, therefore, extends the interaction between a brand and customers. (Propello 2023.)

Gamification as a term was born in 1896, when S&H Green Stamps was founded. The company created the concept of offering goods for stamps of S&H Green Stamp company, which could be acquired from making a certain amount or purchases in retailer stores. Stamps could later be exchanged for items from S&H catalogue of goods. This can also the example of customer loyalty rewarding. (Gamify s.a.; Christians 2018, 10.)

According to Christians, after the success of S&H stamp acquisition concept, another example where gamification principle can be observed comes from 1908, when The Boy Scout of America organization was founded which is rewarding members with badges for special achievements and active participations in events. The badges are worn on uniforms and indicate the acknowledgment of one's achievements.

Later, in 1973, Charles Coonradt wrote the book with the suggestion of gamification concept usage in work atmosphere. After noticing the decrease of work productivity and drastic increase of sales for sports facilities, Coonradt suggested applying sports games to work operations, where both means and goals are clear. Coonradt suggested that the traditional feedback system is not effective enough for a constant improvement due to lack of motivation and visual results. (Gamify s.a.; Christians 2018, 11.)

In 1978, MUD1 games designed which is another example of gamification evolution as a term. The game is was one of the first multiplayer games, which was a good start for cooperativeness in games and awarding. MUD1 was also played a meaningful role in formation of more massive multiplayer games that exist today, where people can work in teams or compete other players. (Gamify s.a.; Christians 2018, 11.)

In 1980s, gamification term was becoming a subject of a deeper research and acknowledgment. Thomas Malone found that gamification elements are efficient in triggering motivation and can also

be useful in applying those in other areas, not only in video game production. Malone also emphasized the potential of gamification use in education. (Gamify s.a.; Christians 2018, 11.)

In 1981, AAdvantage program was designed by America Airlines, which rewarded customers with rewards for regular service using. The customer loyalty rewarding principle is still used nowadays in multiple industries including hospitality. The loyalty program principle was also found an effective tool for customer retainment. The concept was also later applied in hotel business by Holiday Inn and in car renting business by National Car Rental. (Gamify s.a.; Christians 2018, 11.)

Later, gamification also started to be used in new formats and for new purposes. In 1990, Nintendo Entertainment System gained popularity by designing a game console, which was one of the new influential gamification experiences. In 2002, gamification was applied for more educational purposes by Woodrow Wilson International Center of Scholars, which purpose was to offer education on important matters, such as politics and health. (Gamify s.a.; Christians 2018, 11.)

Gamification as the term itself was born in 2002 and was created by Nick Pelling, which was another meaningful moment for gamification. Later, in 2005, with the Bunchball foundation, gamification was also applied in interactions with platform users. The platform included different games and challenges based on connected projects, which completion would grant a participant with in-game points that could be used for progressing in game. (Gamify s.a.; Christians 2018, 18.)

In 2009, Foursquare app was designed which is another vivid example of using gamification and competing elements to encourage one for an activity and retainment. The app was designed with a purpose creating a small competition between users by visiting and discovering new locations. By finding a new location, a user should “check-in” in the app. The more a user checks in, the more badges and achievement a user would get, which would also be visible for in-game friend list. One could also earn a title of “mayor” by checking in at the particular location multiple times. The app also includes the board of leaders, which is another competition element. (Gamify s.a.; Christians 2018, 18.)

In 2011, Marriott hotel chain has launched the gamified platform, designed for recruiting new associates and training recruited employees. The idea was making recruitments a smooth process by using the platform and to search for new talents of hospitality industry. The platform was putting a participant in the position of the hotel associate and the participant of the game can make in-game decisions regarding kitchen operations. The game also included points that could be earned throughout the game. (Christians 2018, 23.)

3.1 How to apply gamification in customer interactions

There is a list of steps suggested in the Propello article of *“How Gamification is Driving Customer Loyalty and Engagement”* that can be useful in establishing a good gamification strategy. The first step is to identify the purpose of gamification. In order to apply gamification efficiently as a tool, it is important to understand the goal that should be achieved that would favor the overall business operation. With clear objectives of gamification, it would then be possible to create measurements for future customer rewards. (Propello 2023.)

The second step is to create the ways of delivering gamification aspect to customers. One of the ways could be creating challenges for which a customer would be rewarded. Customers could be awarded with points, discount cards or small monetary awards by completing challenges that could be used for future consumption and purchases. It can also be effective for customers to see scores of other customers that would create a small competition and, therefore, increase customer motivation in participating in competitions or challenges. It could also encourage a customer for future participation and purchases by acknowledging customer achievements in certain challenges and by constantly surprising one with small gifts. (Propello 2023.)

The third step is to research one's target customer and, based on the research, create and categorize rewards. In order to create a meaningful experience of gamification, it is essential to understand which rewards would motivate customers for participation in challenges. Reward types can also be categorized that would also increase diversity, which would increase customer engagement and emotional experience. (Propello 2023.)

4 Benchmarking

When creating a business concept, benchmarking plays a significant role, as benchmarking is the process of comparing one's company concept to other businesses within the same industry. Bhutta and Huq also describe benchmarking as a process of development and moving forward by determining the best standards of services and products quality in the industry, as this data would allow one to identify elements that are still to be improved along with methods of improvement. Benchmarking may also be considered as a tool that would help in achieving goals and targets set by a company. (Bhutta & Huq 1999, 255.)

In the research "*Benchmarking: methods of raising company efficiency by learning from the best-in-class*", Barbora Jetmarová also discloses four steps of company benchmarking. The first step is planning which implies identifying specific aspects of benchmarking that can be identifying by analyzing needs of customers. Having the exact objectives of benchmarking would also identify the targets of benchmarking. (Jetmarová 2011, 4.)

The second step of benchmarking is data collection. In order to understand the market, it is important to identify and analyze similar businesses in the industry. Defining best competitors in the industry would also help one define company objectives. One of the methods of defining companies for benchmarking is to search for partners in benchmarking and among the chosen partners to identify the best operating. (Jetmarová 2011, 4.)

The third step of benchmarking is analyzing. In order to implement and efficient benchmarking, it is important to have a continuous analysis of own company performance and benchmarking partner performance. Analysis of own and benchmarking partner data should also identify the tools and methods benchmarking partner applies to attain certain company targets. After collecting this data, company would then be able to establish next course of actions on what should be done to reach company objectives. (Jetmarová 2011, 5.)

The fourth step of benchmarking is adapting, which stands for amending and changes that need to be brought into company in order to reach the goal. Once the necessary amendments have been identified, it would then be possible to create the implementation strategy. It is important for a company to have a strong commitment to apply changes that would favor company performance. (Jetmarová 2011, 5.)

4.1 Online Value Proposition (OVP)

In “*Advertising Communications Technology*” blog post, Cvarelasa describes Online Value Proposition or OVP as the “*addition of online value*” offered to customers in a digital service that would allow one to be noticed among other customers. OVP is a Unique Selling Proposition (USP) that is being delivered online, which would be the criteria for a customer to choose one online service over another. When designing OVP, it is essential to ensure that potential customers have the data about a service. The data can include: company information, service details, benefit for customer, customer group, USP. (Cvarelasa 31 October 2017.)

Three are essential elements that should be considered when creating OVP, which have been listed in the “*Advertising Communications Technology*” blog post. The first aspect of OVP design is identifying customer target group, which would also define who the service is designed for. The second aspect is benchmarking of a brand OVP to existing brands and companies in the industry. The third aspect is understanding of a service message and communicating it to the target group. The fourth step is to make analysis of results and defining elements yet to be developed and identifying the most effective methods of improvement. (Cvarelasa 31 October 2017.)

Also, in “*Making your marketing more customer-centric using the 6Cs of digital marketing*” blog, Dr Dave Chaffey defines OVP as defining difference of online proposition to customers in relation to regular “*offline*” businesses and the benchmarking of online proposition to competitors. Another important part of OVP designing is proposition delivery planning to a customer, ensuring the pre-sale, post-sale online customer support. Also, OVP design should also imply that the service or product cannot be consumed by a customer from competitors or in an offline way. (Chaffey 13 January 2020).

There is a number of benefits that OVP can offer. The first benefit lies in a possibility to merge the online proposition to already existing product and service. The second benefit is the clarity of a company website purpose, which can also favor marketing strategy of a company opening new digital marketing options using company website. The third benefit is the ease of own company website distinguishment and e-commerce from competing companies. Also, OVP can be a good way for service familiarization and acquaintance for new customers and new company website visitors, which is the reason why OVP is an expected part of any company and service familiarization by potential consumers. (Cvarelasa 31 October 2017.)

4.1.1 Dave Chaffey's 6C Model of OVP

According to Dave Chaffey's 6C Model of creating OVP there are six aspects that Chaffey discusses in the blog. The first aspect is *Content* that should have an outstanding nature in comparison to competing companies. There are efficient ways to deliver content to customers such as SMS and E-mails. The content should also be detailed and provide all the necessary information that would foster customer interaction and product use. (Chaffey 13 January 2020.)

The second aspect of OVP designing is *Customization*. One of the customization examples is personalization. Constantly analyzing customer search and purchase pattern would provide a valuable data which can be used for making personalized messages and offers to customers. In other words, customization is a constant content analysis and personalization of offers and services for each customer and customer segment. (Chaffey 13 January 2020.)

The third aspect of 6C Model is *Community*. It is important for customers to be able to affect the content by leaving customer reviews. Customer satisfaction reviews will give an insight on how customers perceive the content and the product, which can also be a useful data for content customization. (Chaffey 13 January 2020.)

The fourth element of Chaffey's 6C Model is *Convenience*. The online content has to be convenient, simple and easy for customers to use, which also implies ensuring the smoothness of product purchase and using by customer online. (Chaffey 13 January 2020.)

The fifth aspect of the model is *Choice*. The content should also be rich and offer customers a large range of service or product options. The range of options should be clearly visible for customers and should have all the necessary information about services offered to website or app visitors. The online information should also be more descriptive and detailed than data that can be accessed offline. (Chaffey 13 January 2020.)

The sixth element of the model is *Cost Reduction*. The efficient way of attracting customers to online content is to add value to online content using, changing the price according to a service existence on other platforms or offline stores and making online purchases more beneficial for customers. (Chaffey 13 January 2020.)

4.1.2 OVP of the suggested business idea

Reflecting on the Dave Chaffey's model, the content of the business idea will be delivered to customers via social media marketing tools. Therefore, the content news and updates will also be

delivered mainly through social media platforms. With the existing customers, the content could also be delivered via marketing emails, which could also keep customers more updated and excited.

As the second step of Chaffey's OVP model, the future app will carry analysis tools that could enable the management to analyze the demand and purchase behavior of each customer. This feature will allow to create more personalized marketing suggestions and new campaigns for customers. The app will also include the detailed analysis of demand situation for each product in the menu.

The app will also feature feedback tool, where customers could leave reviews or suggestions regarding business or app content. As Chaffey also emphasized at the third step of the OVP model, it is essential to gather customer's thoughts and satisfaction reviews. Constantly analyzing customer satisfaction will allow to amend the content that will increase customer satisfaction and will also allow created more personalized offers.

The aim of the future app design is to ensure the smoothness of the app usage and content visibility. Therefore, it is important to ensure that the app has a constant tech support in case of system bugs or errors. As stated by Dave Chaffey at the fourth step of the OVP model in the section 4.1.1, the customer purchases should be made smoothly and in a simple manner.

According the fourth step Chaffey's model, the app content will also be rich and transparent for customers. The app will carry a detailed information on the content and the company. The app will also include a large variety of games and events that customers could participate. The introduction of each event and game will be clearly visible for customers in the app.

According to Chaffey's sixth step of OVP design, the app usage will benefit customers purchases. In other words, the app will feature a list of app exclusive discounts and offers that could only be accessed digitally. The app will also have special QR codes that will offer discounts and other gamification elements. This would encourage customers to stick to digital purchases more, which will reward the purchases.

4.2 Unique Selling Proposition (USP)

Unique Selling Proposition (USP) is a marketing term that stands for company uniqueness, which indicates reasons for one to use service or products of one company over other competing businesses. In order to be able to design a unique USP, it is essential to research the industry and the competition, as collecting all the necessary data can help one identify potential customer

segments. USP can be delivered and illustrated to potential customers via different marketing campaigns, as the service or product perception of potential customers can also be affected by USP. (Breuer & Hallmann 2011, 3.) USP should represent unique aspects of how a company outstands its competitors on a market. USP must clearly introduce specific elements of brand uniqueness and benefits of customer consumption from a particular brand. When designing USP, benchmarking of other companies' USPs can be an efficient method of creating own. When creating USP, is it also important to analyze own product, distribution channels, marketing strategies and pricing. (Breuer & Hallmann 2011, 3.)

Also, in the blog "*How to Write a Ferociously Unique Selling Proposition*" in WordStream, Dan Shewan also puts a high stress on a target ideal customer when it comes to USP. In the blog, Shewan also mentions a list of elements that could help one create a good USP. The first aspect is to identify and understand company's ideal customer. When designing a USP, it is essential to understand the exact nature of demand of the ideal customer and based on this data it would then be possible to identify how a company's service or product faces a customer's pain point. Also, it is important to identify the reasons of customer choices when it comes to consumption or service usage and what would urge the customer to choose one company over another in the market. (Shewan 16 August 2022.)

The second aspect is to learning customer pain points and needs. When designing a USP, it is extremely important to understand how one's service or product would benefit the customer and face problems of an ideal customer. USP must clearly indicate value and benefits of a service or product to a customer when it comes to marketing part of the service or product promotion. (Shewan 16 August 2022.)

The third step is to create an efficient marketing and promotion plan of the product or service. After identifying the ideal customer and customer pain points and needs, it is now possible to understand how to deliver USP to your customer. Shewan suggests in the blog that the efficient way to service or product promotion is to create a solid statement of the brand that will clearly illustrate the main advantage of a company service that will profit a customer. (Shewan 16 August 2022.)

The fourth step of USP design is to be prepared to sell and market a product or service. After identifying the customer target group and the ideal customer problems that a service can meet, it should then be possible to use a company advantage over other market brands as the pillar for the marketing strategy. A good way to put the main benefits of a brand service or product together can be creating an elevator pitch. (Shewan 16 August 2022.)

5 Customer segmentation

Customer segmentation is an important part of business planning as it allows one to collect essential data about target customers and consumer habits of potential clients. Customer segmentation also implies division of customers into certain groups by analyzing potential customers from different aspect and identifying commonalities in consumption. This data allows one to create an efficient marketing strategy. Also, customer segmentation allows one to have a better understanding of customers and customer needs. (Qualtrics XM s.a.)

Customer segmentation is categorized by four different types: demographic, psychographic, behavioral, and geographic. *Behavioral segmentation* is focused on customer data based on interaction and consumption habits. Behavioral segmentation also covers brand loyalty of customers and identifies types of interactions between a company and customers. Behavioral segmentations also deepens into customer purchase and browsing history, which might allow a company to identify customer needs, demand and, therefore, create campaigns for product or service promotion (Qualtrics XM s.a.; Yieldify 6 December 2022.)

Demographic segmentation is a more general customer division based on a personal customer data. This data can include: gender, age, belief or religion, occupation and education. This type of segmentation can be a good strategy for a company to identify the target customers, using more objectively data and, therefore, price products or services accordingly. Also, demographic segmentation would also allow a company to design customer persona. (Yieldify 6 December 2022.)

Psychographic segmentation is focused on identifying one's customers based on personal values, personal opinion, personal goals, social status and lifestyle. This data could be collected by using interviews, surveys and by analyzing data from social media. Data collected from psychographic analysis might be a good tool to create an efficient marketing campaign that would address to customers' values or views and would, therefore, trigger customers' attention. (Yieldify 6 December 2022.)

Geographic segmentation is used for segmenting customers according to data such as: geographical location, climate, customer language and cultural aspects. This data might be efficient in identifying the customer demand. Customer geographic data might be an impactful aspect on customer consumption habits, which might also affect marketing strategies, types of products or services and marketing campaigns. (Yieldify 6 December 2022.)

5.1 Market segmentation Vs Customer segmentation

After some research, many sources still find the market segmentation and customer segmentation to be synonymous terms, since the terms are both customers division focused, however, both tools use different metrics for grouping customers. While marketing segmentation focuses on potential customer segmentation, customer segmentation concentrates on existing customer division. Market segmentation is focused on a more general factors, however, customer segmentation uses more specific customer data for creating efficient strategies for approaching customers. (Market Research Solutions s.a.)

According to Market Research Solutions article of “*Market and customer segmentation: definition and when to use each analysis*”, market segmentation uses metrics and data such as: demographic, psychographic, behavioral, and geographic. Meanwhile, customer segmentation is focused on dividing customers based on the demand and customer needs. Variables of customer segmentation can also be customizable. (Market Research Solutions s.a.)

As it was also discussed in earlier in the report, customer segmentation can also allow one to create a customer ideal customer persona. Surveys can be an efficient tool in customer segmentation, as it can be a good opportunity to gather more data on customer consumption habits and customer needs, along with customer motives for purchase (Market Research Solutions s.a.) There is a few interesting customer segmentation metrics that can be used for grouping customers which are introduced by Mathew Gollow in “*Top 4 Customer Segmentation Metrics*” blog. The first metric suggested in the blog is *cohort segmentation*. This metric focuses on diving customers based on the date of the very first customer interaction with a company. The second metric of customer segmentation suggested by Gollow is *user churn segmentation*. This metric is the constant monitoring of customer loss rate which can be monitored every month. Gollow uses the term *churn rate* that stands for the number of customers that no longer use a service within the fixed timeframe. This data can also be efficient for identifying the overall company operation progress. The third metric is *customer lifetime value segmentation*. This data is focused on dividing customers based on the estimate income by one customer during the whole consumption or service using period. This data can allow one to categorize customers into more and less active customers and, therefore, create individual approaches to each customer category. The fourth metric is *Monthly recurring revenue segmentation*. This variable is bases on the estimate monthly revenue from business operations. This metric can be especially useful in monitoring monthly income of digital services or monthly subscriptions. (Gollow 26 July 2021.)

5.2 Customer profile

Customer profile is the visual description of the ideal customer that a company targets for. Customer profile allows one to set the most efficient marketing strategy to reach the most ideal target customers, since customer profile is focused on a specific small group of people. Customer profile also allows to identify the ideal customer group that would benefit from a service or product the most and, by creating customer profile, with having a clear understanding of the target customer, it can then be possible to minimize the marketing costs, as one would be able to create a more precise marketing strategy for reaching the targeted customer group. Another benefit of customer profile is the ability to offer the best possible customer experience by collecting customer data which would also include customer pain points. Customer profile is a good tool to minimize the customer churn. As it was discussed earlier in the report, customer churn is the scale of lost customers for the specific time period. With an accurate customer profile, one can minimize the percentage of lost customers by targeting the specific customer group that would be the most likely to consume and use a specific product, service. Customer profile can be created based on the customer segmentation data (demographic, psychographic, behavioral, and geographic data). (Matsen 13 February 2023.)

Customer profile of the suggested business idea is presented in the chart of the figure 1 below.

Geographic		Demographic	
Country	Finland.	Age	19-50.
Region	Helsinki.	Gender	Any.
Climate	Snowy, rainy, foggy.	Income	~2500€ per month.
Language	Finnish.	Nationality	Finnish.
Culture	Nordic	Occupation	Student, full-time employee
Psychographic		Behavioral	
Personality	Motivated and active.	Usage rate	Frequent.
Attitude	Social, friendly.	Purchase activity	Regular.
Lifestyle	Busy schedule, constant occupation.	Loyalty	Loyal, regular customer.
Interests	Sports, coffee, music.	Consumption behavior	Variety seeker.
Social status	Single, married.	Consumption frequency	Daily.

Figure 1. Customer profile. Accordingly

5.2.1 Customer journey map

Customer profile can also be based on the customer journey map. Customer journey map is the step-by-step planning of every customer interaction point with a company to get the expected service. (Matsen 13 February 2023). Customer journey map focuses on customers and customer experiences. Customer journey map is the detailed planning of all the stages of customer experience with a brand. The tool illustrates the stages and channels of customer brand awareness. The tool also presents customer purchase process, which would include customer brand awareness process, customer decisions making and the actual customer choice. The next stage suggested by Agius in *“How to Create an Effective Customer Journey Map”* blog is customer actions during each stage of purchasing. The third suggested part of the tool is customer experience, which is the aspect based on the emotional level or, in other words, the feelings that a customer gets from a purchase. The fourth step of customer journey map illustrates customer pain points that stand for identifying the stages at which a customer experiences negative emotions and encounters pain points. The fourth suggested step is the solution that stands for improving of the overall customer experience from interaction with a company. (Agius 22 February 2023).

The chart of the figure 1 below illustrates the customer journey map that illustrates the step-by-step customer experience and the customer journey that is targeted by the suggested business idea. Customer journey map also presents the detailed overview of the overall desired operation of the business idea.

Customer journey map for the suggested coffee truck coffee sales concept

<u>Customer Journey Map</u>	Customer awareness	Customer research and comparison of coffee shops	Coffee brand, coffee shop decision making	Customer communication	Customer loyalty
Customer actions	Social media, customer app, friends and colleagues.	Checking and comparing prices of different brands and coffee shops.	Ordering coffee drinks and snacks in person or via app, participating in app competitions.	Contacting customer support in the app or by phone.	Regular ordering and service using.
Customer needs	Gathering information about the desired product, service.	Finding the coffee shop with the most suitable quality and price qualities	Finding the exact needed products or drinks.	Receiving assistance and service in case of any order issues.	Sharing feedback regarding the products or services. Using the service on a regular basis.
Interaction points	Social media ads, digital app and campaign promotions.	Comparing digital app to apps and services of other brands.	Using offers and services suggested in the app, getting assistance from coffee servers.	App customer chat, social media, phone service, emails.	Special exclusive offers and suggestions for regular customers suggested in the app or by coffee servers.

Experience	Neutral.	Curious, uncertain.	Excited, positive.	Satisfied.	Happy.
Targets, goals	Increasing customer awareness of the brand.	Customer finding the suggested coffee sales business more appealing than existing competitors.	Providing the best customer experience from products, customer service and app using.	Offering fast, warm and efficient assistance in customer communication on all channels.	Keeping regular customers happy and award regular service using.
KPIs	Social media followers.	Monthly rate on new customers, monthly income analysis.	Amounts of incoming orders daily.	Customer satisfaction ratings, reviews (positive or negative).	Number of high-level customers (level in the app).
Events, activities	Keeping social media platforms for announcements of new campaigns and events.	Creating new offers and events on a regular basis for customer attraction.	Making events, campaigns appealing and beneficial for customers.	Creating new deals, offers for customers on a regular basis.	Creating exclusive deals for regular and loyal customers.
Responsible parties, departments	Marketing, IT.	Marketing.	Marketing, customer service.	Customer service.	Marketing, product development.

Figure 2. Customer journey map tool. Accordingly

5.2.2 Customer service blueprint tool

Customer service blueprint is the tool that can be illustrated as a chart that describes whole customer interaction spots during a service, along with means, tools and equipment that is applied for offering a particular service for a customer. Similarly to customer journey map, service blueprint maps out the desired experience that is aimed to be delivered to a customer and the means that are needed for reaching the goal. There can also be multiple blueprints that chart different scenarios of customer service. Service blueprint also identifies flaws of the customer service and discovers the aspects that need additional improvement. Service blueprint also focuses on revealing potential bad experience of customers and potential causes of a bad customer experience. Along with weaknesses and strengths, customer blueprint also focuses on a teamwork. Service blueprint illustrates different roles and functions and team members that would implement those roles for achieving the desired customer experience. (Gibbons 27 August 2017.)

There are 4 main aspect of the customer service blueprint which focus on different stages of customer service. The first element lies in customer actions, which is the stage that stands for the actions that a customer takes at the very beginning of a customer service. Customer actions can be reflected in any kind of interaction between a customer and a company (e.g., visiting company website, receiving consultation from a service provider, etc.). The second element is focused on frontstage actions, which is the aspect that concentrates on the situation from a customer's perspective. This stage illustrates all the direct interaction between a customer and a service provider and all the other elements that a customer can interact with. The third aspect is discovering the backstage part, that includes actions that happen on the background to facilitate the actions that

happen at the frontstage. Usually, backstage actions are not visible by a customer. The fourth step is the process of service delivery to a customer. The process part stands for uncovering all the organizational elements and actions that are needed for the previous stages and a service be implemented. (Gibbons 27 August 2017.)

The chart of the of the figure 2 illustrates the customer service blueprint that represents customer service from a different angle. The chart introduces steps and stages that a customer would have to go through for gaining a desired service and a customer experience. Also, the chart represents responsible parties and departments for different stages of customer service. The chart presents the stages that a customer faces while interacting with the servers and also aspects that happen at the backstage that are relevant for facilitating the operation of the business.

Customer service blueprint for the suggested coffee truck coffee sales concept on the figure 3.

Customer service blueprint						
Timeframe	~15 -25 min	~10-25 min			Every 2 nd or 3 rd day	Using the service on a daily basis
Evidence	Social media, customer app	Coffee servers	Menu on a coffee truck, app menu	Customer credit card, MobilePay, etc.		Exclusive benefits visible in the app
Customer journey	Research on social media platforms, website	Visiting coffee trucks	Choosing a drink, product, subscription, offer	Making a purchase	Regular visiting	Customer loyalty
Frontstage	Support assistance in the app, social media or phone	Suggesting coffee drinks, week or month offers	Ensuring the availability of listed drinks or items	Specifying the preparation time		Customer servers offer exclusive offers to a loyal customer based on the customer loyalty benefit guidelines
Tools	Customer app, social media					Customer app
Backstage	Answering customer questions or inquiries	Preparing trucks and work conditions for every shift	Inventory control		Every-day monitoring of supply and expiration dates of raw materials and snacks for managing daily or weekly offers efficiently	Making offers based on the supply situation
Maintenance	Marketing, 3 rd party IT partners	Remote or contact customer service		3 rd party partners (e.g., Zettle, Edenred, Epassi, ResQ etc.)		3 rd party IT partners (updating app data)

Figure 3. Customer service blueprint. Accordingly

5.2.3 Buyer persona

Buyer persona is the introduction of the fictional ideal customer. Buyer persona is a good tool for one to understand the type of customer a company should target for. Buyer persona can be identified by industry and market research. Buyer persona can be both ideal and negative. The letter focuses on describing the least desired customer, which might depend on the type of product, service. However, negative customer persona data can be gathered based on a customer group that would bring one the least profit or even loss. Creating buyer persona can be an effective tool to create a more accurate marketing strategy. With a clear customer persona, it would then be possible to create a more individual campaign and marketing content. This will also help one to reach the ideal target customer group by using more personalized message. (Vaughan 29 September 2022.)

5.2.4 Buyer persona for the suggested business concept

Below is the buyer person for the suggested business concept at the figure 4.

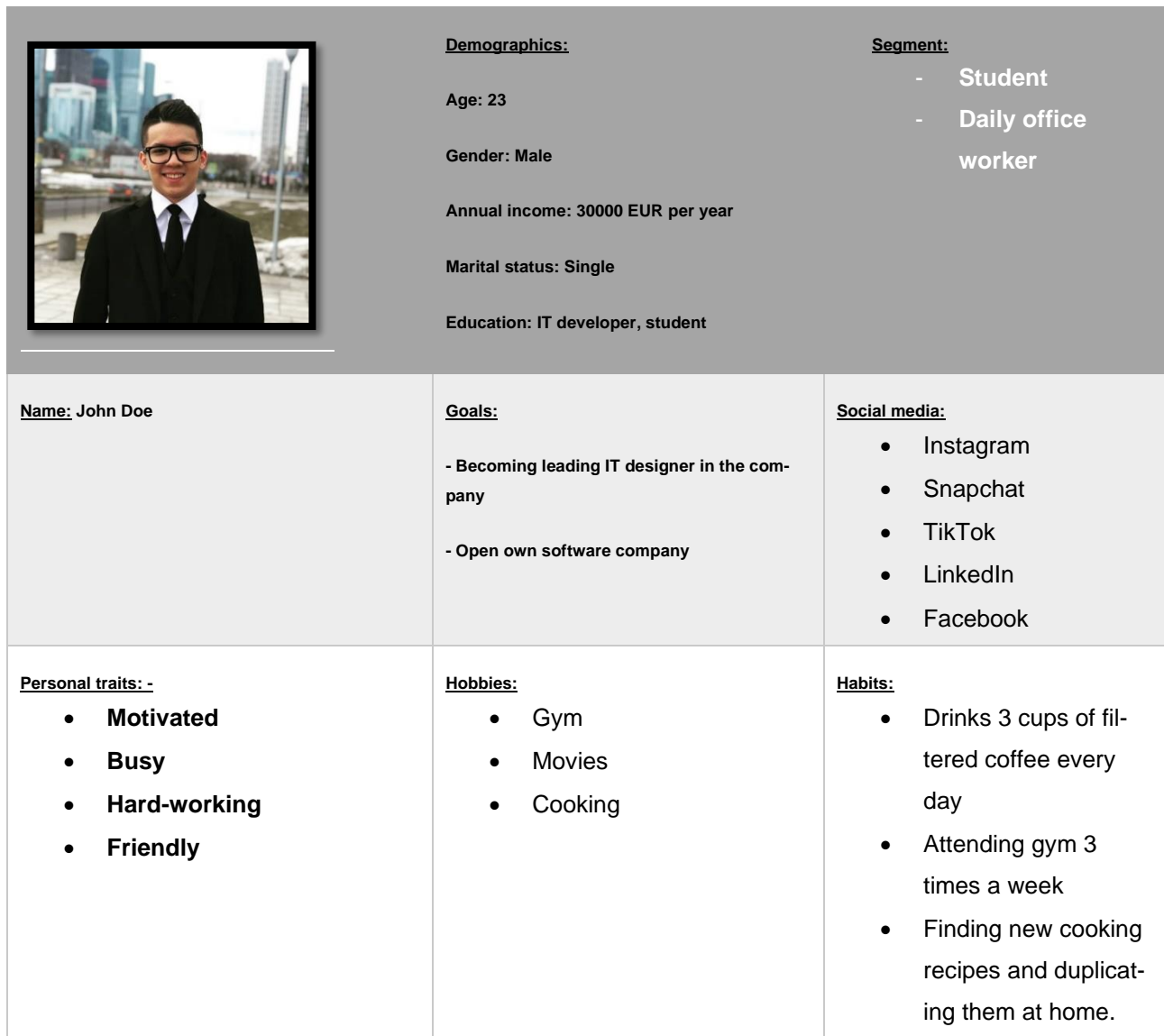


Figure 4. Buyer persona. Accordingly

The idea of coffee truck business concept is mainly focused on individuals with an active daily routine and people appearing in city centers regularly. By providing a mobile coffee service, it becomes possible to offer coffee to people on the move and people not always able to sit down at a traditional coffee shop.

The target customer group examples:

Travelers: Working or traveling people on a daily basis could use the service of a coffee truck that offers quick and convenient coffee options, offering a caffeine boost or a refreshing beverage in morning or evening.

Busy Office Workers: It can be a tendency that people working from office might have a busy schedule restricting the possibility to grab a coffee by going to a nearest shopping mall. Having a coffee truck nearby an office building would solve the issue for many coffee drinkers working from office.

Students: University students in campuses with restricted variety of coffee shops, could appreciate the accessibility of coffee drinks offered by coffee truck service. Students could get favorite coffee drinks or any other warm drink while taking a break or after lectures.

Social event participants: Another advantage from coffee trucks could be opportunity to grab a coffee while participating in some social event. Social events normally gather a considerable number of people and having a coffee truck nearby the place where an event would take place can make coffee consumption convenient.

City business center workers: City centers can be one of the busiest places. There are also many people coming to a city center for work or business matters. Therefore, it is also a good opportunity to focus on people working in a city center daily or regularly. With the high number of people passing through coffee trucks in a city center, it might make the takeaway coffee consumption more common and convenient for city workers.

6 Quantitative research

Quantitative research is mainly focused on researching data that is measure or presented in numbers. The tool can be used for descriptive data. Descriptive data provides the summary of research findings. Quantitative research can be performed via surveys, online polls, or questionnaires. Quantitative research can also be targeted at a group of people and collect the data with quantitative research tools to, therefore, sum up the results in numbers, tables, or charts. Before proceeding with data collection in quantitative research, it is also efficient to make background research on the topic. (Fleetwood s.a.)

The survey is a tool used for research process. Commonly, the goal of survey is to understand people's personal views on specific topics. In Analytic Steps blog, Ashesh Anand also classifies surveys based on the research purposes: social research, market research, health research, politics research and psychological research. The survey that is most suitable for the topic of the research is market research survey. Market research survey mainly focuses on customers' perception on certain services or products. (Ashesh 4 June 2022.) For creating an efficient survey, one must define the topic of the research and participants' segments. Also, the goal of the research should also be clear. Once the goal, topic and the participants are picked for a survey, one must also pick a sample of the survey. After the answers have been collected, a researcher can then move on with analyzing the data collected. Ashesh also classifies surveys on subtypes in the blog: low cost, extensive, flexible, reliable. For the topic of the report, the low-cost survey has been picked for collecting the data via online survey. (Ashesh 4 June 2022.)

In order to understand potential customers of the proposed coffee sales concept and, the survey was conducted that includes questions that would also help in analyzing customer consumption habits. The survey was made on Google Documents platform, which allows to see all the answers in charts, along with the number of answers per each question. The survey contains ten questions and each of the questions focuses on individual elements. In total, one hundred forty-four participants took part in the survey. The survey was distributed via social media platforms and by personal requests. The survey answers have been collected within 1,5 month period. The survey questions also helped in understanding potential customer segments and establishing an efficient marketing strategy to increase customer awareness of the concept. Additionally, the survey helped understand current demand for certain existing services and current tendencies of drinking coffee outside.

Below are the results from survey questions presented in diagrams and percentages. The first question of the survey was targeted at understanding the average age of respondents. The survey results illustrate that the biggest percentage of respondents are in the age of 18 – 24 (56%) and the second biggest age group is between 25 and 34 (29%). The results indicate that the potential customer group of the concept are students and Gen Zers. The results of the first question are illustrated in the diagram below in the figure 5.

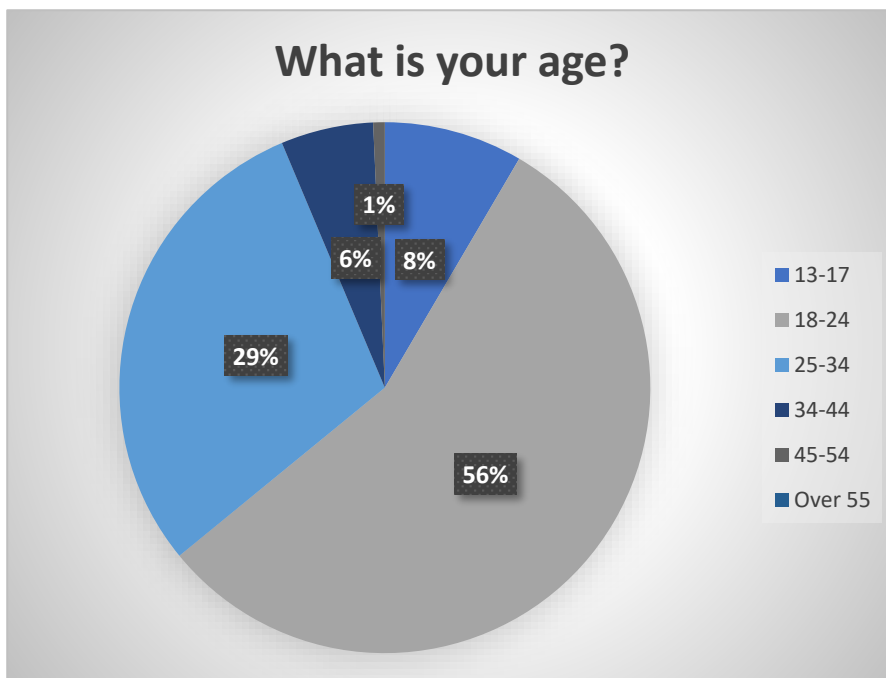


Figure 5. Average age of survey participants (n=143). Accordingly

The second question was targeted towards understanding the volume of coffee-drinking habit in Finland. According to results of the second question, coffee-drinking culture, habit remains strong in Finland. Based on the answers of the second question, 49% of the survey respondents admitted to drinking coffee daily, 26% admitted to drinking coffee sometimes, and 24% admitted to not drinking coffee. The figure 6 has the illustration of the results of the second question.

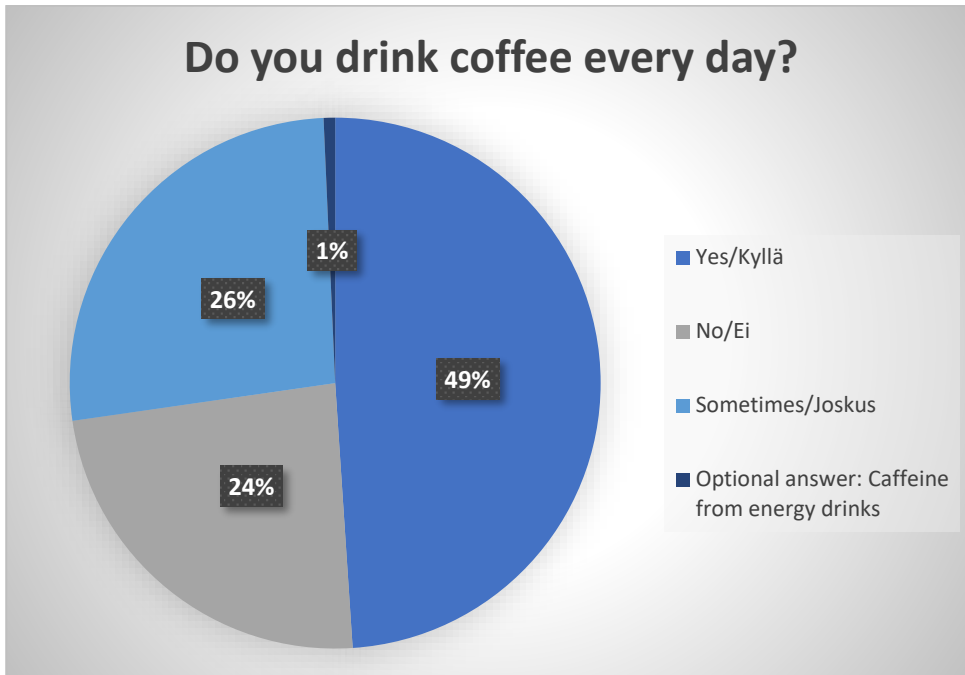


Figure 6. Daily coffee drinking ratio (n=144). Accordingly

The aim of the third question was to identifying biggest communication and social media platforms. By understanding the most popular social media platform, it will then be possible to pick the best marketing strategy and communication channel with potential customers. According to the results, the most popular social media platform in Finland is Instagram which gained 60% of all respondents vote. The second most used platform revealed by the survey answers was TikTok with 24% vote of all respondents. The third most popular platform, according to the survey answers, was Telegram with 6% of all votes. The fourth place took Twitter with 6% of all votes and the fifth place took Facebook with 4% of all votes.

The results of the survey indicate that Instagram, TikTok and Telegram can be the most efficient social media platforms to increase customer awareness and to create marketing content to gain customers' attention. The content can also include news and interesting company updates that can be posted in Instagram, TikTok or Telegram.

The chart of the figure 7 also presents the results of the most popular social media platforms based on survey results.

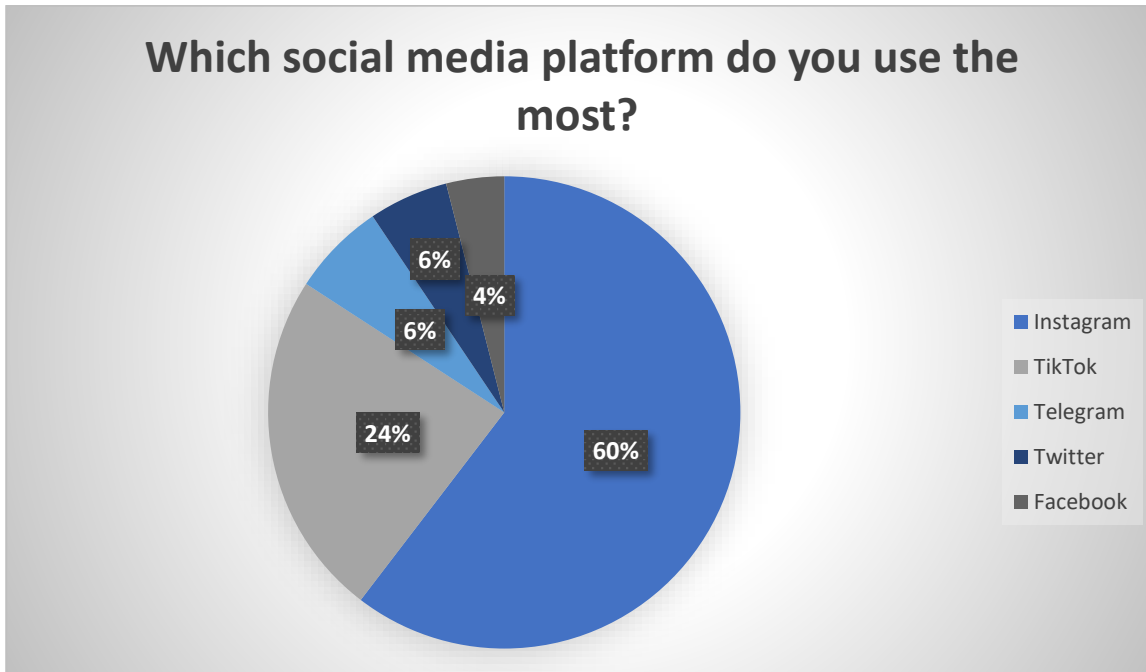


Figure 7. Most popular social media platforms (n=143). Accordingly

In order to understand the coffee industry, it is important to investigate the overall attitude and way of customers' thinking in coffee consumption outdoors. The following question of the survey revealed the average customer behavior in coffee consumption. The aim of the question is to identify the level of brand loyalty of customers in coffee consumption. Also, the aim of the question was to identify the most meaningful aspect of coffee drinking.

The answers to the fourth question and the overall results indicate that, for the majority, the brand loyalty tendency of outdoor coffee consumption is low. According to the answers, 42% of the respondents have no specific preference or brand loyalty when buying a coffee drink outdoors. However, 17% of the respondents admitted to have a certain taste or brand preference of coffee drinking. The results have also indicated the parameters that are more important than brand loyalty for coffee drinking customers. The question included two parameters that respondents could pick: quality and variety, from which, 25% chose variety and 16% preferred quality. From the results of the question, it can be stated that the outdoor coffee drinkers in Finland are open to trying new coffee shops or brands and taste new drinks. Therefore, with a low brand loyalty, it might be less challenging to attract existing outdoor coffee drinkers with entering Finnish coffee sales market.

The results of the fourth survey question are presented in the chart of the figure 8.



Figure 8. Brand loyalty (n=143). Accordingly

The fifth survey question was focused on understanding the most reasonable and fair price range for coffee drinkers from customers' perspective. The question could also identify if the existing price range of coffee selling businesses for a coffee drink in average is too high for people in Finland. Based on the question top results, 60% of respondents consider a fair price for a coffee drink in average to be 3-4 €, 28% considered selected 1-2 € to be a fair price and 12% chose 5-7 € to be a reasonable price range for coffee drinks in Finland. The results indicate that the average answer of all respondents is 4 € as a fair and reasonable price for a coffee drink. Based on the results, for a new coffee sales business, it might be reasonable to price coffee drinks, products with consideration of covering a cost price of each coffee drink or product and other operational expenses (e.g., gas, raw materials.). However, in order to stand competition against existing coffee businesses in Finland, at the beginning of coffee truck business operation and for attracting new customers, it might be effective to keep pricing for coffee drinks and snacks minimal.

The answers to the fifth question are presented in the chart of the figure 9 below.

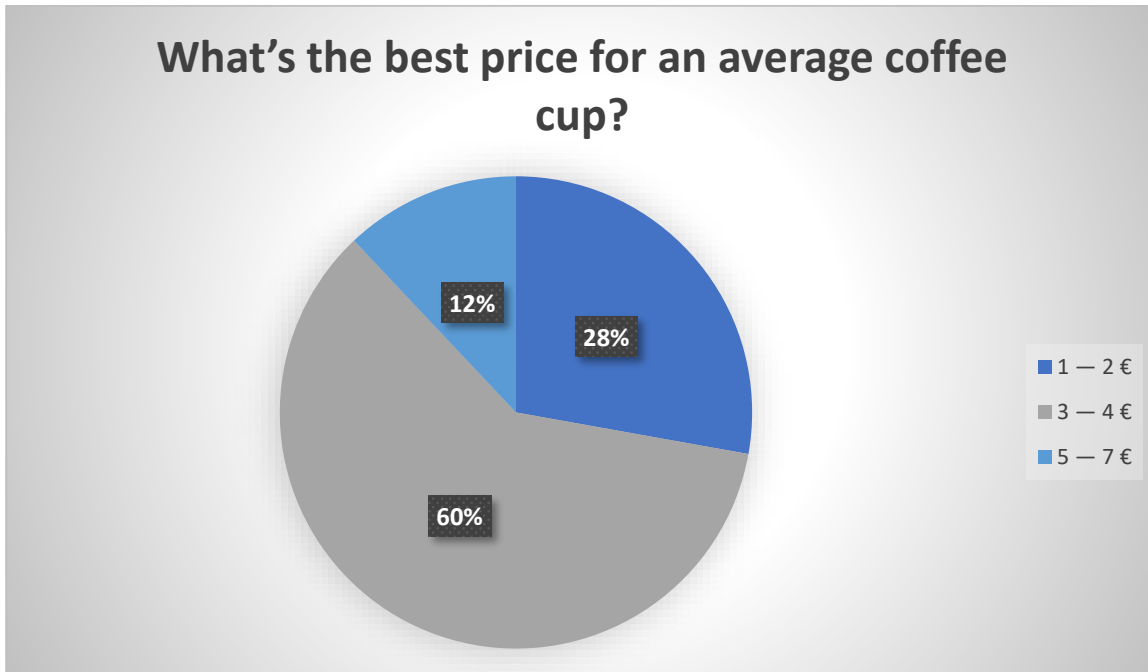


Figure 9. The most reasonable price for coffee (n=144). Accordingly

The goal of the sixth question of the survey was to identify coffee accessibility outdoors. In other words, the purpose of the question was to understand how difficult it is for people to get a coffee drink during a work day. Based on the question results, 62% of respondents do not find it challenging to get a coffee drink during a work day. However, 19% of respondents find it difficult to drink coffee outside while being at work and 19% admitted to have difficulties with drinking coffee outside only sometimes.

The results of the question indicate that, for the majority, coffee drinking outside is accessible enough. However, there is still a significant number of people who still do not find it easy to get a coffee drink while being at work. Based on the results, accessibility of coffee drinking can still be improved. As coffee availability development is also a part of the coffee truck business concept, the aim is to focus finding partners. More specifically, since the aim of the proposed business concept is to ensure that people are able to enjoy coffee drinks regardless of location or time of a day the focus will be on creating partnerships with local delivery companies. Therefore, there will be two customer types: contact and remote. In case of successful partnerships with existing delivery companies, depending on future benchmarking and calculation, there could a possibility of testing own coffee delivery to customers. Approximate expenses of own delivery service are yet to be determined.

Below are the results of the sixth question of the survey presented in the figure 10.

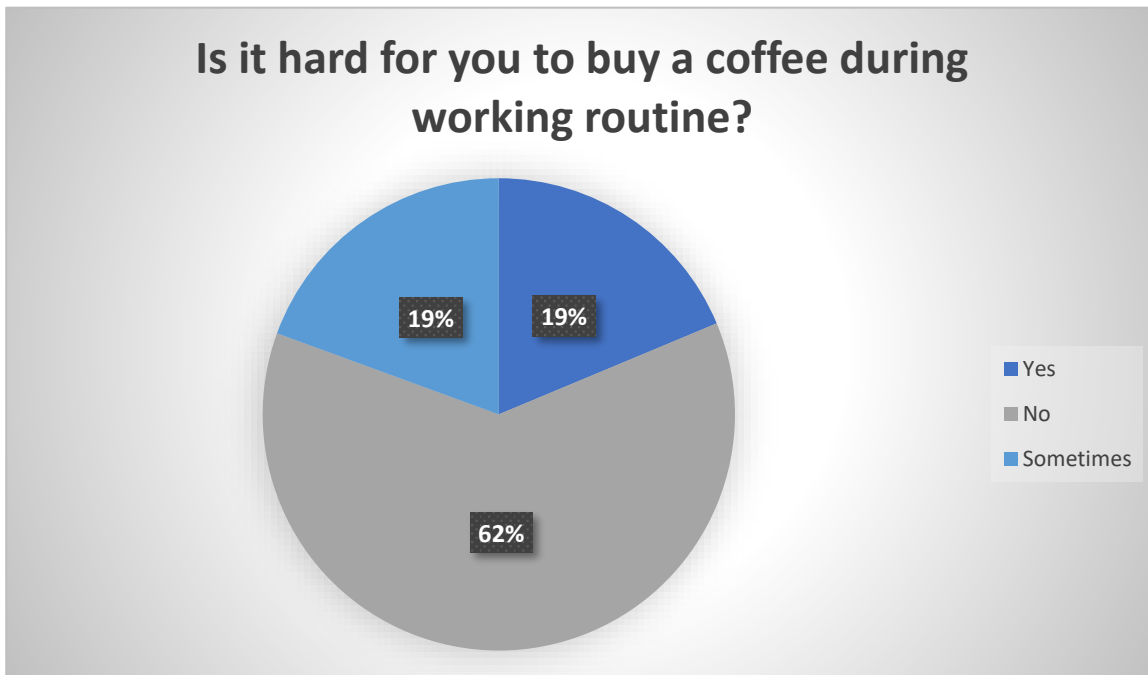


Figure 10. Coffee accessibility in a daily work routine (n=144). Accordingly

The aspect observed in the seventh question of the survey is usage of local existing food or grocery delivery service (e.g., Wolt, Foodora). As discussed earlier in the report, wider coffee availability can be achieved via offering customer a delivery service. Therefore, it is also relevant to understand the demand for deliver service of local delivery companies. Based on this data, it could also be efficient to consider either a partnership with delivery companies in Finland or launch own delivery service to future customers. The aim of the question was also to identify the frequency of ordering from delivery companies.

Based on the answers to the seventh question, 13% of respondents admitted using delivery service often, while 37% of respondents admitted to not using any delivery service at all and 50% use delivery service sometimes. The results indicate that the demand for local delivery services remains strong. The tendency can be applied in the suggested coffee business model for increasing coffee availability for coffee drinkers and expanding the range of services. Gamification aspect can also be applied for encouraging customers to place delivery orders, by creating small in-app competitions and point earnings from orders. Delivery company partnerships will depend on the partnership terms of agreement (e.g., commission rate, restrictions).

The results of the seventh question are presented in the chart of the figure 11 below.

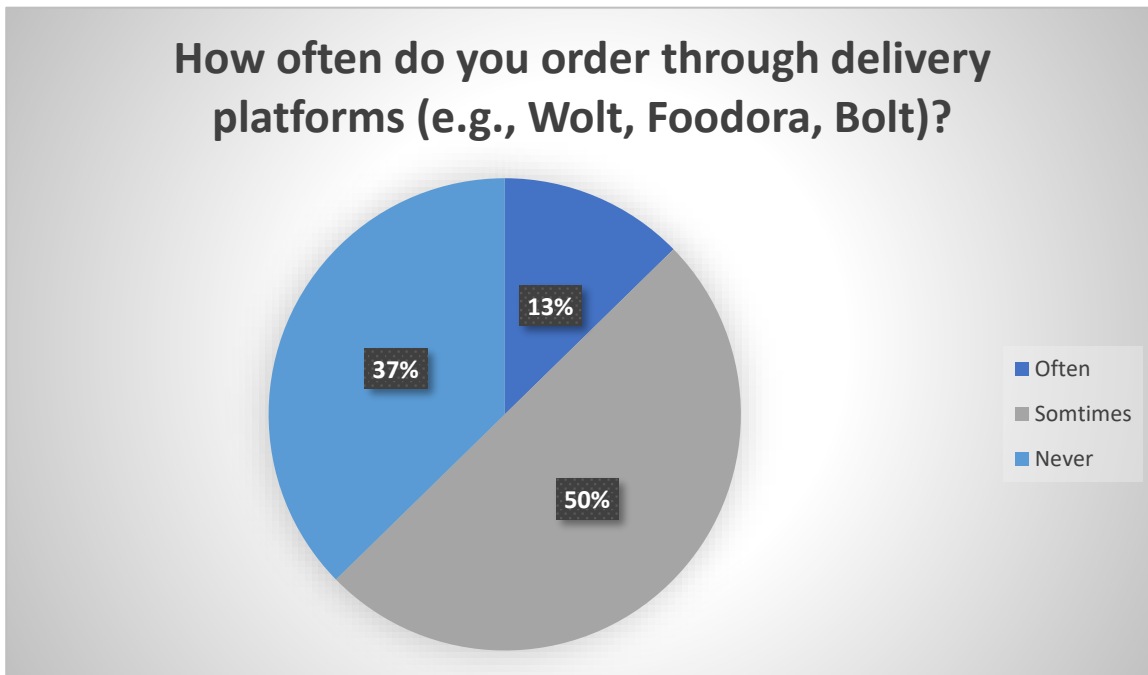


Figure 11. Delivery service demand (n=144). Accordingly

The eighth question was focused on understanding the overall demand of coffee drinking outside. The purpose was to identify if the tendency of drinking coffee outdoors remains strong. Also, the aim of the eighth question was to identify who frequently do people in Finland drink coffee outside. According to the answers of the question, 27% admitted to drink coffee outside often and 12% of the respondents admitted to never drink coffee outside. Finally, 1% of the respondents admitted to be drinking coffee rarely and 60% drink coffee outside only sometimes.

The results of the question indicate that the tendency of coffee drinking outside remains strong. Based on the answers, many people still prefer to drink coffee outdoors either regularly or occasionally. The answers also indicate that with a proper marketing strategy and product or service development, it will be possible to introduce a new coffee service and new experience to people in Finland. The purpose of the suggested business concept of coffee service is to offer a new experience to customers from enjoying coffee outside of home conditions.

The chart of the figure 12 visually illustrates the answers of the eighth question.

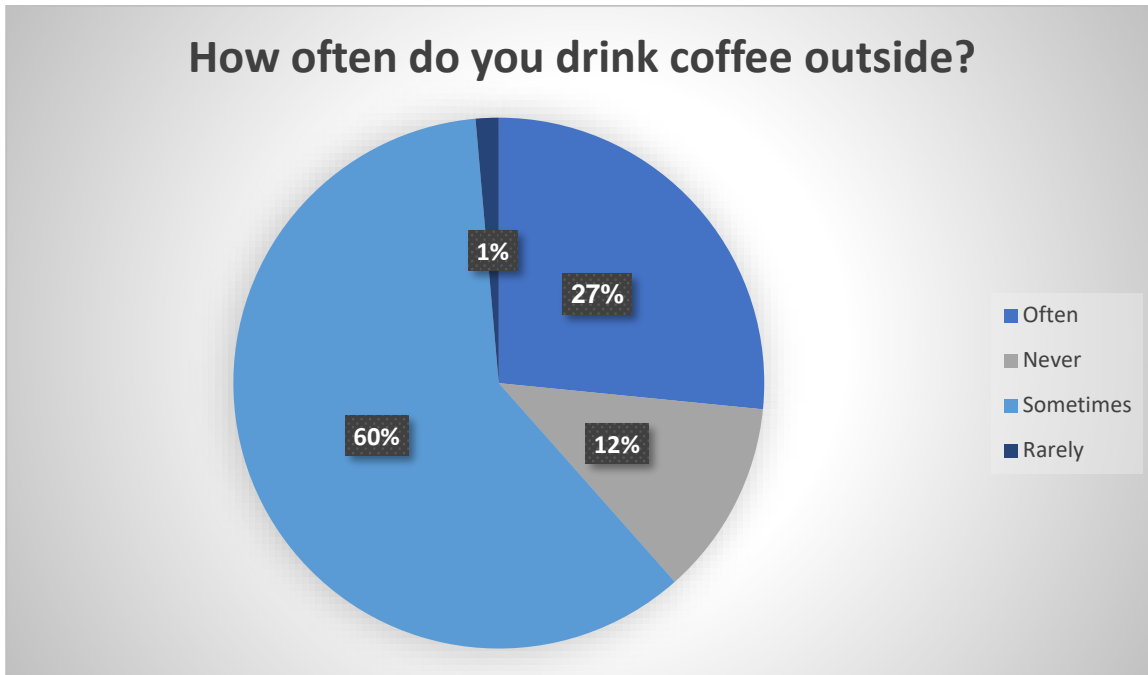


Figure 12. Outside coffee drinking (n=144). Accordingly

The aim of the ninth question was to identify the most important aspects of outside coffee drinking. This question would allow to analyze which elements should be prioritized when designing the coffee truck business concept. Based on the results, 57% of the respondents choose taste as the most important aspect of coffee drinking. Also, 31% of the answers was quality and 11% of the survey participants chose speed. Some of the participants also chose atmosphere and price.

The answers indicate that, mostly, taste and speed are the main factors for the people drinking coffee outside regularly or occasionally. Therefore, it is extremely important to prioritize the functionality and tools of the upcoming pick-up or delivery app for the future customers to be able to have a smooth experience from the service. More details regarding the functionality and the aimed app qualities will be discussed further in the report. Also, it is important to ensure the quality and taste of coffee drinks that would be offered to customers. The full menu and coffee drinks list is still being elaborated.

Answers to the ninth question are indicated in the chart of the figure 13.

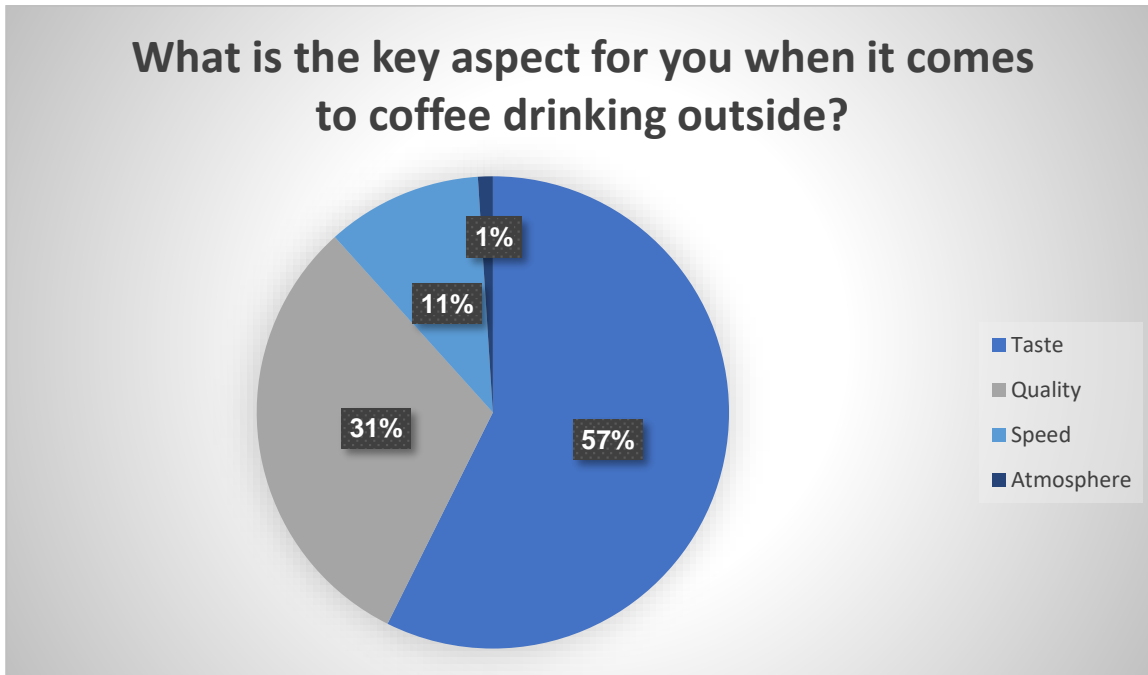


Figure 13. Outside coffee drinking volume (n=144). Accordingly

The aim of the tenth question was to identify coffee drinking preference of people in Finland. More precisely, the target was to understand whether coffee drinkers rather prefer drinking coffee outside, in home conditions or both. The results of the question indicate that 51% prefer enjoying coffee drinking in home conditions and 48% prefer having a coffee drink outside. However, 1% also preferred both options.

Based on the collected data, the results indicate that of drinking coffee outside the home remains popular and appears to be as common as making coffee in home conditions. The results of the tenth question also demonstrate that the number of people drinking coffee outside remains high, proving the existence of outdoor coffee drinker customer group.

Figure 14 illustrates the answers to the tenth question in the chart below.

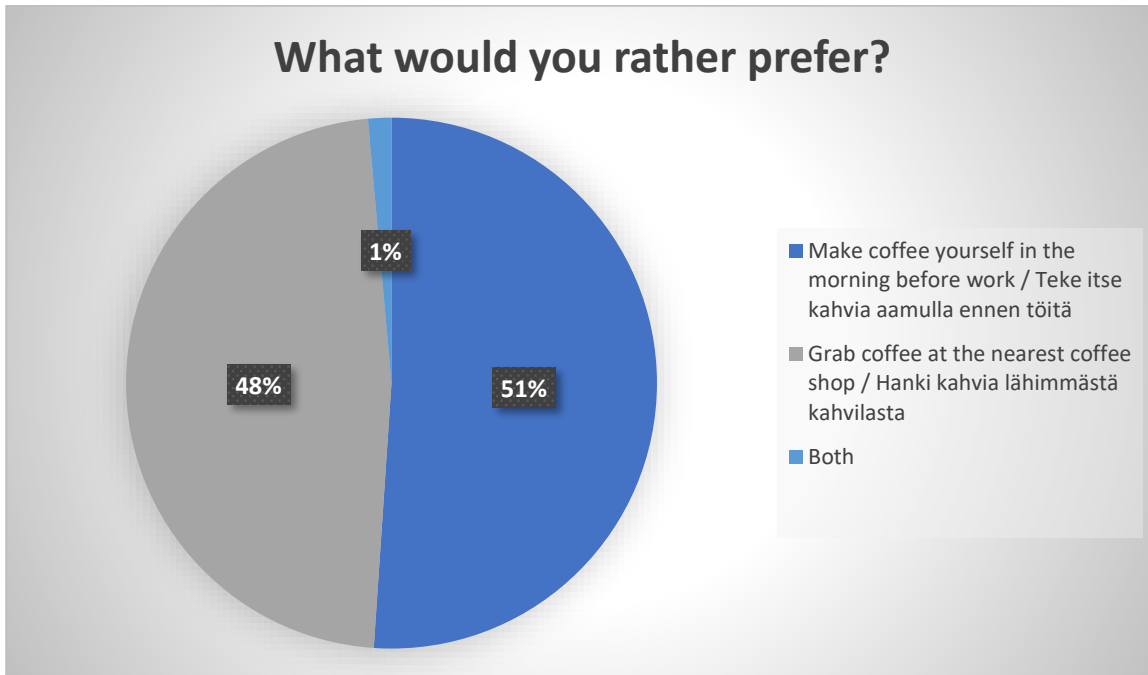


Figure 14. Coffee drinking habits (n=144). Accordingly

7 Customer app features and visuals

Preorders:

One of the main customer service tools that will be used in the coffee truck concept will be a phone app, which will carry a number of useful features that will be designed for a smooth customer's purchasing and delivery service usage. The general features that the app will have will allow potential future customers to make preorders via app. Using the app, customers will be able to make the preorders of a coffee drinks and select the nearest or the most convenient coffee truck based on a customer's location. Customers will be able to see all the nearest coffee trucks from the app and select the truck which a customer would prefer to pick the preordered coffee drinks from. Potential future customers will also have to make the payment for placing the preorder from the app. For placing the order, customers will have to provide the first name or a user name that they can create in the app. When picking up an order from a chosen truck, a server will have to verify customer's first name or user name. In addition, in order to avoid order mix-ups, a coffee server or barista will have to confirm the items in the order. It is still to be decided whether customers will be getting QR codes that will have to be presented to barista after successful preorder payment in the app.

Demand status and app visuals:

In the app, customers will be able to see the demand status or queue of each nearest coffee trucks. This information will help a customer to have a better understanding of the most suitable coffee trucks, especially if a customer is in a hurry to get a coffee drink. The plan is to make the app an efficient tool for both customers and coffee servers. If a certain truck receives an overwhelming amount of incoming orders, then a barista can temporarily restrict the app to accept preorders or delivery order for the truck. This way, coffee servers of a specific truck can focus on contact customers only and not to get overwhelmed on the duties. The app will also have a feature for customers to see the exact number of orders in the queue for a certain coffee truck. With the demand or queue visibility feature, it will also be easier to make a decision of whether a customer would prefer to still place an order on the app or to choose another truck that is more available for new orders. It is still to be decided on the exact number of coffee servers on a duty. In addition, the app will highly rely on a GPS data of trucks and customer location. In order to prevent customer privacy or GDPR safety, a customer location will only be available after customer consent in the

app and only during active orders. Customer location will allow the app to make the estimate time that a customer would have to spend to reach a certain coffee truck.

Gamification in the app:

The main purpose of the app is to apply gamification elements to customer engagement in order to bring entertainment into customer app using. The goal is to encourage potential future customers to engage with the app as much as possible and compete with other customers. The app will have an array of various activities that a customer can participate in. Also, the goal of applying gamification is to increase customer retainment. Participation in certain gamified activities will also be awarded with certain awards and incentives for future customer purchasing.

One of the elements that will be included in the app is the customer loyalty program. The goal is to award regular customers by offering discounts and small rewards for future purchases. The loyalty program will also include user points and special offers for regular customers. The special offers are still to be determined. By earning user points, customers will also be able to upgrade a user level and, therefore, have a wider range of unique offers.

The app will include small daily, weekly or monthly quests which will also be awarded by user points. Customers will be able to compete each other and also see the best scores of other users. The app will also present the table which will illustrate users with the biggest number of points and highest levels. It will also be possible to exchange points for discounts or trade for gifts for other users.

According to the initial plan, the app will have the monthly subscription option. In order not to breach author or owner rights, the possibility of adding a monthly subscription feature is still being elaborated. The monthly subscription would offer customers a daily access to certain drinks or items from the menu. The monthly subscription will also have several options and could be affected by customer user level. Monthly subscription will have a list of options for different prices and for different services, depending on preferences of future customers.

Truck routes and stops:

In addition to the features listed earlier in the report, the app will also feature a detailed illustration of routes of each coffee truck. The exact allowed spots for street coffee sales are still to be clarified and negotiated with the city authorities. Having this data will allow to make the precise route

planning for each coffee truck. The feature might be helpful for customers in planning and decision making regarding the most suitable location to receive a coffee drink from and at which time.

Also, according to the targeted plan, the app will also have a schedule of each coffee truck. The schedule will include information about the duration of each truck stop and the estimate trip duration between stops. This information might also be useful for customers time calculation and day planning. The schedule and stops duration will also depend on the street sales regulations.

7.1 Contact and remote customer service

The app will feature live chats with customers where customers can contact the servers for questions, order related issues or any other kinds of matters. The servers will assist customers by solving order-related issues. The chat service will mainly be focused on remote customers with delivery orders. Contact customers contacting servers by the chat will be encouraged to contact the service either by phone or directly. Separating customers and creating special serving methods for each type will prevent customer service backlogs and queues in service.

Based on the concept plan, each truck will have two servers. One person will be responsible for driving and offering assistance to another server in coffee preparations and, another server's main focus will be customer service and maintaining truck work conditions. If the truck stop time is about to end, servers must stop coffee service about 8-10 min before leaving and change the status in the app for customers not to be able to place new orders via app. Servers can also stop both contact and preorder service if the becomes challenging for servers to attend all customers in time.

Each operational day will also be split into three shift types: morning, afternoon-evening and late evening shift. The exact shift hours are still to be specified in accordance with labor law of Finland. Presumably, each shift will have two servers, however, the staffing might also change based on the demand volume, which can differ based on a time of the day and a day of the week. This data will be gained from servers' feedback. App will have feedback section that will allow servers to share thoughts and suggestions regarding a certain shift. The feedback section will be available in the end of each day. The servers will also be able to evaluate app work and the efficiency of the app. The servers will be able to report app bugs and errors and forward detailed feedback on various issues that could be encountered during customer service.

In the app, both customer and servers will be able to see daily offers and items available in each truck. Servers will be able to edit availability of each item in the app and edit offers and daily quests

based on the supply situation. Customers will also be able to forward feedback in the app regarding service or the quality of coffee drinks or snacks.

7.2 General Data Protection Regulation (GDPR) and its practicalities

GDPR policy is one of the strongest active laws that was designed for the data protection of people in EU countries. The law was mainly directed towards organizations that process and have access to any personal data people of EU. GDPR law went active in 2018. GDPR carries drastic financial penalties for any misuse of personal data of EU people. (Ben. W. s.a.)

GDPR originates from the European Convention on Human Rights in 1950. With the appearance of more developed technologies and digital tools such as the internet, it has been decided that people's personal data should be preserved from any misuse. Therefore, more modern digital strategies and tools have been designed to ensure data security and privacy safety. Due to unfortunate personal data privacy breach reported by one of Google account holders, it has been decided that the amendments into privacy safety laws should be made in 1995. (Ben. W. s.a.)

In 2016, GDPR was approved by the European Parliament and in 2018 has come into affair for all organizations. The law also applies to organizations and companies outside of EU countries that process personal data of EU citizens. The penalties for breaching data privacy are severe. The penalties for the data privacy misuse can reach €20 million, depending on the nature of misuse or violation of the data. Also, the parties whose data has been misused are eligible to request compensation for any harm that has been caused by data processors. Personal data can include: religious beliefs, personal political views, email address, person's name or gender. Processing of such data can be any nature of interaction with the data or any kind of use of the private information. Parties whose data has been used are referred to as "data subjects" and parties responsible on the nature of data use are "data controllers", typically a leading party or an employer in an organization or company. Also, "data processors" are considered as third parties that use private data on behalf of data controllers. (Ben. W. s.a.)

There are certain principles that ensure the safety of personal data. The first principle is "Lawfulness, fairness and transparency" that stands for a justified processing of a data that, which processing should be used in accordance with the law. The second principle is "Purpose limitation" that stands for certain boundaries of the data processing purposes, which have to be elaborated for the data subject before processing. The third principle is "Data minimization", that states that only the necessary data specified for the data subject must be processed and for the purposes clarified for the data subject. The fourth principle is "Accuracy". A data processor must ensure that

the data processed is updated and accurate. The fifth principle is "Storage limitation", which stands for the duration of data processing, which must not exceed the needed processing time for the specified purpose of the processing. The sixth principle is "Integrity and confidentiality", which is the principle that ensures the safety and the needed confidentiality of the data. The seventh principle is "Accountability" which stands for data processor ability to illustrate the compliance of all seven GDPR principles in data processing. Meaning, a data processor must ensure that needed safety measures are taken into account and a data processor must be able to give an illustration of how data subject private information is secured. When processing data, one should ensure that data protection responsibilities are assigned within a team accordingly and data protection executive should also be assigned. (Ben. W. s.a.)

All the personal data must be attained only by a personal consent of a data subject. The consent for private information must be requested comprehensively and unambiguously. The request for private information should be requested in a clear understandable language. A data subject is within the right to reject the data processor access to personal data, even if it was previously granted, and data subjects' consents should always be documented. Data subjects' decision on accepting or rejecting to private data access should always be respected and followed. Parties under 13 are eligible to grant access to private data only by permission of parents. (Ben. W. s.a.)

There is a list of rights highlighted by GDPR. According to GDPR, a data subject has a right: to object, to rectification, to be informed, to have access, to erasure, to restrict processing, to data portability and to rights related to "automated decision making and profiling". (Ben. W. s.a.)

There is a list of rights highlighted by GDPR. According to GDPR, a data subject has a right: to object, to rectification, to be informed, to have access, to erasure, to restrict processing, to data portability and to rights related to "automated decision making and profiling". (Ben. W. s.a.)

8 Business partners, competitors, and business overview

In order to understand all sides of the business idea, it is important to analyze the concept from different angles. One of the chosen tools that assists in identifying the advantages and weak spots of the concept will SWOT analysis. The tool focuses on four aspects: strengths, weaknesses, opportunities, and threats. Therefore, below on the figure 15 is the analysis of the suggested business concept in question.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Visual features of the customer app • High accessibility • Service speed • Service variety • Benefits for regular customers • Customer engagement with other customers 	<ul style="list-style-type: none"> • Low customer awareness • Vast competition with long history, know reputation coffee shops • New to the industry 	<ul style="list-style-type: none"> • Further expansion • New partnerships • Adding new innovative services • Adding new gamification elements to keep customers tuned 	<ul style="list-style-type: none"> • Unexpected app crashes • App bugs, errors • Quality issues at the start of the business • Lack of desired funds

Figure 15. SWOT analysis. Accordingly

Strengths:

As illustrated above on the figure 15, there is a list of aspects that would help the suggested business idea stand out in the coffee shop or coffee sales market. With a clear agenda and goal of the means and goal of the business operation, it will then be possible to provide an unforgettable customer experience. The goal of the suggested idea is not to duplicate what existing coffee shops and coffee houses are doing, but to create new innovative ways to serve coffee to customers.

Moreover, the target is to create new ways to increase customer engagement with the service and to create the new consumption atmosphere.

Weaknesses:

Nevertheless, there are certain weak aspects that should be considered when starting the business. One of such aspects is the low customer awareness. Therefore, it would be essential to create efficient marketing strategy. Social media marketing can also be efficient step to increase the awareness of the brand. Due to the fact of being new to the market, it can also be effective to focus on promoting services and tools that are not being used in other coffee shops companies.

Opportunities:

If the business goals are reached with the time, it would then be possible to plan a further business expansion to other cities of Finland. By gaining a reputation and customer awareness, it will also be possible to create new partnerships and expand network. Also, by analyzing customer feedback and sales results, it will be possible to consider new innovative services that would increase customer engagement. The target of the business idea is a constant variation of gamification elements.

Threats:

It is important to consider potential risks and threats of the business operations, which will create solutions. One of the main risks is based on potential app crashes. In case of unexpected app crash, customers will not be able to place orders in the app and the daily business operation can, therefore, be compromised. Therefore, it is important to consider a 24-7 technical control over the system. Another technical risk can occur by app bugs and errors, which can negatively affect customer experience of the app and the overall service. Also, for the successful launch of the business, certain funds are required. A lack of financial input might result into poorer quality at the start of the business operation, which could introduce the coffee sales company to customers from a bad angle. The needed funds will be listed further in the report.

8.1 Potential partners and top competitors

In order to ensure the smooth business operation, it is important to identify the needed partnerships and competitors. After arranging multiple appointments and introducing a business concept to interest parties, several potential partners have been selected. Also, there is a list of potential competitors in the coffee shop industry that have been selected. Potential partners and competitors

are listed in the table of the figure 16 below. The potential competitors have been picked based on the SWOT analysis of the figure 15. SWOT analysis discloses weaker elements or vulnerabilities of the suggested business idea and the competitors have been picked mainly based on weak parameters and threats. Also, the figure 16 introduces potential partners that have shown an interest in possible future cooperation once a business operation would launch.

Partners	Competitors
Sterly Oy	Starbucks
Wolt Enterprises Oy	Espresso House
Foodora	Fazer Café
Paulig Group	R-Kiosk

Figure 16. Partners and competitors. Accordingly

As it was discussed earlier in the report, one of the main focuses of the business idea is the customer app which will be designed specifically for the suggested business idea. According to the preliminary oral agreement with Sterly Oy representative, the coffee truck business could temporarily use already existing platform of Sterly Oy until enough funds are collected for purchasing the design of an independent new app with all the desired features. Sterly Oy has also agreed to take responsibility of the app maintenance in the future.

Also, in order to decrease expenses, at the beginning of the business operations, the potential cooperation with delivery companies such as Wolt and Foodora is also being in evaluation. The terms of potential cooperations are yet to be specified. The target is to find the most suitable and trustworthy partners for different sides of business operations. According to the preliminary negotiations with Paulig Group, the company is willing and ready to sign a partnership agreement for raw materials supply, along with the needed coffee machinery. The terms and conditions are still being elaborated.

8.2 Plan B

Depending on the demand volume, for the first 6-9 month, in order to minimize labor expenses, the idea is keeping the number of staff member as low as possible. If the demand volume would appear to be higher than expected, the number of staff members could be increased by recruiting of 1-2 new staff members. If the customer demand would not face the expected volume, marketing would then be put to a higher priority for promoting the service and increasing customer awareness. Also, costs would have to be decreased as much as possible. Depending on the income and customer feedback results, it is yet to be evaluated whether partnerships with local delivery companies will prove to be profitable and effective. Both long-term investments and regular expenses will be listed in the next section of the report.

8.3 Start-up investments and regular costs

It important to make an estimation of investments that are needed for the launch of the business operation and regular expenses that will be needed for serving customers. The clear estimate of investments and regular short-term costs will allow to make a profitable pricing of all the service or items that are to be offered to customers. The price estimates have been collected based on average figures of internet stores per item. In search of items and needed equipment in internet stores, the prices that have been discovered are based on platforms or websites such as Tori.fi, Facebook, etc. Therefore, below on the figure 17 is the estimate list of investments and regular costs for *the start* of the business operation, along with the value estimates. The figures presented below in the figure 17 are based on rough estimates and average data from online stores.

Fixed costs:	Euros/month	Fixed costs:	Euros/year	Long time equipment/:	Lifetime/Years
Salaries	5,200.00	Insurance	3,000.00	Truck	15,000 10
Fuel	500.00	Car insurance	1000	Credit Card Terminal	300 2
Water	500.00	Total	4,000.00	Equipment	5,000 3
Raw materials (cups, napkins, etc.)	600.00			Power Generator	650 3
WI-FI	25.00			Total	20,950
Book-keeping	200.00				
Food material	1,200.00				
Marketing	300.00				
Total	8,525.00				
Start-Up Costs:					
Open company fee	330				
Set-up of an Oy company	275				
Shareholders' Agreement, Articles of Association	0				
Alcohol Proficiency Test	159				
Hygiene Pass Test	0				
Primary app	7% of each transaction				
Total	764				
Overall total value:	34,239.00				

Figure 17. Star-up costs. Accordingly

8.4 Menu

The menu of the business will be visible on all coffee trucks and in the app. The menu will include a list of coffee-based drinks, along with coffee or tea snacks. The menu will also vary based on the customer demand on certain products. The sales of each product of the up-coming menu will be constantly monitored. The prices will be mainly based on the cost prices of each product. The cost prices are yet to be determined, and will depend on the up-coming arrangements and negotiations with potential future partners. Customer feedback monitoring will also be very important in understanding the quality satisfaction of customers for each product. As discussed earlier in the report, the feedback will be gathered and monitored through the customer app. Later, new products and drinks will be added in the future with the progress of the business operation. Below, on the figure 18 is the preliminary menu of the products and drink types that are still in consideration.

Warm coffee drinks	(e.g., Cappuccino, Espresso, Latte, Americano)
Ice coffee drinks	(e.g., ice coffee drinks with caramel, fruit syrups)

Warm tea	(e.g., green tea, black tea, red tea)
Ice tea drinks	(e.g., ice tea drinks with syrups and berries or fruits)
Coffee, tea snacks	(e.g., croissants, cupcakes, cookies, sandwiches, etc.)

Figure 18. Menu. Accordingly

9 Conclusion

Based on the gathered material throughout this report, it can be seen that coffee drinking habit in Finland remains strong. Despite the vast competition in coffee shop industry, people in Finland are still open for experiencing new tastes of coffee and for trying out new coffee spots. With a proper pricing of menu products and a proper marketing plan, it will then be possible to introduce new coffee selling system to people in Finland. With the increased accessibility in mind, it will be possible to combine gamification elements with coffee consumption via digital app. In order to include all the features and options in the app, the customer phone will have to be designed separately later. The app will be designed by the third-party software developer company Sterly Oy also listed in the partners section of figure 16. Until then, the business will have to use the temporary customer app that was offered by Sterly company until sufficient funds are collected for ordering own app designing. The terms of agreement are still being elaborated.

Social media marketing will certainly be one of the main marketing channels. Existing or future customers will be able to get all the new information and updates of the business through social media platforms. Future paid advertisements on several platforms are also being in consideration. Also, for the loyal customers, email marketing will take place. Regular customers will be able to be updated via email letters and get personalized offers. Customers will also be getting email newsletters containing important information on new products or service amendments.

As discussed earlier in the report, the business concept is highly focused on gamification elements that are to included in the app. Through different games and game challenges, customers will be able to engage and compete each other. The role of gamification is to increase customers' engagement with the business and customer loyalty level. Participation in games and different challenges will be rewarding for customers. As the games will be accessed only via customer app, this will incentivize customers to use the app more and be more dependable on the app in customers' daily purchases.

9.1 Main learnings

Collecting the information for the report provided me with very important knowledge on not only coffee business history, but also on the backgrounds of coffee. The literature collection for the research also gave very important on gamification techniques that have been applied earlier in the history. Along with the theoretical research, it was also important to analyze the target customer

and customer segments. Therefore, multiple tools have been applied that have been introduced from school courses. The tools have disclosed the target customer, customer segments and allowed to create the buyer persona for the business concept. Moreover, in the process of the research, the service has also been mapped out via tools that have also been introduced in Haaga lectures. In the thesis, the service process was analyzed through Customer Journey Map and Customer Service Blueprint tools. Customer Journey Map and Customer Service Blueprint have also introduced tools that will be used for creating and maintaining the service, along with customer step-by-step experience throughout the whole journey. The report also includes the SWOT tool that was especially useful in understanding the aspects that are still in need of extra work and attention. Though the SWOT analysis tool, threats, and future opportunities of the business.

The report included the quantitative research performed by survey as a research tool. As discussed earlier in the report. The survey has collected on hundred forty-four answers. The answers to the survey have proven the strong coffee-drinking culture in Finland. The survey also played a major role in defining the target customer segment and the most applicable social media platforms for reaching the customers.

In the process of data collection, the needed funds have also been calculated. In the financial part of the report, the estimate investments and needed expenses have been estimated. The report gave a clearer idea of the tools and funds that are needed for launching the business operations. In the process of data collection, the top competitors and partners have been gathered. The picked partners have already been reached out to and the further negotiation will take place.

Due to fact that the business will be dealing with customer personal data, it was also essentially important to research the policies and rule of customer privacy safety such as GDPR. When processing customer data, the privacy and customer personal data safety should be ensured, which has also appeared to be one of the top priorities of research. Compliance with GDPR rules will ensure the legality of the business operations and will make future customers more confident in the safety of the service.

It was important to understand the needed practicalities of the daily business operations. Therefore, in the report, the estimate staffing and truck coffee sales have been planned. Also, in case the business does not meet the estimate and desired results, it was noteworthy to design a plan "B" for the business. The plan "B" included the basic steps that would have to be taken in a negative outcome of the business operation.

9.2 Future plans

With the fundamental idea of the goal of the business idea and the means for starting the business, the arrangements with future business partners are yet to be made. The agreement terms with picked partners still must be negotiated. Also, the meeting with the relevant authorities should be arranged. The purpose of the meeting will be to specify the documentation aspects for starting the business. In addition, the allowed spots for street coffee sales with trucks also have to be specified on the meetings. When the clear finalized business plan is ready, it will then be possible to introduce the business to potential investors or apply for the city grant.

The specific products and drinks of the menu are yet to be decided. The menu will also require the pricing. The pricing will depend on raw materials, operational costs, and partnership terms of agreements. With the clear menu and price list, it will then be possible to decide the exact needed staffing for each day and rush hours. After collecting needed documents for starting the business, it will also be easier to start the operations.

Also, in order to understand basic concepts of coffee drinks making, it has been decided to take barista courses to get at least some basic skill in coffee drinks making. This will also provide the knowledge of the practicalities and the needed equipment. The courses will be taken for the longer term.

References

Gabe Z. & Christopher C. 2011. Gamification by Design. Implementing Game Mechanics in Web and Mobile Apps, 2-5, pp. 1-2.

Feifei X. & Dimitrios B. 2021. Aspects of Tourism. Gamification for Tourism, 1, p. 14.

LUT University. 12 August 2021. Finnish Coffee Culture. How do Finns drink their coffee? URL: <https://blogs.lut.fi/newcomers/finnish-coffee-culture/#:~:text=Finnish%20people%20consume%20the%20most,than%20just%20a%20caffeine%20addiction>. Accessed: 13 March 2023.

All Things Nordic. 25 October 2021. Coffee culture in Finland: a story of togetherness. How did coffee come to Finland? URL: <https://allthingsnordic.eu/coffee-culture-in-finland-a-story-of-togetherness/#:~:text=Coffee%20came%20to%20Finland%20in,all%20around%20the%20vast%20country>. Accessed: 25 March 2023.

Rudy C. 4 October 2016. Ink Tank. More kahvi, sir? How Finns became the world's greatest coffee drinkers. URL: <https://inktank.fi/one-more-cup-of-coffee-sir-traveling-through-finnish-coffee-drinking-history/>. Accessed: 4 April 2023.

Zoohan G. & Win M. 2019. Mobile Application for Customer Satisfaction (CS), Repurchase Intention (RPI). Mobile Application Framework for Developing Repurchase Intention and Customer Satisfaction, 167-168, p. 3.

Dave C. 13 January 2020. Online Value Proposition (OVP). Making your marketing more customer-centric using the 6Cs of digital marketing. URL: <https://www.davechaffey.com/digital-marketing-glossary/online-value-proposition-ovp/>. Accessed: 13 April 2023.

Cvarelasa. 31 October 2017. Advertising Communications Technology. Glossary: OVP (Online Value Proposition). URL: <https://act201718.wordpress.com/2017/10/31/glossary-ovp-online-value-proposition-2/>. Accessed: 29 April 2023.

Christoph B. & Kirstin H. 2011. Research Gate. Unique selling proposition (USP), 1609-1610, p. 16.

Dan S. 16 August 2022. Word Stream. How to Write a Ferociously Unique Selling Proposition. URL: <https://www.wordstream.com/blog/ws/2014/04/07/unique-selling-proposition>. Accessed: 16 May 2023.

Khurram B. & Faizul H. 1999. Research Gate. Benchmarking – Best Practices: An Integrated Approach, 254, p 12.

Barbora J. 2011. EKONOMIKA A MANAGEMENT. BENCHMARKING – METHODS OF RAISING COMPANY EFFICIENCY BY LEARNING FROM THE BEST-IN-CLASS, 86-87, p. 12.

Paulig s.a. Paulig History. COMPANY HISTORY. URL: <https://www.paulig.com/en/company/paulig-history>. Accessed: 15 May 2023.

Sean P. 2 June 19. The Evolution of the Coffee House. The Origins and History of the Humble Coffee Shop. URL: <https://www.thespruceeats.com/evolution-of-the-coffee-house-765825>. Accessed: 2 June 2023.

Kccadmin. 10 June 2021. Kamaxi College of Culinary Arts. What's in a name? Cafe vs Coffee House vs Coffee Bar vs Coffee Shop. URL: <https://www.kamaxicollege.edu.in/blog/whats-in-a-name-cafe-vs-coffee-house-vs-coffee-bar-vs-coffee-shop/>. Accessed: 10 June 2023.

NCA s.a. About Coffee. The History of Coffee. URL: <https://www.ncausa.org/About-Coffee/History-of-Coffee>. Accessed. 13 June 2023.

Propello. 11 January 2023. Customer Loyalty & Rewards. How Gamification is Driving Customer Loyalty and Engagement. URL: <https://blog.propellocloud.com/how-gamification-is-driving-customer-loyalty-and-engagement#Table-of-Contents>. Accessed: 15 June 2023.

Gerald C. 2018. University of South California. The Origins and Future of Gamification, 2-6, p. 9-10.

Gamify s.a. Gamification Blog. The History of Gamification. URL: <https://www.gamify.com/gamification-blog/the-history-of-gamification>. Accessed: 20 May 2023.

Qualtrics XM s.a. What is customer segmentation analysis, and how can it help? URL: <https://www.qualtrics.com/experience-management/brand/customer-segmentation/>. Accessed: 16 May 2023.

Yeldify. 6 December 2022. 4 Types of Market Segmentation: Real-World Examples & Benefits. URL: <https://www.yeldify.com/blog/types-of-market-segmentation/>. Accessed: 6 December 2022.

Survey Monkey s.a. Market and customer segmentation: definition and when to use each analysis. Learn how to use market and customer segmentation to improve your business. URL:

<https://www.surveymonkey.com/market-research/resources/market-customer-segmentation-definitions/#:~:text=While%20market%20segmentation%20divides%20the,the%20segmentation%20variables%20you%20choose>. Accessed: 19 May 2023.

Mathew G. 26 July 2021. Baremetrics. Top 4 Customer Segmentation Metrics. URL: <https://baremetrics.com/blog/top-4-customer-segmentation-metrics>. Accessed: 26 May 2023.

Pamela V. 29 September 2022. HubSpot. How to Create Detailed Buyer Personas for Your Business. URL: <https://blog.hubspot.com/marketing/buyer-persona-research>. Accessed: 25 May 2023.

Jack M. 7 April 2023. HubSpot. 10 Easy Steps to Creating a Customer Profile. URL: <https://blog.hubspot.com/service/customer-profiling#:~:text=A%20customer%20profile%2C%20or%20a,your%20sales%20and%20marketing%20campaigns>. Accessed: 26 May 2023.

Aaron A. 4 May 2023. HubSpot. How to Create an Effective Customer Journey Map. URL: <https://blog.hubspot.com/service/customer-journey-map>. Accessed: 29 May 2023.

Sarah G. 27 August 2017. NN/g Nielsen Norman Group. Service Blueprints: Definition. URL: <https://www.nngroup.com/articles/service-blueprints-definition/>. Accessed: 15 May 2023

Ben W. s.a. GDPR. What is GDPR, the EU's new data protection law? URL: <https://gdpr.eu/what-is-gdpr/#:~:text=The%20General%20Data%20Protection%20Regulation,to%20people%20in%20the%20EU>. Accessed: 10 June 2023.

Pritha B. 30 January 2023. Scribbr. What Is quantitative Research? | Methods & Examples. URL: <https://www.scribbr.com/methodology/qualitative-research/>. Accessed: 15 June 2023.

Ashesh A. 4 June 2022. Analytic Steps. What is a Survey? URL: <https://www.analytics-steps.com/blogs/what-survey>. Accessed: 11 June 2023.

Fleetwood, D. s.a. QuestionPro. Quantitative Research: What It Is, Practices & Methods. URL: <https://www.questionpro.com/blog/quantitative-research/>. Accessed: 8 November 2023.

Appendices

Appendix 1. Quantitative research survey questions.

Survey

What is your age?

- 13 - 17
- 18 - 24
- 25 – 34
- 34 – 44
- 45 – 54
- Over 55

Which social media platform do you use the most?

- Instagram
- Facebook
- Twitter
- TikTok
- None

Do you drink coffee every day?

- Yes
- No
- Other

Are you loyal as a customer to a certain coffee shop brand?

- Yes, I buy coffee from one specific place only
- No, I prefer variety
- No, I prefer quality
- I don't have any specific preference
- Other
- Own answer

What is the best price for an average coffee cup in your opinion?

- 5 — 7 €
- 3 — 4 €
- 1 — 2 €

Is it hard for you to buy a coffee during working routine?

- Yes
- No
- Sometimes
- Other
- Own option

How often do you order through delivery platforms (e.g., Wolt, Foodora, Bolt)?

- Often
- Sometimes
- Never
- Other
- Own option

How often do you drink coffee outside?

- Often
- Sometimes
- Never
- Other
- Own option

What is the key aspect for you when it comes to coffee drinking outside?

- Taste
- Speed
- Quality
- Other
- Own option

What would you rather prefer?

- Make coffee yourself in the morning before work
- Grab coffee at the nearest coffee shop
- Other
- Own option