

**MSMMD14E**  
2nd semester 2014

**YOU drink**  
**WE DRIVE**  
we got you **COVERED**

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Foto: Colorbox





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# PROJECT COVER

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| If the project is developed for an external company.<br><br>Which?<br><br>Name, address                     |                                                                                              |



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WE

# ALLOCATION OF THE REPORT

|                                                 |                                      |          |                                       |                      |                              |
|-------------------------------------------------|--------------------------------------|----------|---------------------------------------|----------------------|------------------------------|
| PESTLE<br>Porters 5<br>forces SWOT<br>The 7 P's | Questionnaire<br>and user<br>testing | Teamwork | Communi-<br>cation and<br>SMART-model | Coding and<br>design | Personas and<br>target group |
| Cyndi, Ilze and<br>Suong                        | Cyndi and<br>Konstantin              | Ivan     | Suong                                 | Ilze and Ivan        | Ivan and Kon-<br>stantin     |



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# INTRODUCTION

## COMPANY OVERVIEW

WeDrive is a new kick-starter company located in the Copenhagen area that offers professional designated driver service determined to get you and your car home safely after an evening of entertainment. WeDrive is a service concept, which is developed in many countries, and now it will be introduced to the Danish market.<sup>1 2 3 4</sup>

The concept is based on sending two drivers out to a customer that has been drinking. The qualified drivers meet the customer at a designated location. One driver will drive the customer home in their own car and the other chauffeur follows in a WeDrive car. Once at the agreed destination, the driver hands the keys back to the customer.

The service is scenario based, meaning that multiple passengers can be dropped off at different locations. WeDrive's service is available 24h a day, 7 days a week. WeDrive's insurance warrants the customer's car while being driven by the company driver.

## PROBLEM BACKGROUND

Each year, approximately 13,000 people within Denmark are indicted for drunk driving. The actual number of drunk drivers on the roads is far higher. Statistically it is the young (20-29) and middle-aged (45 -59) people who are involved with the most alcohol related accidents.<sup>5</sup>

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- 1 <http://youdrinkwedrive.org/services/>
  - 2 <http://www.bemywdd.com/designated-driver.html>
  - 3 <http://www.udwd.com.au/>
  - 4 <http://www.drinkndrive.bg/info.php>
  - 5 <http://www.alkolaasen.dk/side2.html>

## **PROBLEM DEFINITION**

How to promote WeDrive's services on the Danish market?

To answer the problem definition, the question will be dissected into subsections/question in order to gain a clearer perspective.

What factors influence and impact drinking and driving in Danish society?

Who are the competitors within this industry and how do they influence the Danish market?

How does WeDrive communicate the correct message to the target group?

## **DELIMITATIONS**

The main focus will be on how to market WeDrive's services in Denmark. In order to research the Danish market the following models have been chosen - PESTLE, Porters 5 Forces, and Questionnaire. After conducting the market research the Gallup Kompas and Personas were used in order to narrow down the target group. For the purpose of defining the most appropriate marketing strategy the 7P's and AIDA models were used. Due to time constraints business plan is not included in this report.

## METHODS USED

| Aim/Purpose                                                                                                                                                     | Model/Analysis   | Data                        | Method for collecting the data         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------|----------------------------------------|
| Understand the Political, Economic, Social, Technological, Legal and Environmental factors that can influence the business.                                     | PESTLE           | Quantitative<br>Qualitative | Online research<br>Personal interviews |
| Used in order to analyze the 5 competitive forces.                                                                                                              | Porters 5 forces | Quantitative                | Online research                        |
| The aim is to identify the <b>S</b> trengths and <b>W</b> eaknesses within the company and the <b>O</b> pportunities and <b>T</b> hreats outside of the company | SWOT             | Quantitative                | Different online researches            |
| Defines marketing strategies                                                                                                                                    | The 7 P's        | Quantitative<br>Qualitative | Online research<br>Personal interviews |
| To serve as mean for reaching the target group and sell the service                                                                                             | AIDA             | Qualitative                 | Brainstorming                          |

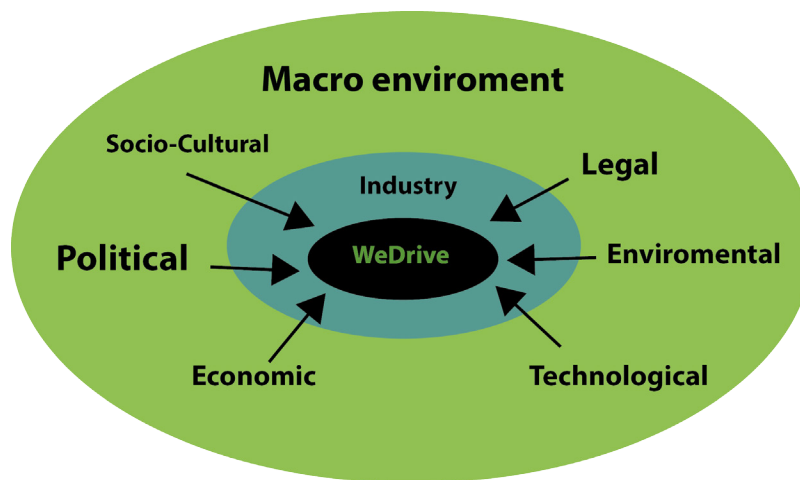
|                                          |                           |              |                                  |
|------------------------------------------|---------------------------|--------------|----------------------------------|
| Defines specifics of target group        | Gallup Compass (Personas) | Quantitative | Online research                  |
| Determine customer preferences           | Questionnaire             | Quantitative | Online survey (primary research) |
| Marketing objectives                     | Smart Goals               | Quantitative | Brainstorming                    |
| Used in order to make the design         | C.R.A.P. Rules            |              |                                  |
| Adapt the website to the customers needs | User test                 | Quantitative | Desk research                    |

The marketing plan is broken down into the following phases - analysis, objectives, strategies, tactics and controls. The reason behind this is to create a structured framework, which will help the reader to follow the logical sequence of the steps.

# MARKET PLAN

## ANALYSIS

### PESTLE



A PESTLE analysis is a framework, which allows you to look at the external macro environment. Within this environment the influences are thus out of WeDrives control. The word PESTLE is an acronym for Political, Economical, Socio-cultural, Technological, Legal and Environmental.<sup>6</sup>

In order to thoroughly and effectively find out the external opportunities and threats that WeDrive might face, a PESTLE analysis was performed. By doing so a marketing strategy could be developed by taking advantage of the opportunities and counter act the possible threats.

#### Political

The Danish government has created tighter policies against driving under the influence of alcohol. Unannounced freeway controls are being implemented to check drivers' alcohol levels if they are under the suspicion of being intoxicated<sup>7</sup>.

In addition, the police will develop a specific analyzing tool that makes it possible for them to

<sup>6</sup> [http://www.oxlearn.com/arg\\_Marketing-%C2%AD%E2%80%90Resources-%C2%AD%E2%80%90PESTLE-%C2%AD%E2%80%90-%C2%AD%E2%80%90Macro-%C2%AD%E2%80%90Environmental-%C2%AD%E2%80%90Analysis\\_11\\_31](http://www.oxlearn.com/arg_Marketing-%C2%AD%E2%80%90Resources-%C2%AD%E2%80%90PESTLE-%C2%AD%E2%80%90-%C2%AD%E2%80%90Macro-%C2%AD%E2%80%90Environmental-%C2%AD%E2%80%90Analysis_11_31)

<sup>7</sup> <http://www.justitsministeriet.dk/nyt-og-presse/pressemeddelelser/2013/regeringen-sk%C3%A6rper-indsatsen-mod-spiritus-og-narkobilisme>

identify and track motorists who repeatedly are indicted for being under the influence of drugs or alcohol. The police can then respond more quickly and effectively against these perpetrators.

Danish government regulation has also given the police tools to confiscate cars if necessary<sup>8</sup>.

Lastly, the government plans to continue their campaign efforts, including Safety Council Traffic Works; this includes road safety strategies within Danish companies<sup>9</sup>.

## Economic

### Gross Domestic Product (GDP)

According to The National Bank, the Danish economy is going in the right direction. There is a small increase in 2014 of 1.5% in gross domestic product.<sup>10</sup>

With the increase in housing prices and low interest rates, this is a positive sign for the Danish economy. Although the white-collar industry is only expecting an economic increase of 0,8% for 2014 it is still a positive step forward.<sup>11</sup>

### Unemployment

Unemployment rates are unchanged with 5% in September 2014,<sup>12</sup> compared to 2009 the number has fallen. Due to benefit reform there is an increase in the quantity of social assistance recipients from 1500 to 43,200 since 2007.<sup>13</sup> Statistically people in Copenhagen between the ages of 25-29 are having problems finding jobs.

### Private consumption

From 2011 to 2013 Sjælland and North Jylland spent the most money on the purchase of trans-

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8 <http://www.justitsministeriet.dk/nyt-og-presse/pressemeddelelser/2013/regeringen-skærper-indsatsen-mod-spiritus-og-narkobilisme>

9 <http://www.justitsministeriet.dk/nyt-og-presse/pressemeddelelser/2013/regeringen-skærper-indsatsen-mod-spiritus-og-narkobilisme>

10 <http://www.dr.dk/Nyheder/Penge/2014/06/17/0617112200.htm>

11 <http://www.danskerhverv.dk/Nyheder/Documents/Analyser/Oekonomisk-prognose/Oekonomisk-prognose-oktober-2014.pdf>

12 <https://www.ug.dk/job/artikleromjobogarbml/ledighedsstatistik/den-aktuelle-ledighed-og-beskaeftigelse>  
<http://www.dst.dk/da/statistik/nyhtml.aspx?cid=18139>

13 <http://politiken.dk/indland/ECE2007747/arbejdsloesheden-falder-til-det-laveste-niveau-i-fire-aar/>

# MARKET PLAN

## ANALYSIS

port in comparison to all parts of Denmark. The cost <sup>14</sup>of transportation per household for a year was between 21,000 and 22,000 DKK.

### Income

The largest income is from those who live in the capital region.<sup>15</sup> From 2000 to 2012 the number of people who have more 225,000 DKK a year in disposable income has almost doubled from 857,000 to 1,622,000 people.<sup>16</sup>

### Social

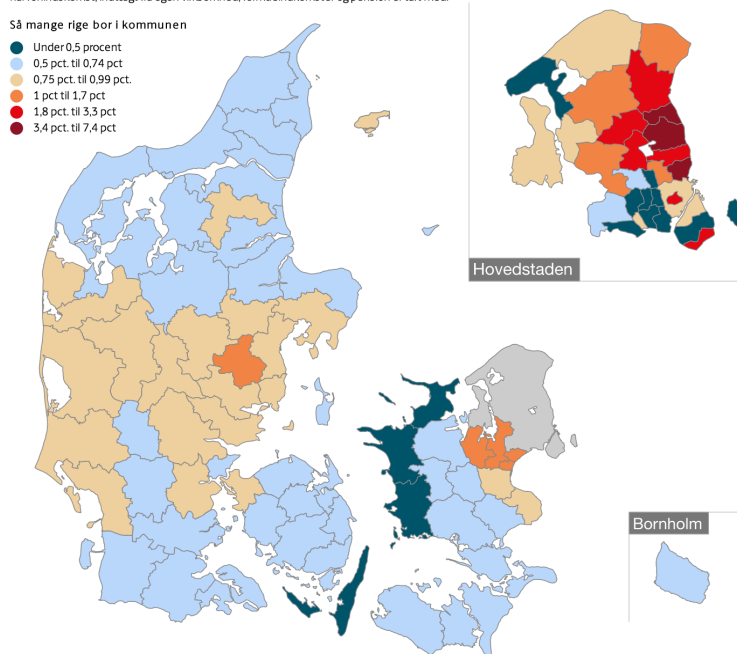
Danes consume within a years time 665 liters of beer, wine and spirits which equals to 2 alcohol beverages every day from the ages of 14 and up.<sup>17</sup> Compared to other countries, Denmark ranks the highest.<sup>18</sup> Drunk driving accidents are increased during the summer months.<sup>19</sup> Alcohol has the greatest influence of the traffic accidents. Every 5th accident is due to drunk driving. In

#### Her bor danskerne med de største indkomster

Kortet viser, hvor meget den rigeste ene procent udgør af indbyggertallet (over 17 år) i hver af landets kommuner. Den rigeste procent tjener 1,3 mio. kroner om året og opefter, når lønindkomst, indtægt fra egen virksomhed, formueindkomster og pension er talt med.

Så mange rige bor i kommunen

- Under 0,5 procent
- 0,5 pct. til 0,74 pct.
- 0,75 pct. til 0,99 pct.
- 1 pct. til 1,7 pct.
- 1,8 pct. til 3,3 pct.
- 3,4 pct. til 7,4 pct.



BERLINGSKE

TEKST OG GRAFIK / PHILIP DAM / UDVIKLER ZORAN TODOROVIC

KILDE / CEPOS, DATA FRA DANMARKS STATISTIK FOR 2012

14 <http://www.dst.dk/da/statistik/nythtml.aspx?cid=18555>

15 <http://www.b.dk/nationalt/her-bor-danskerne-med-de-stoerste-indkomster>

16 <http://www.b.dk/nationalt/her-bor-danskerne-med-de-stoerste-indkomster>

17 <http://digitalt.tv/tv-2-kigger-paa-danskernes-alkoholforbrug/>

18 <http://digitalt.tv/tv-2-kigger-paa-danskernes-alkoholforbrug/>

19 <http://www.sikkertrafik.dk/spritkoersel>

9 out of 10 accidents males are responsible.<sup>20</sup>

A major reason why Danes alcohol consumption is so high compared to a lot of other countries is directly connected to the Danish culture as a whole.<sup>21</sup> Alcohol is a part of many social gatherings, which take place during the weekends or within the company of good friends. There is existing social dogma that tends to avoid people who are not drinking during social activities. There are quite few who are willing to challenge this Danish tradition. In order to change societal drinking patterns within Denmark it is not enough to start with the young newly drinking generation, the main focus for making such a change should come from targeting parents first.<sup>22</sup>

### Europe Drink Trends 2005

Alcohol consumption in liters of alcohol per individual:

|                 |     |
|-----------------|-----|
| Norway          | 4,4 |
| Sweden          | 4,9 |
| Italy           | 6,9 |
| Greece          | 7,7 |
| Finland         | 7,9 |
| The Netherlands | 7,9 |
| Denmark         | 9,5 |

Source: World Drink Trends

## Technological

Denmark is an advanced technological country. Technology is implemented literally in every governmental and educational institution. Furthermore the population is focused on new technologies and the use of Internet and mobile communications. The infrastructure of the country is highly developed and maintained.

## Legal

Within this category there are two areas that should be considered. The first one is concerned with the rules and regulations WeDrive must adhere to as a commercial driving service. The other one is the legal blood alcohol levels to drive.

The law states blood alcohol content must be under 0,5 if 2 or more the police will confiscate the driver's vehicle.<sup>23</sup>

It is important to look at Danish laws and restrictions for the driving service industry to be cer-

20 <http://www.sikkertrafik.dk/spritkoersel>

21 <http://www.information.dk/305672>

22 <http://www.information.dk/494222>

23 <http://nyhederne.tv2.dk/krimi/2014-06-30-nu-strammes-loven-spritkoersel-kan-koste-bilen>

# MARKET PLAN

## ANALYSIS

tain the WeDrive adheres to these regulations.

According to “The Act on Taxi services”, WeDrive would fall under the same regulations as limousine driving. All vehicles with a Danish registration, designed to carry a maximum of 9 persons (including driver) must have a business driver’s license.<sup>24</sup> This means that the driver must have attended a driving school and passed the test in order to get commercial driver’s license. In addition, certification from the municipality must be acquired that authorizes the driver to operate within the area. Certification is necessary from each municipality in which the company operates.

The Minister of Transport must grant the Permission for public service transport.<sup>25</sup> Permission for public transportation is given also to the vehicle.<sup>26</sup> This means that not only each driver must be certified for commercial driving, but also each vehicle used by the company must be approved. In order to receive public driving certification the applicant must be a Danish resident, not under bankruptcy proceedings and not a convicted felon.<sup>27</sup> The commercial driver’s license must be renewed every 5 years in order to be valid<sup>28</sup>. By law all registered vehicles under WeDrive’s business must have at minimum liability insurance<sup>29</sup>.

## Environmental

The Danish government has launched their green energy and carbon plan for 2020 which will be the “broadest, greenest and most long-term energy agreement” ever reached.<sup>30</sup>

Via this new plan Denmark aims to cut its greenhouse gas emissions by 34% by the year 2020. The new agreement also covers advances in renewable heat, smart grids and bio-gas in addition to other green technologies<sup>31</sup>

Results from this project will make Denmark the global leader in the transition to green energy.<sup>32</sup>

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24 <https://www.retsinformation.dk/forms/r0710.aspx?id=143491>

25 <https://www.retsinformation.dk/forms/r0710.aspx?id=143491>

26 <https://www.retsinformation.dk/forms/r0710.aspx?id=143491>

27 <https://www.retsinformation.dk/forms/r0710.aspx?id=143491>

28 <https://www.retsinformation.dk/forms/r0710.aspx?id=143491>

29 <https://www.retsinformation.dk/forms/r0710.aspx?id=143491>

30 <http://www.theguardian.com/environment/2012/mar/26/wind-energy-denmark>

31 <http://www.theguardian.com/environment/2012/mar/26/wind-energy-denmark>

32 <http://www.theguardian.com/environment/2012/mar/26/wind-energy-denmark>

## PESTLE - CONCLUSION

The fact that the Danish government passing new laws to tighten government regulations for driving under the influence of alcohol would be a big advantage for WeDrive's business. With greater awareness of the harmful effects that drinking and driving is causing, it encourages individuals to avoid driving while being intoxicated.

When it comes to the general economy in Denmark there is a small increase. Unemployment has fallen to 5% and has not been changed. People have more disposal income to spend. Private consumption of transport is the highest within the capital region. All of these aspects are positive influences on WeDrive's ability to flourish. Statistically speaking, it would be to WeDrive's benefit to establish the company in Copenhagen, taking advantage of the areas large transport consumption.

Drinking takes a huge part of the Danish culture from young adults and up. Every 5th accident is due to drunk driving, this in itself is a strong reason why WeDrive's concept could be tremendously beneficial to the Danish society at large.

Currently there are no technological issues, which affect the company. Although technological advances happen so quickly, this is an area that WeDrive must keep sharp attention to.

There are many regulations and policies that WeDrive must adhere to by law. The category of public transportation which the company falls under is limousine driving. It is imperative that they obey by all the regulatory factors. Commercial driver's license renewal every 5th year, certification via each commune and a maximum passenger capacity of 8 persons. In the future if WeDrive decides to expand their services to facilitate larger groups of passengers each driver must get the additional education needed to acquire a new drivers license (stort kørekort).

As Denmark focuses toward green energy, WeDrive can take advantage of this opportunity and use hybrid vehicles within their fleet. In the capital region there are numerous charging locations for hybrid cars that WeDrive can take advantage of.<sup>33</sup> The concept of being environmentally friendly will increase WeDrive's reputability and social standing.

# MARKET PLAN

## ANALYSIS

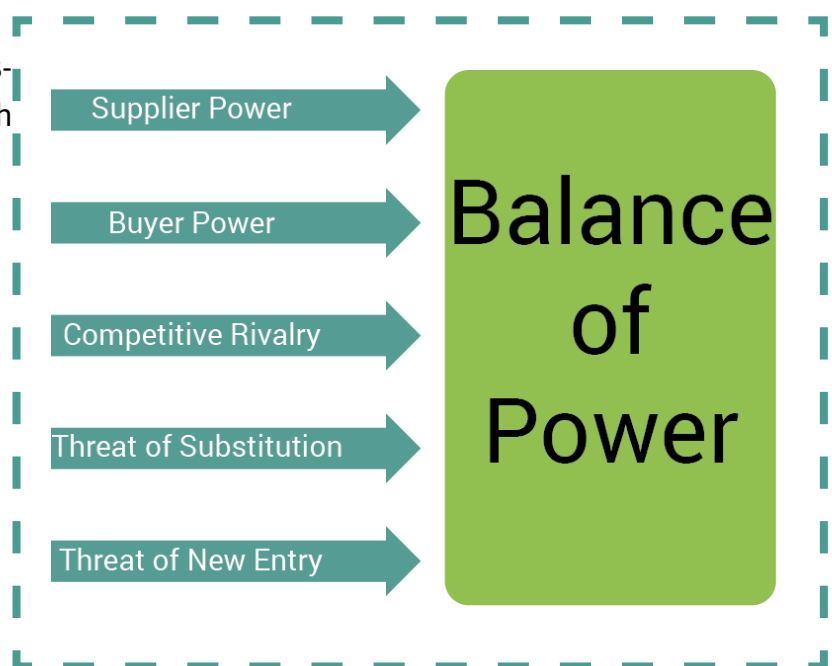
### PORTER'S 5 FORCES

To analyze the competitive conditions within the commercial driving service industry, Porter's 5 Forces analysis have been conducted in order to uncover WeDrive's key success factors. As the company is trying to penetrate the danish market all 5 forces are pertinent to the analysis. Identifying the key success factors would assist WeDrive in creating their marketing strategy.

#### Supplier Power

The suppliers for the driving industry are car dealerships, selling both new<sup>34</sup> and used cars<sup>35</sup>. Another option could be the leasing/rental agencies<sup>36</sup>. Further avenue can also be private owner's selling their cars.

In addition to the vehicles other supplies that are needed are video cameras<sup>37</sup>, GPS navigation systems<sup>38</sup>, spare car parts<sup>39</sup> and repair/ maintenance services<sup>40</sup>.



#### Competitive Rivalry

Competitors in this industry are

taxi, limousine and carpool companies.

The taxi companies within Denmark are DANTAXI, TAXA 4x35, Taxi Nord 4x48, City Taxi and Taxi Motor.<sup>41</sup>

The main competition of WeDrive is considered to be the taxi companies since they offer 24/7

34 <https://www.google.dk/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=car+dealerships+dk>

35 <http://www.bilbasen.dk/>

36 <https://www.google.dk/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=www.carleasing.dk&spell=1>

37 <http://www.prisdeals.dk/search/result/query/bil+kamera/>

38 <http://www.prisdeals.dk/search/landing/query/gps/s/google/koid/1549616357/>

39 <https://www.google.dk/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=biler+reservedele>

40 <https://www.google.dk/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=bilmekaniker>

41 <https://www.google.dk/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=taxi%20companies%20denmark>

driving service. Within that sector, DANTAXI is Denmark's largest company with more than 1,200 vehicles. They have automobiles in Copenhagen and the other bigger cities<sup>42</sup>. DANTAXI offers a similar service to the one that WeDrive provides. Although they offer this service they do not advertise it.<sup>43</sup>

While limousine companies within Denmark are on the rise,<sup>44</sup> they cannot be considered as direct competition to WeDrive since they do not offer the service of bringing the customer's vehicle to a certain destination.

Carpool services differ in the fact that everyone is sharing a ride and all passengers are splitting the costs.

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42 <http://da.wikipedia.org/wiki/Dantaxi>

43 Interview with DANATAXI chauffør Kim Johansen Dec 2, 2014

44 <https://www.google.dk/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=limousin%20companies%20denmark>

# MARKET PLAN

## ANALYSIS

### PORTER'S 5 FORCES

#### Buyer Power

The number of customers that are using commercial transport services is high. Besides the rates there are no substantial differences between the different taxi companies within the Copenhagen area. Based on this it could be concluded that the customers are more likely to be price sensitive because there is no differentiation in the service. Furthermore the customers are able to substitute one company with another without any additional cost.

#### Threat of Substitutes

Threat of substitute services is a factor to take into consideration. For those people living in urban areas there is the option of taking public transportation such as the metro, busses or DSB trains. In addition there is the possibility to contact family or a friend to pick them up. Although this is an option, it still does not offer the same performance as WeDrive service. Whatever option they choose there are no switching costs involved.

#### Threat of New Entry

In itself, the driving service industry within Denmark is highly attractive. Time and start up costs needed for new competitors to enter into this market is quite minimal in order for them to become operational. Industry knowledge consists of a commercial drivers license. Entry barriers for new entrances are low, due to the market having many suppliers; it gives the customers high bargaining power. Larger driving service companies (DANTAXI) try to dominate the market by being competitive in their price and service in order to keep their market position.

### PORTER'S 5 FORCES - CONCLUSION

Since there are numerous amounts of suppliers both within Denmark and the EU parameters they carry no bargaining power. Competition between the suppliers is high and any supplier can easily be replaced without involving changing costs.

The number of customers using commercial transport services is high. Rates vary slightly al-

though there are no substantial differences between the taxi companies with the Copenhagen region. Price sensitivity is the only factor distinguishing one competitor to another, as service amongst them is the same. No changing costs are accrued to substitute one company for another.

Direct competition for WeDrive is the Taxi Industry, as this industry is monopolistic competition based it has many competitors offering substitute services to a large population of buyers. Tactically DANTAXI, which is the largest taxi company in Denmark, has much at stake; exit barriers for them to leave the industry would be high due to their large fleet inventory, large service center and including office inventory. With a sizable market share, DANTAXI has the ability to dominate the commercial driving service industry as they can influence the company's stability and future growth by advertising the same service at lower prices thus being a direct threat to WeDrive. Other not so intrusive competitors are the limousine a carpool services as well as the public transportation sector. It is imperative that WeDrive keeps both eyes open, by doing so they can tactically respond if any of these services and start matching their unique selling points.

WeDrive's unique selling points (USP) differentiates them within the market and must be marketed to its full potential in order to attract customers. It is also important that they focus on being competitively priced as well as having partner companies where customers have the opportunity to receive discounts on their products and services. By taking such a strategy WeDrive has the opportunity to gain customer trust and loyalty and thus a place within the commercial driving service market.

Substitute services must be considered although they are not a direct threat to WeDrive. As these substitute services do not offer their main service of driving vehicles home safely without the worry of car vandalism in addition to unnecessary walking from buses or train stations to their home residence. The convenience of a worry free way home surpasses the substitute possibilities.

The minimal entry barriers, time and industry knowledge needed for new competitors to enter into this market it is a highly attractive industry. New companies entering this industry need to uncover new avenues of interest in order to differentiate themselves on this market.

# MARKET PLAN

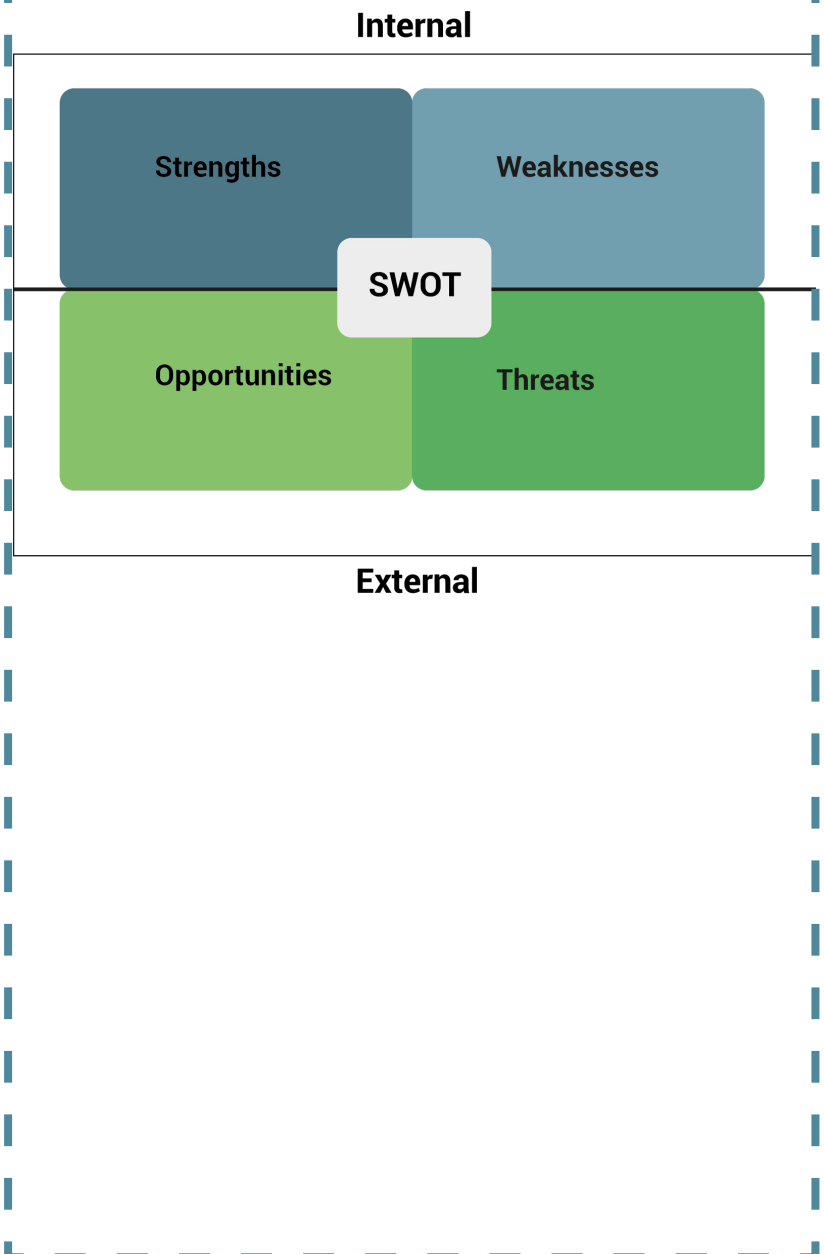
## ANALYSIS

### SWOT ANALYSIS

SWOT analysis is a useful and necessary tool in order to determine WeDrive's strengths and weaknesses and for identifying the opportunities and the possible threats which they may encounter.<sup>45</sup>

It is crucial to note that strengths and weaknesses (**SW**) are internal factors, which are under WeDrive's influence, and therefore they have the ability to revise or change this aspect. While the opportunities and threats (**OT**) are external factors which WeDrive cannot control. Although they are outside of the company's control strategies can be developed to leverage their strengths in order to maximize opportunities and minimize threats.

The SWOT can help to define WeDrive's strategic plans and tactics.



<sup>45</sup> [http://en.wikipedia.org/wiki/SWOT\\_analysis](http://en.wikipedia.org/wiki/SWOT_analysis)

## Strengths

- New start-up business
- First on the market
- Low cost advertising - online marketing channels

## Weaknesses

- No place for continuous development
- Requires significant initial investment
- Expansion to different market is closely related with finances
- Staff on hand is dependent on the number of appointments

## Opportunities

- Gain first mover advantage
- Possible partnerships with hotels, clubs, restaurants etc.
- Cooperation with local authorities - affiliations (drinking and driving campaign)
- Large portion of target lives in metropolitan area - Copenhagen
- Danish culture

## Threats

- Large competitor - DANTAXI
- New entrants to the market
- Law regulations - changing
- Main competitive advantage is price

# MARKET PLAN

## ANALYSIS

### SWOT - CONCLUSION

It becomes apparent that WeDrive has the ability to capitalize on some of their opportunities by using their first mover advantage to set precedence on how designated driver services should be. By being first on the market they have the ability to set industry standards which future competition will have to compete with. Their USP of professional service first-aid certified drivers, 24/7 available service and multiple drop off points differentiates them on the market. As WeDrive emphasizes their social responsibility to help reduce the number of fatality accidents caused each year by drunk drivers, they can create affiliations with local law enforcement. Together they can create campaigns throughout the various regions in Copenhagen. It will not only bring more social awareness about the ill effects of drinking and driving but also offers a solution to the problem as well. WeDrive has this opportunity with different environmental groups that support reducing pollution as well. It is important that WeDrive visually shows their social responsibility and concern about the environment. Taking such position will influence positively WeDrive in terms of branding their service.

WeDrive has some advantages being a start up company one being that they have the ability to create their company structure. Through analysis extracted from the PESTLE and Gallup Compass, Copenhagen would be the most beneficial location for WeDrive to start their business.

WeDrive has the opportunity to partner up/affiliations with companies such as hotels, clubs and restaurants. These establishments could buy yearly memberships. Based on these memberships the partners could offer to their customers WeDrive service on a discount price. This becomes a win-win situation for all parties involved.

WeDrive can use their first mover advantage to create a unique position for themselves on the market.

# MARKET PLAN

## OBJECTIVE

## SMART GOALS

With the received answers from the questionnaire and other statistic numbers could be determined which of the many marketing channels are the most appropriate to reach the desired goal.

There are different types of goals.

- **Profitability Objectives**
- **Market Share Objectives**
- **Promotional Objectives**
- **Objectives for Growth**
- **Objectives for Branding**

In a years time (31.12.2015) WeDrive wants to reach 7000 likes on Facebook, 6000<sup>46</sup> visitors through their website and 2000 views on their YouTube channel, while making a campaign on the Danish market. SMART model is used in order to determine if the goal is specific, measurable, accepted, realistic and has a time limit.

The goal is specific because Google analytics, Facebook and YouTube can prove exact numbers. By these numbers the second phase of the model can be concluded as measurable. The goal has been approved and therefore marketing plan can be created. A similar company on the Australian market has managed to reach around 7000 likes on Facebook for the period of one year. According to this it can be concluded that the goal is realistic and achievable within the time frame.

# MARKET PLAN

## STRATEGY

## CUSTOMER NEEDS

### QUESTIONNAIRE

The questionnaire was designed in order to gather sufficient quantitative data about potential users and their preferences. It helps the company to determine a possible target group.

By answering the questions, the customers can be divided into different groups within Gallup Kompas. Regarding this model, the expected target groups can be found in modern, modern community oriented and modern individual oriented.

Customers within the group “modern” can be characterized as younger people (<40 years old), who are not afraid of technology, they are heavy Internet users searching for quality and brand products.

Modern individual oriented customers are mainly young men (20-39 years old), who are always occupied and spending a lot of time out. Their other characteristic is high focus on personal appearance and look.

The last group, consisting of modern community oriented customers is mainly women (40-59 years old). These women are very socially and society responsible, they are tolerant, open minded and not afraid of trying new products.

The questions are formulated in order to give respondent’s actual, non-bias opinions. The benefits of using Google docs are larger number of questions, trustworthiness, free and easy set-up.

However, the scales within a questionnaire are limited. Personal questions, such as level of income and educational attainment are omitted in order to make respondents comfortable with filling in the questionnaire, without asking too much personal data.

The survey will provide the company with a clear idea about what channels it should invest in, in order to reach the target groups.

It will also helps to determine what do customers value the most – price, service or quality.

A Likert scale gives the respondent chance to answer a question more precisely. Since it has larger number of possible answers within an option of a middle section.

Overall, it is easy to understand and analyze. This scale was chosen over semantic differential scale due to its convenient usage when interpreting the less nuanced quantitative data.

Considering the nature of some of the questions, it is more advantageous to use multiple choice answers, rather than rank order scaling. Thus, it is possible to collect the most data about these questions.

The non-probability sample group was chosen to answer the questionnaire. This choice leads to reduced costs of data collection and the possibility of reaching the representative part of the target group rather than general population.

The questionnaire was set-up in the most appropriate way in order to obtain relevant and valid data about a number of representatives from the potential target groups.

Later on, the gathered quantitative data will be analyzed and interpreted.

The findings and conclusions from the questionnaire will be the basis for the potential adjustments to the strategy, concept and the website<sup>47</sup>.

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47 Source: Communication, target groups, lesson 3, 1<sup>st</sup> semester, Søren Storm Kristensen

Source: business research and digital communication, lesson: planning and collecting data and information, 2nd semester, Søren Storm Kristensen

Source: business research and digital communication, lesson 2: interviewing and questioning techniques, 2nd semester, Søren Storm Kristensen

# MARKET PLAN

## STRATEGY

### CUSTOMER NEEDS

#### Analysis of questionnaire

Based on the results from the questionnaire, it can be determined that the estimated target group matches the demography of the actual target group (age, gender). Approximately 90% of the respondents are between the age of 18 and 44, equally women and men.

Furthermore, 80% of the respondents found themselves in a situation when they wanted to have a drink but they did not because they needed to drive. This statement can be considered a basis for the WeDrive's business operations. Despite the fact, that over 50% of people referred to this situation as rare, around the same number of respondents stated, that they would likely/very likely use the services of the company.

The questionnaire reveals that 60% of the people answer to the question "What's your first reaction to this new service idea?" is either very positive or somewhat positive. Moreover, the respondents (82%) would recommend the service to their friends or colleagues.

Regarding the communication channels, the preferred ones are Facebook, the company's website, commercials and YouTube. The channels chosen by the respondents are closely connected to the demographics and characteristics of the target groups.

An error occurred in connection with the last question (see Appendix 1). The respondents were able to choose the same level of importance for price, service, quality and value. For this reason, the results of this question are slightly misleading, not showing the ranking of the preferences.

The above mentioned facts indicate, that there is a market for the services of WeDrive, the target group was estimated correctly and the respondents would appreciate the availability of the service.

#### Persona

The persona represents a part of the target group. This tool helps to create better understanding of the target group by creating fictional characters.

### Persona - The friend



Sam is 28 years old male and currently he is a Marketing Student. Sometimes he is working as a part time employee. Living alone in a private apartment as the perfect bachelor just outside of Copenhagen. As every student he likes to party. That is why he is organizing parties pretty often at his place. Since most of his friends live far away from him they have to go with their cars. A lot of them are drinking and driving afterwards even if Sam asks them not to. He is looking for a solution to this problem.

### Persona - The Student

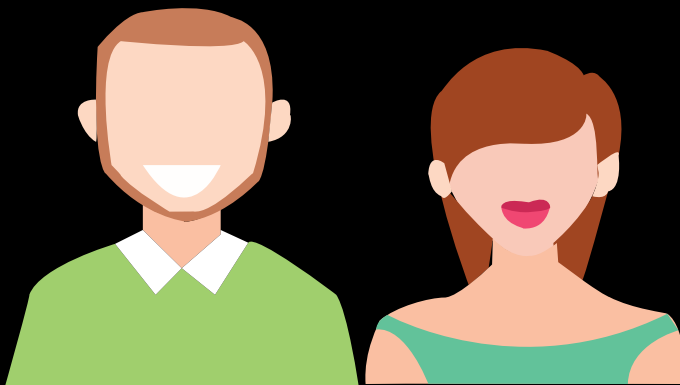


Martin is 26-year-old male and he is currently an IT student. At the same time he is working as a part time employee at Siemens - Denmark. Unlike all the other students he lives in a private apartment outside of Copenhagen. The reason for that is he is about to get married so he moved to a new house together with his girlfriend. During his free time he likes to have some quality time with his future wife. Occasionally he goes to house parties but one of his problems is that all of his mates live in the city which is 15 kilometers from his place. That is why he has to drive his car to the place where the party is. Apparently he is not able to drink because he has to drive home later. So he is looking for a solution.

# MARKET PLAN

## STRATEGY

### Persona - The Couple



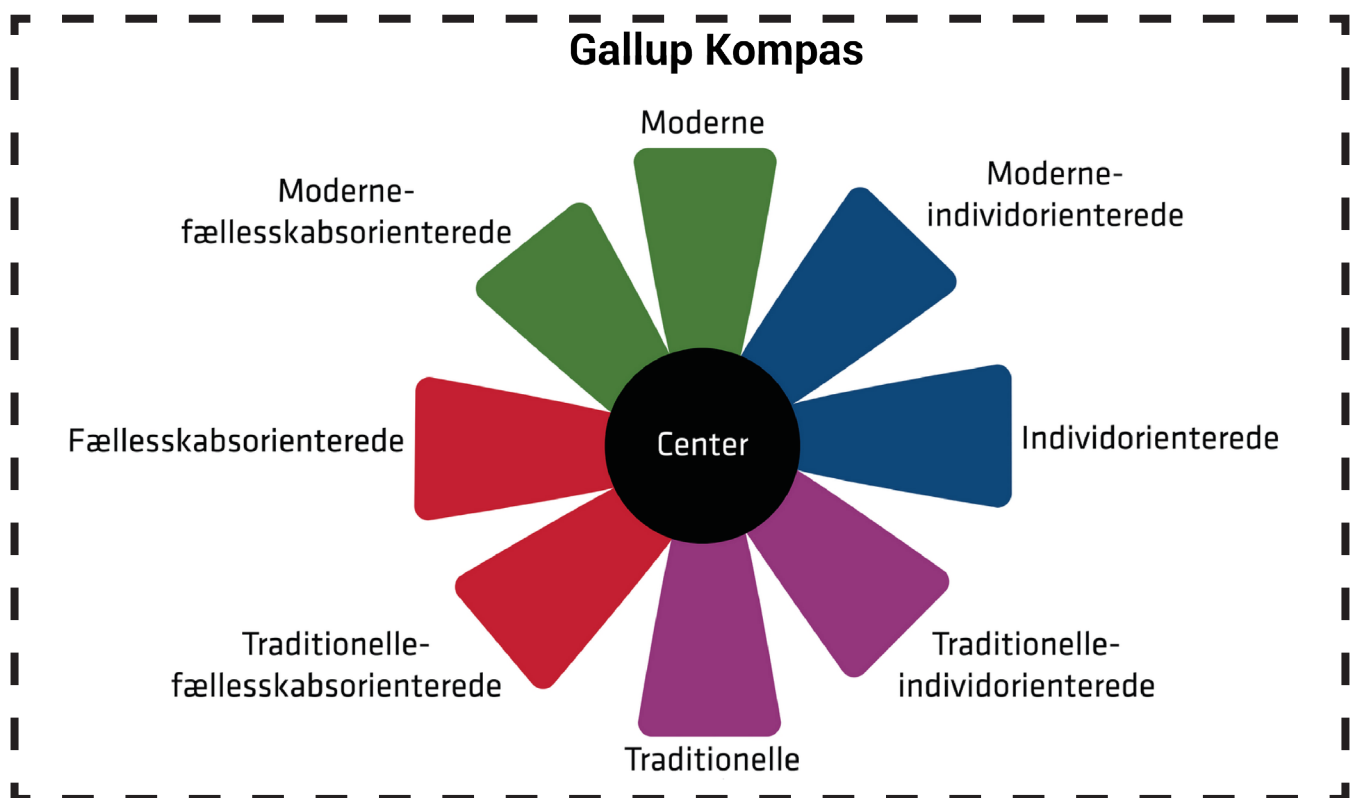
Mona and Brian have been happily married for 10 years now. They are in their late 30's. For this year's anniversary they bought a new family car. So they have two occasions to celebrate (the anniversary and the new car). The down side is that they want to go to a fancy restaurant, which is located in the city close by. In order to get there they are going to use their new car. The romantic dinner for the two lovers will include exquisite meal and champagne. The question that arises in their heads is how they are going to bring their car back. So they are looking for a solution.

# MARKET PLAN

## STRATEGY

### Gallup Kompas

The “modern” segment is divided into three different consumer segments; Modern, Modern Individual and Modern Community.



### Modern Segment

This segment contains largely the younger part of the population that is in the process of building careers and striving to make their mark in the business. This segment has a large population of people in their 40's and has a slightly larger number of men compared to women and often live in metropolitan areas.

Modern segment consists of well educated and well paid individuals that are considered in the higher social class. Annual income is approximately 300,000 DKK with 40+ hours of work per week. They rank as the highest paid within all of the 8 compass segments.

Students within the modern segment will more likely aspire to high paid career jobs.

# MARKET PLAN

## STRATEGY

### CUSTOMER NEEDS

All consumers in this segment have a solid IT knowledge and use a lot of their time expanding their skills in this area.

This segment also buys quality/brand name items from high-end stores. They keep up with the newest trends. Consumers from this segment do more business trips compared to the other 8 segments.

Moderns also have a higher acceptance of people within the society, exercise and participate in sport activities and have a keener understanding for the importance of ecology.<sup>48</sup>

#### Modern Individual Segment

This segment consists of young people who are motivated and edgy. Career seeking individuals who strive to reach the top of the career ladder. Higher education is not necessary a factor for their success and their income is not always on the top of the spectrum.

Age range for this segment is between 20-39 years old mainly consisting of men. The majority has not started their families yet and spends most of their time outside their homes. Modern Individuals are busy with a variety of social activities such as bars, restaurants, clubs and cinemas. Physical appearance is important to them as well as doing various sports. In regards to travel this segment has the tendency to take weekends abroad.

This segment believes that they can financially sustain themselves, without any public aid assistance. In general their views are that it is too easy to get money from the social system. They also have a keen interest in business.

The modern individual-oriented segment is interested in new technologies, the IT sector and they are active computer users. The Internet is a large part of their lives.<sup>49</sup>

#### Modern Community Segment

This segment has a large focus on cultural attractions. They have a strong sense of social and

48 <http://www2.tns-gallup.dk/media/144659/moderne.pdf>

49 [http://www2.tns-gallup.dk/media/144663/moderne\\_individ.pdf](http://www2.tns-gallup.dk/media/144663/moderne_individ.pdf)

community responsibility with much tolerance and compassion, especially when it comes to helping those less fortunate both in Denmark and in other countries.

The modern community segment has age range from 40 - 59 years old and has most likely started their families. The predominant gender is female. They are located in large cities with the majority living in the Copenhagen area. Individuals within this segment often have or are in the process of getting an academic background with focus on the humanitarianism. Most of them have jobs in the public sector such as education, government or health care.

Individuals in this segment demonstrate strong commitment to the society, environmental issues and business affairs. They strive for personal success and have a strong belief that public support for cultural life should be increased.

They like to spend their free time visiting cinemas, museums, art exhibitions and libraries. They also spend a lot of time in the Internet with primary focus on news, jobs, health and ecology. Music such as jazz and classical are important and most of them play an instrument themselves.<sup>50</sup>

## GALLUP KOMPAS - CONCLUSION

From the above 3 “modern” segmentation breakdowns specific characteristic can be extracted. This could help WeDrive to build strategies for their marketing campaign. Items of importance are that each segment is IT oriented and they are heavy Internet users. WeDrive can take advantage of this aspect by utilizing online media avenues to advertise their services. Although interests vary within these 3 segments, social media such as Facebook could be used as exposure for Modern Individual segment, LinkedIn for the Modern segment and YouTube for Modern Community segment. In addition Digg (news/media website) and Google+ can also be utilized to reach the overall 3 modern segments.

The modern community and modern segments have interests related to environmental and ecological issues and both feel part of the community. In addition, WeDrive can also visibly

show their support towards ecology. Given the fact that the company uses hybrid cars as part of their contribution in reducing the CO2 emissions.

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50 [http://www2.tns-gallup.dk/media/144681/moderne\\_f%C3%A6llesskab.pdf](http://www2.tns-gallup.dk/media/144681/moderne_f%C3%A6llesskab.pdf)

# MARKET PLAN

## TACTICS

### THE 7P'S

*"Marketing mix" is a general phrase used to describe the different kinds of choices organizations have to make in the whole process of bringing a product or service to market. The 4Ps is one way – probably the best-known way – of defining the marketing mix, and was first expressed in 1960 by E J McCarthy.<sup>51</sup>*

The original 4 P's were created for products and additional 3 P's are added for services. The 7 P's is very useful tool for continually re-evaluating the business activities. By doing so, it gives the ability to adjust the business activity to market changes, which in turn helps securing a stable market position and future market penetration. The 7P's stand for: price, place, product, promotion, people, process and physical evidence.

Consumer buyer behavior is based upon social, cultural and psychological factors. It is important to keep those factors in mind when creating your marketing mix.



### Products/Services

WeDrive is a designated driver service, first mover within the Danish market. Service that provides customers with high level of quality, emphasizing on safety, reliability, convenience and discreetness. The company services are accessible via their website or by calling them directly.

51 [http://www.mindtools.com/pages/article/newSTR\\_94.htm](http://www.mindtools.com/pages/article/newSTR_94.htm)

## Place

WeDrive will have an office located in Copenhagen. Advertisements will be placed in the online channels for exposure. In addition posters and business cards will be tactically placed inside bars, restaurants, clubs for the purpose of reaching the target group (modern segments of the Gallup Kompas).

## Price

WeDrive has a differentiative advantage over its competitors. However, it is essential to keep in mind, that the company needs to ensure effective allocation of resources to ensure their profitability. Rates are comparably priced to both their competitors and industry standards<sup>52</sup>. 100 DKK - minimum fee for the first 3 kilometers and 14 DKK per additional kilometer.

## Additional Charges

The first 15 minutes after the reservation time will be free of charge. If the customer is not at the arranged meeting on time an additional fee of 50 DKK will be charged there after. In addition, half of the entire fare will be added on the final total if waiting time exceeds 45 minutes.

## Cancellations

No cancellation fees apply if the customer cancels his/her reservation at least 30 minutes before the scheduled pick up time. In the event the ride is canceled less than 30 minutes prior to pick up, the customer will be charged 100 DKK for cancellation fee.

The standard rates are quite competitive. The price of the additional charges and cancellation fees are high because the company wants to reduce the number of cancellations.

## Promotion

Based on the research it can be determined that the following online channels will serve for reaching the goal to promote the new service to the Danish market.

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52 DANTAXI rate per km 16kr. waiting rate 365kr. per hour per Kim Johansen DANTAXI employee

# MARKET PLAN

## TACTICS

### Online channels

Website - Important factor for customers to be able to find information about WeDrive as well as prices.

### Social Media

- Facebook - primary research indicates 70% of respondents would like to see WeDrive use this media channel for advertisement in order to find more information about the company.
- YouTube - primary research indicates 28% of respondents would like to see WeDrive use this media channel for commercials and review videos.
- LinkedIn - primary research indicates 21% of respondents would like to see WeDrive use this media channel in order find more information about the company.

Google AdWords - Although this channel will cost WeDrive money, they will gain traffic through click rates or views. This can provide WeDrive with more traffic that can eventually lead to increased revenue.

Emails - Statistically, email marketing is 20 times more cost effective than traditional mail.<sup>53</sup> Easy and inexpensive way to establish early and long lasting relationship, through newsletters, with current and potential customers.

### Offline channels:

- Business cards - Quick way to share the company's credentials.
- Posters - Attract people's attention by promoting the company.

## People

WeDrive drivers are the internal representatives of the company. It is important that they have professional to ensure that they spread the correct company message.

<sup>53</sup> <http://www.experian.com/small-business/benefits-of-email-marketing.jsp>

## Process

To make sure that WeDrive can deliver a high standard quality service. The customer always knows if it possible for WeDrive to fulfill their online booking request by receiving a confirmation that:

- WeDrive has seen the booking
- WeDrive can accepted the booking
- WeDrive is fully booked and unfortunately can't do the desired booking from the customer

An employee from the office will make sure that the same message will be politely answered if the customer calls by phone. In the office there will be a monitor that gives an overview from all the bookings and the drivers will get the information on their screen from the car. A backup file will always be available in case the driver has problem to access the information and then the information will be given via a phone call.

## Physical evidence

WeDrive is an elite designated driver service. They need to strive for an incomparable consumer experience. Their fleet should consist of luxury hybrid cars and well-groomed, professional dressed, discrete and competent drivers. Advantages to the customer includes

- Professional driver appearance & conduct
- Flexibility
- More affordable then a limo or taxi
- Ride in the comfort of your own car
- Door to door drop-off
- Customer and car get home safely

As consumers make company judgments based on sight factors in association to the external environment (experience) it is important for WeDrive to uphold theses qualities in order to keep a differentiated market position.

# MARKET PLAN

## EXECUTION

### COMMUNITATION

The message when making a campaign through all the channel has to be clear and catchy so people will remember it. A communication plan will be needed in order to reach the desired effect. Within the communication plan there will be a clear goal of what kind of effect WeDrive wants to achieve, what the competitors do, through which medium or channel and what genre<sup>54</sup>.

The clear effect WeDrive wants to achieve is to be known on the Danish market and for people to use their services. To measure when WeDrive is on the right track they have to look at the promotion goals with all the likes, views and visits from social medias and the website.

From the tactic reflections from the 7'Ps, primary and secondary sources, questionnaires, user test and statistics WeDrive now can make a decision why a media mix will be the best solution for their campaign to enter into the Danish market. The depicted picture below illustrates the channels that the company is going to use.



It is important for WeDrive to know which channels their main competitor uses in order to tactically plan their own strategies.

## Main competitor

The largest competitor is DANTAXI since they are the biggest taxi service company in Denmark. They already have a Facebook<sup>55</sup> page, a website and links to other webpages like [www.trustpilot.dk](http://www.trustpilot.dk)<sup>56</sup>, [www.visitaalborg.dk](http://www.visitaalborg.dk)<sup>57</sup>. The message is always that they are the biggest and first on the spot.

Their drivers have profiles in LinkedIn.

The website is clearly not up to date and needs some revisions.

On YouTube DANTAXI tried to make a video with a music band in one of the taxis<sup>58</sup> but it was anything but successful. The video has been viewed 365 times since March 17th 2012. With 55 subscribers and 4 likes a conclusion can be made that their YouTube media channel is not helping them to acquire more customer awareness. Although DANTAXI claims to be the biggest in the market it seems that not many of their customers like this video compared to Facebook where there is more activity.

## AIDA Model

The AIDA model identifies the cognitive stages that a person goes through while in the process of buying. By knowing the model WeDrive can benefit from it as implementing a strategy for catching the attention of the potential customers and eventually make them use their service.

To catch attention WeDrive has made three commercial videos, they have been uploaded on YouTube and linked the Facebook page of the company. By using an infographic style, WeDrive is showing that it is a modern company. Striving to solve the customer's issue of drinking and driving WeDrive offers a worry free ride for their customers and their car. WeDrive recognizes the importance of the customer's privacy and protects it. In the future, short stories could be created that will add value to the company:

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55 <https://www.facebook.com/pages/Dantaxi-Aarhus-mere-end-en-køretur/311044799105189?fref=ts>

56 <https://www.trustpilot.dk/review/www.dantaxi.dk>

57 [www.visitaalborg.dk/danmark/dantaxi-aalborg-gdk596556](http://www.visitaalborg.dk/danmark/dantaxi-aalborg-gdk596556)

58 <https://www.youtube.com/watch?v=7riqQRAGtCA>

# MARKET PLAN

## EXECUTION

- Did you know?
- As an employee...
- Hear what our customers say....

### Online Channels

#### Facebook

In 2013 Facebook was the social media that 57% of the Danish population used.

Facebook is most popular among the population between the ages of 16-24 followed by people between the ages of 25-34.

64% of the people in the first group and 60% in the second group are using their mobile phones to access the social media.

The two most popular free Wi-Fi hot spots used to access Facebook in the capital are Copenhagen Airport and the amusement park "Tivoli".

According to the Click-Through-Rate (CTR) statistics, the pictures in Facebook have the highest CTR (5%) followed by the links (3,3%) in February 2013. The paid pages that invested in advertising mark higher exposure - from 2,29% CTR for organic to 83,4% CTR paid.

It can be concluded that Facebook is among the most popular social medias within Denmark. Logically a lot of companies are using it in order to promote their services and/or goods. It's all about getting the attention of the target group and future customers. Based on the results from the conducted questionnaire it can be stated that Facebook can assist in promoting WeDrive's service on the Danish market.

## AIDA MODEL

### ATTENTION

"Hey what is that?"

### INTEREST

"Wow, that looks interesting?"

### DESIRE

"I would like to have this?"

### ACTION

"I'll go ahead to get it?"

## The importance of the content in Facebook

Setting a Facebook page is not enough to reach the target group's attention. The content of the page is crucial for its success. In order to do that, WeDrive has to assure that the posts are covering the following principles:

- Easy to understand
- Easy to find
- Easy to read
- Easy to share

When WeDrive posts on Facebook it should be in a friendly manner in order to send the right message. By doing so the company shows that they care about their customers.



By taking this approach when posting onto Facebook, it will keep viewers (customers and potential customers) interests to keep revisiting their Facebook page. Utilizing Facebook in such a way will make this online channel one of their best advertising resources. The primary research shows that 70% of the respondents stated that Facebook is where they would preferably look to find more information about WeDrive. Although Facebook is a strong online channel for the company to use it requires time and effort from them. It is essential for WeDrive to consistently update their page because frequent visitors not only expect it, if not consistently done it gives a very bad signal. With new posts come viewer interaction, which gives WeDrive more attention and exposure.

If a situation arises where they receive a negative post from a viewer, it is important that WeDrive conducts themselves in a professional manner and respond to the post with a polite and respectful way. Using such communication tactics only re-enforces the image, which they are trying to portray.

# MARKET PLAN

## EXECUTION

### YouTube

The secondary research indicates that 2,046,251 Danes visited YouTube in 2013,<sup>59</sup>. Globally it is the 3rd most widely used channel after Google and Facebook.<sup>60</sup> This information confirms that YouTube is a good platform to post the company's videos. It must be noted that since these are commercials, competition on this platform is high.

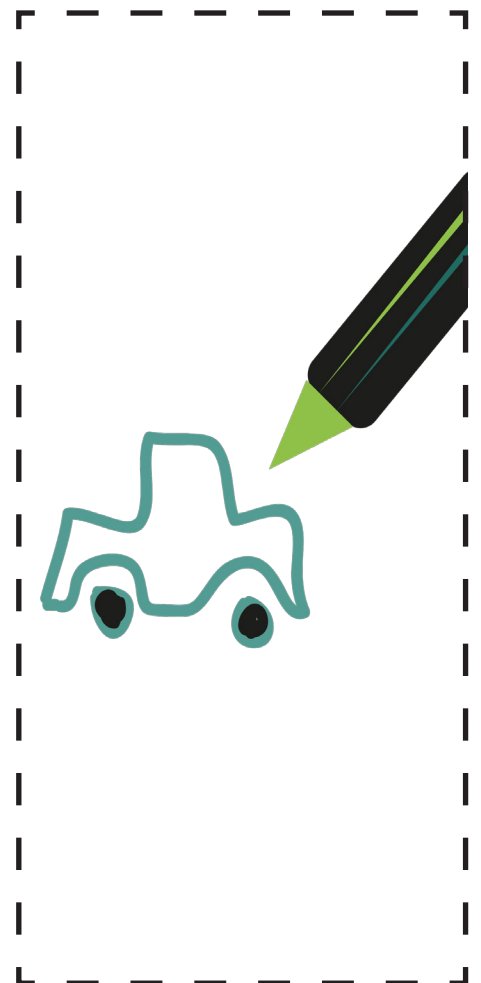
A new trend in video style on YouTube is "draw my life".<sup>61</sup>

The "draw my life" style is about people drawing and telling their personal story. Most of the stories have happy endings although some are about how people over came obstacles. It is a new way for people to share their personal life stories, with the hopes of giving inspiration to others.

As WeDrive is taking differentiated positioning within the commercial driving market it would be advantageous for them to follow this trend with a company minded approach and create a "draw-my-blog".<sup>62</sup>

One of the online marketing strategies will be:

- Create an info-graphic commercial telling the story of what WeDrive offers, using different scenarios, which customers can relate to.
- Storytelling 1 - use "draw my life" style with a story based upon WeDrive helping to make the world a safer place not only for their customers but for others as well.
- Storytelling 2 - a more personally directed story about a chauffeur who did not have much ambition nor knew what to do with his life. After getting a job with



59 <http://beep.tv2.dk/nyheder/så-meget-bruger-du-google-og-facebook>

60 <http://www.dr.dk/nyheder/viden/tech/youtube-passerer-1-milliard-brugere-om-maaneden>

61 <http://bleepfilms.dk/blog/drawmylife/>

62 <http://pintester.com/2013/04/draw-my-life/>

WeDrive he takes pride in his job and gives 100% with each fare he receives, knowing that he has contributed to the safety of others.

As consumer-buying behavior uses emotion as one element in making purchasing decisions, creating stories, which enhance emotions, makes the message memorable enough for people (potential customers) to share with family and friends.

Video media is quite inexpensive and easy to make and can have a strong positive impact on its viewers.

## Other social media

There are numerous social media platforms like Twitter<sup>63</sup>, Instagram<sup>64</sup> and Pinterest<sup>65</sup> that might be beneficial to work with, however, due to time limitations, budget and resources, WeDrive will not focus on these channels.

## Website

The website is WeDrive's online identity and a means through which the company communicates with the target groups, potential customers and reaches the search engines (SEO). It is inexpensive, easy and fast way to market WeDrive's business activities on the Danish market. The website users are able to contact the company through email and the booking form option. WeDrive needs to deliver the right message in the right way through the right channel to the right target group<sup>66</sup> and expects to gain loyal customer base, which will recommend the services further.

The website will be responsive to different kinds of devices, such as computers, tablets and smart phones.

## Usability test

The results of the usability test have been a basis to adjustments of the design, functions and the navigation.

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63 <https://twitter.com/?lang=da>

64 <http://instagram.com/>

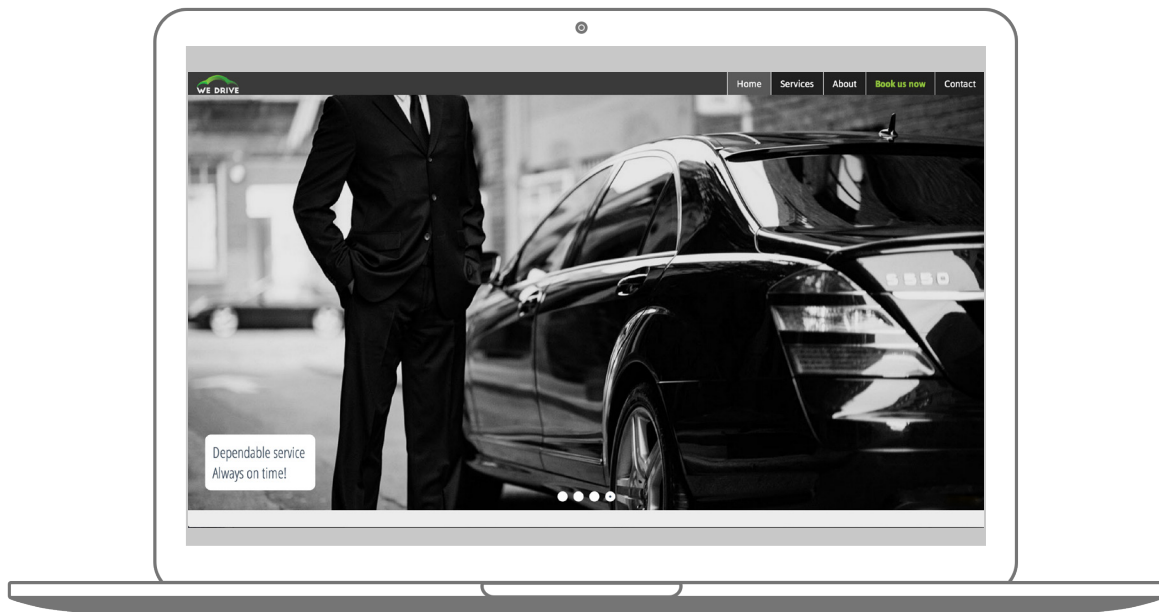
65 <https://dk.pinterest.com/>

66 [http://en.wikipedia.org/wiki/Lasswell's\\_model\\_of\\_communication](http://en.wikipedia.org/wiki/Lasswell's_model_of_communication)

# MARKET PLAN

## EXECUTION

A number of use tests have been carried out in order to determine whether the website is clear enough to navigate through, and whether a user can perform specific tasks on the website. A



user test also provides information about user's opinion regarding the service, features, functions and design.

The test starts with providing brief information about WeDrive, acknowledging a user about the main operations of the company. Later on, a respondent is informed about the steps through the user test and asked to speak openly about his/her thoughts. It is also stated that the user test is recorded and will be used for purposes of improving the website. The test is carried out through a paper version of the website's mock-up.

A respondent is given various tasks in regards to the website. It gives a clear overview of the convenience of the website usage. It gives a website designer a possibility to improve whatever aspects in which a user might hesitate. Throughout the user test, no leading questions are used in order to obtain unbiased opinions.

Several respondents had difficulties finding a booking form or they were confusing the booking

and contact form. These aspects were taken into account and improved afterwards. A new section named “Book us now” was created within navigation. The section has a different color and it is easily recognizable, so that a user can navigate to the booking form in easier way.

Based on the results of the user test, the color scheme on the website was changed for a more appealing and eye-catching one. The new color scheme leads to an impression of elegance and trustworthiness.

The respondents appreciated that the website is a one-page website and it is easy to work with, since it is straightforward.

Overall, the carried out user test has proved to be very useful for determination and correction of those parts of the website where users hesitated. However, it needs to be stated, that the user test was carried out on a printed version of the website, which lead to omitted option of navigation through the website. It is believed that this fact has caused some of the unclarities that have occurred.

Usability test 1: <https://www.youtube.com/watch?v=JX6yf8VCWng&feature=youtu.be>

Usability test 2: <https://www.youtube.com/watch?v=5kijtSA3Y6s&feature=youtu.be>

Usability test 3: <https://www.youtube.com/watch?v=dYw4p5OU1s4&feature=youtu.be>

Usability test 4: <https://www.youtube.com/watch?v=H1lmZu9PYXk&feature=youtu.be>

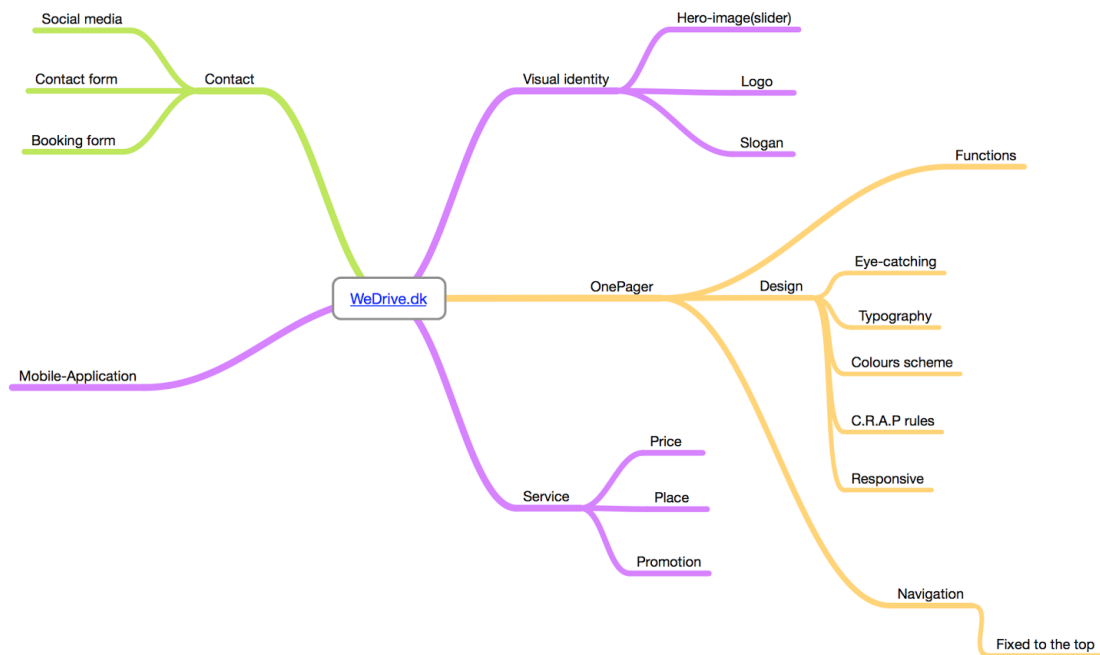
## Design of the website

Before designing a website some development processes had to be considered. A brainstorm was needed and ideas were added. The questions were:

- Which functions will be good to have?
- What kind of navigation?
- What kind of expressed design will fit the website?

# MARKET PLAN

## EXECUTION



Mind map shows brainstorming processes in order to recognize the importance and quality as to what is crucial to have in the WeDrive website. It was also used as a kick off for considerations regards layout, functions and design.

### Function

Answers from the user-test and the research from the target group lead to the decision to have a website as a one pager, focusing on the user experience with the function of scrolling down. A function that is easy to use on smaller devices, like tablets and smart phones.

One page format is a good fit for the image WeDrive wants to create. Functions and services are clearer to the user, it is easy to navigate through the website and to find information faster.

The testers had difficulty to find the “booking form” and they were confusing it with the “contact us” form. Therefore a green font color was added to the navigation bar for the “Book us now” button. In the initial state of the development of the website the booking form was placed on the top. However after a discussion it was concluded that the booking form should

be moved down in the website. This is based on the fact that WeDrive is offering a new service to the Danish market and the people are not familiar with it. Thus the information about the company and the services is before the booking form.

## **Navigation**

The navigation bar is constantly fixed to the top of the website meaning if the website is scrolled the navigation stays on top. This is the principle of a one pager website which gives the user an easy way to navigate through the website. Because the website is responsive the navigation-bar will change accordingly to the resolution of the device that has been used in order to open it.

## **Layout – C.R.A.P.**

Contrast is provided using colors and pictures. Black, white, grey and green colors have been used in the website.

Repetition is used in forms, sizes, and spaces in order to have consistency through the whole website.

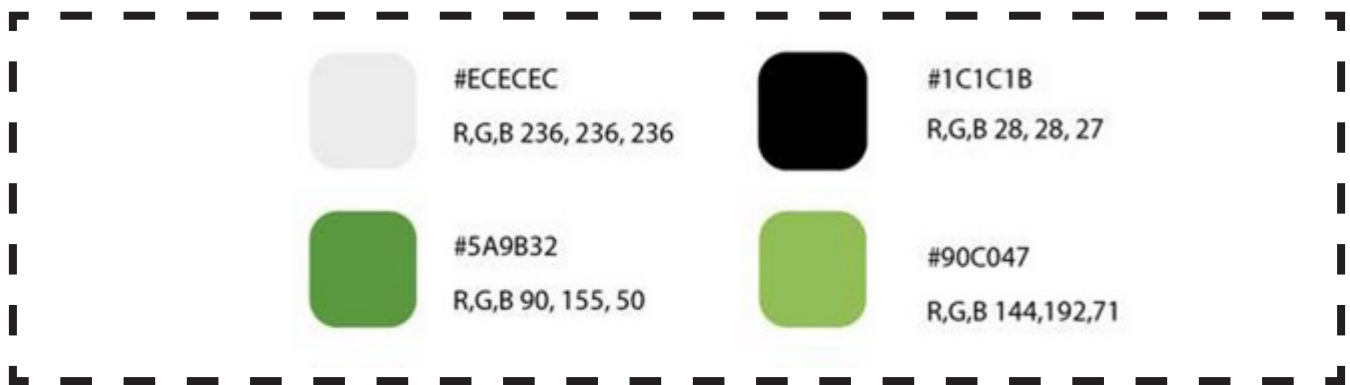
Alignment is used throughout the website. The page is made responsive, for phone size most of content is aligned as central elements, and when screen size is bigger the alignment is according to  $\frac{1}{3}$  grid system. The same proportions are kept throughout the page.

Proximity is used in grouping. Related items are grouped together. It is also used to have a white space between elements.

# MARKET PLAN

## EXECUTION

### Color



The main colors are soft white, green and black.

All text is kept black on a light background, for practical purpose, to be able to read it as easy as possible. The background of the website is soft white color in order to have a neutral and professional look. The usage of contrast colors helps for easier adaption of the content.

- Green, which is giving soothing look and symbolizes growth and freshness. This color is used for the logo of the company and in the most important places in the website, like the “book us now” and submit buttons.
- Black is showing the power, elegance and strength. It fits especially well in pictures with cars and well-dressed drivers.
- White is the color of perfection and light. Used for text on dark backgrounds.
- Grey is a neutral and balanced color. This color is used as background, in navigation and for contact and booking forms.

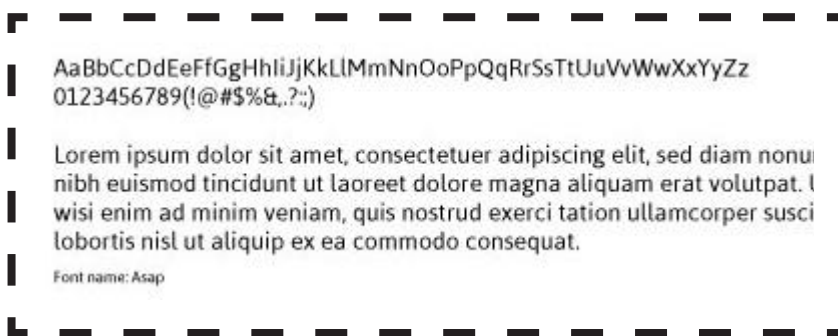


All the colors support the image that WeDrive want to express. WeDrive will be a new company in Denmark that want to support green thinking by using hybrid cars and green colors will support it very well. The combination between black, soft white and grey shows the modern style of WeDrive.

## Background

Soft white and light grey colors have been used for the background of the page. Different color backgrounds for the sections have been used in order to visualize their separation. The forms on the page are kept in basic geometry for keeping a clean and uncluttered look.

## Typography



The font used for the website is called “ASAP” which is part of the sans-serif family. The main reason for using this font is simplicity. Google distributes the font and it is free to use for everyone <sup>67</sup>.

## Logo

The outlook of the logo is a combination of text and a graphical symbol that symbolizes the brand image. The chosen font is Big John. The green symbol is related to the company’s vision regarding the environment. Furthermore, the symbol is created using a silhouette of a car in different shades of green.



<sup>67</sup> <https://www.google.com/fonts#AboutPlace:about>

# MARKET PLAN

## EXECUTION

### Coding of the website

The website was created using HTML5, PHP, CSS3 and jQuery languages. As the layout of the website is a one page, each of the content parts was created as a separate file, and all these are included in the main index.php file. The whole website is static, using dynamic elements in the Contact and Booking form.

WeDrive's website was built and styled using a grid system<sup>68</sup> in order to be responsive for different kinds of devices. It has been tested on smartphones and tablet devices<sup>69</sup>. The viewport meta tag is used to be mobile-optimized

```
<meta name="viewport" content="width=device-width, initial-scale=1">
```

The PHP code is used in order to connect the booking form with MySQL database, which stores the entered information. The contact form is connected with a code that sends information from the table to a predefined email address.

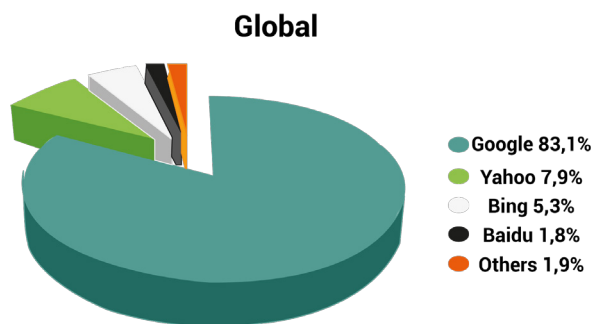
An example of the PHP code from the contact form:

In a separate file the contact form was created, using simple HTML code and in the PHP function file is stating which information is sent from the <form> in the HTML code. Also there is an added function in case there is a mistake - die function prints a message and exits the current script.

```
1 <?php
2 |
3 $name = $_POST['name'];
4 $email = $_POST['email'];
5 $subject = $_POST['subject'];
6 $message = $_POST['message'];
7
8 //MAIL
9 $mailto = "i.meiksane@gmail.com";
10 $mail_subject = "Message from $name ($email) \n ";
11 $body = "Sender: $name\n Senders e-Mail: $email\n Subject: $subject\n Message:\n $message";
12
13 $success = mail($mailto, $mail_subject, $body) or die ("Failure");
14
15 header('Location: index.php?msg=send#contact');
16
17 ?>
```

68 <http://cobyism.com/gridism/>

69 <http://www.responsinator.com/>



Source: netmarketshare.com(Martch 2013)

## Google Analytics

A good looking website is not enough. It is important to know how many visitors the site has had and how they interact with the website. With Google Analytics<sup>70</sup>, WeDrive can track the activities on the website. The most wanted response (MWR) from the visitors is either to use the booking form or to contact the company directly:

## SEO

Google is the most used search engine in the world. To have a website that will become visible on the first page, it is important to think of search engine optimization (SEO) when making the website.

There are a number of stages to go through:

**Search words  
analysis**



**Onsite  
optimization**



**Offsite  
optimization**

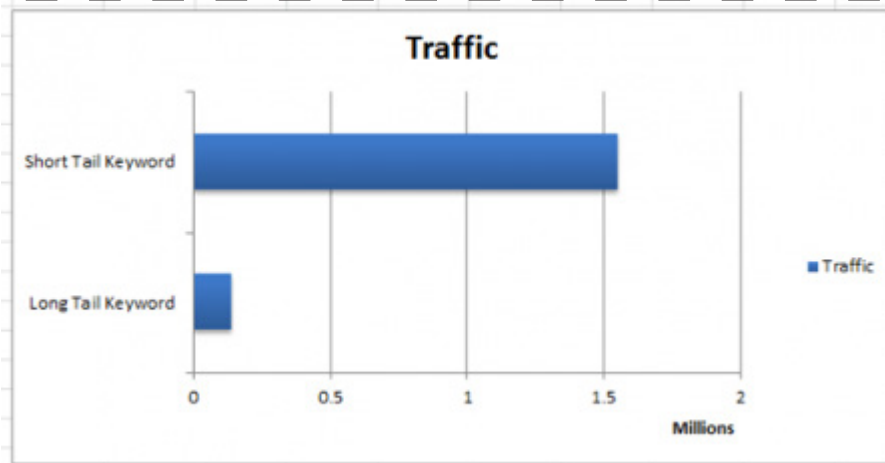
1. The first step is to identify good keywords, for example by using Google Adwords<sup>71</sup>. With Google Adwords, it is possible to create short and long tail keywords, which describe the core and value of the WeDrive services.

<sup>70</sup> <http://www.google.com/analytics/>

<sup>71</sup> [https://adwords.google.com/ko/KeywordPlanner/Home?\\_\\_u=6840474139&\\_\\_c=1984661419&authuser=0#start](https://adwords.google.com/ko/KeywordPlanner/Home?__u=6840474139&__c=1984661419&authuser=0#start)

# MARKET PLAN

## EXECUTION



Other ways to find search words could be by using:

- Facebook
- Google Suggest + Uber suggest
- Google Insight

2. The next step is onsite optimization.

Onsite optimization refers to factors that have an effect on your Web site or Web page listing in natural search results. These factors are controlled by you or by coding on your page. Examples of onsite optimization include actual HTML code, meta tags, keyword placement and keyword density<sup>72</sup>.

It is in the head-tag where the title-tag and the meta-tag is. Those tags are important to have the right description of the webpage because it will be visible for the viewfinder when they search in Google.

72 [http://www.webopedia.com/TERM/O/on\\_page\\_optimization.html](http://www.webopedia.com/TERM/O/on_page_optimization.html)

## Title tag

In the title a few considerations have to be taken into account:

- Different pages different titles
- Never use titles like “Untitled” or “New page”
- Do not overcrowd the title with unnecessary keywords

It is recommended to keep the title tags simple since there are title tags in the different pages of the website. This is also possibility to use more keywords for the organic search.

```
<title>WeDrive</title>
```

## Meta tag description

The meta tag includes a good description of what WeDrive offers with keywords. The description is usually shown when a Google search is performed. It is displayed after the name of the website.

Like the title a good description summaries the content of the page, different pages have different descriptions.

Consideration when making a meta description:

- Write only descriptions that are related to the page
- Never use generic descriptions like “This is a web page” or “Page out .....”
- Use as many as possible keywords in the description
- NEVER COPY CONTENT FROM DOCUMENT INTO THE DESCRIPTION META TAG
- Never use single description across all of the pages

Meta description that is shown in the search engines has character limit (160 characters)<sup>73</sup>.

That is why the description should be kept up until the limit. Furthermore if the limit is exceeded the characters that are above the limit will not be displayed in the search engine.

```
<meta name="description" content="The solution? WeDrive. Are you stuck between wanting another drink and needing to get home with the car? Thanks to WeDrive, you no longer have to choose">
```

# MARKET PLAN

## EXECUTION

### Meta tag keywords

Keywords are used into meta tag, although Google search engine is not responding to keyword meta tag it is useful to keep track of keywords that are used in site if I need to make changes, and other search engines are still using this tag, therefore it is useful to have it.

```
<meta name="keywords" content="we, drive, you, drink, ... ">
```

### URL

Another thing is the URL (**uniform resource locator**)<sup>74</sup> also known as the web address for a webpage. If the URL has words that gives the user a clear idea where in the structure the webpage is, again Google will like it and give the website credit for good structure.

Consideration about the URL:

- Never use very long URL's
- Never use generic page names like "page1.html"
- Don't use repetitions
- Never over nest a page
- If pages are being put in directories name them accurately

WeDrive's website was created as a one-pager and there are only two sub-pages: WeDrive's - Privacy Policy and WeDrive's - Terms & Conditions. All files are stored in the root folder, therefore the link for these sub-pages would look like this:

```
https://www.wedrive.dk/terms-conditions/
```

### Content

The content in the website is the most important one to pay attention to because it will be the selling point of the website.

<sup>74</sup> [http://en.wikipedia.org/wiki/Uniform\\_resource\\_locator](http://en.wikipedia.org/wiki/Uniform_resource_locator)

#### Considerations about the content:

- Write easy-to-read text
- Stay organized around the topic
- Create fresh, interesting and unique content
- Create content for the users not for the search engines
- Format the links so they are easy to spot (make them different color or style)
- Think about anchor text for internal links
- Use semantic tags like <h1>, <h2> for example emphasizing the importance of the content that follows
- Don't over use headings
- Name the images accurately to the content of the image and remember the alt attribute to the img tag, so it will show the Google bots what the picture is about

Main keywords are used into headings (h1, h2, h3) and in p tags. Headers make search engines know that it is about, when to read a new article and what the article is about. Using heading for each section and article creates a good outline<sup>75</sup> for website.(see outline in appendix)

The pictures in the website must have alt attribute. This attribute is used by Google bots in order to read pictures. The function of the bots only allows the to read plain text but not pictures. Currently Google are developing bots that will be able to read pictures in the future but for now it is not possible.

3. Last is the offsite optimization where external links are very important for WeDrive's because those work as recommendations to the company by external companies. If WeDrive could collaborate with hotels, clubs and others where the target group may attend, to crosslink their website to WeDrive's website, the website will get a higher page ranking. Higher page ranking means better position when people search<sup>76</sup>. With the tool page rank checker<sup>77</sup> it is easy to see the ranking of the website.

In search engine optimization, off-page optimization refers to factors that have an effect on

75 <https://gsnedders.html5.org/outliner/process.py?url=http%3A%2F%2Fiuuzdesign.eu%2Fwedrive%2F>

76 <http://en.wikipedia.org/wiki/PageRank>

77 <http://www.pagerank.net/pagerank-checker/>

# MARKET PLAN

## EXECUTION

your Web site or Web page listing in natural search results. These factors are off-site in that you or the coding on your page does not control them. Examples of off-page optimization include things such as link popularity and page rank<sup>78</sup>.

There are two ways to get links when creating offsite optimizations.

Both acquired and earned links have to be relevant to the website to get a high page ranking.

### Acquire Links

- Ask, buy, swap links
- Difficult to be "natural"
- Easy to get many links
- High risk of breaking the rules

### Earn Links

- Earn links naturally
- Easy to get a natural linkprofile
- Challenging to get many links
- Low risk of breaking the rules

Consideration about link building:

- Name the links accurately (never name them like "click here"). It is important for Google
- Add links with unique content
- Avoid over optimization, meaning don't spend a lot of time for creating a million links for the website
- Make a plan and try to follow it in order to make a continuous link building

## obile App and ads

Ipsos made an investigation in a lot of countries including Denmark in 2013<sup>79</sup>, about the usage of mobile phones.

59% of the Danish people use smart phones and 76% use the Internet everyday.

<sup>78</sup> [http://www.webopedia.com/TERM/O/off\\_page\\_optimization.html](http://www.webopedia.com/TERM/O/off_page_optimization.html)

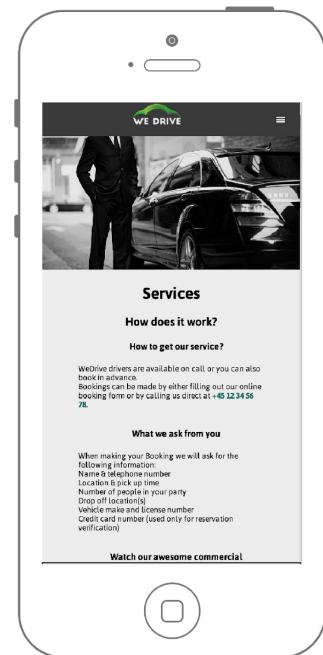
<sup>79</sup> <http://services.google.com/fh/files/misc/omp-2013-dk-local.pdf>

Looking at the buyer behavior, 76% of the people search for products or services and 31% of them had purchased a service or products.

86% of the mobile ads<sup>80</sup> have been seen by the mobile users. Where the case for the physical ads is 47%.

83% of the smart phone users visit social medias through their devices. Still there are some barriers with smart phones and 44% think that the screen is too small while 30% have difficulty when writing on small devices.

The commercials that are aired on the TV have impact on the smart phone users. 47% of them will try and Google this exact commercial through their mobile device.



From all these numbers WeDrive could have the basis to use and app for the company, and with Google Adwords<sup>81</sup> WeDrive could harvest more clicks from the target group. To make sure that there are no barriers the app will be free to download.

## Offline Channels

### Posters

Posters are easy and effective way to make public marketing. In Copenhagen there are poster stands where the posters for WeDrive can be attached. The design of the posters is made accordingly to the vision of the company.

In Copenhagen there is a group of people called Plakatmafiaen<sup>82</sup>. Plakatmafiaen is specializing in putting posters on scaffolding and different attractive places in the town. So a good cooperation with Plakatmafiaen is important.

<sup>80</sup> <http://adwords-da.blogspot.dk/2008/06/mobilannoncering-med-google-adwords.html>

<sup>81</sup> [https://adwords.google.com/cm/CampaignMgmt?authuser=0&\\_\\_u=6840474139&\\_\\_c=1984661419#r.ONLINE&app=cm](https://adwords.google.com/cm/CampaignMgmt?authuser=0&__u=6840474139&__c=1984661419#r.ONLINE&app=cm)

<sup>82</sup> [https://www.facebook.com/notes/occupy-denmark/mobiliseringsguide-for-occupy-grupper-i-danmark/288144321235668?comment\\_id=76855396&offset=0&total\\_comments=3](https://www.facebook.com/notes/occupy-denmark/mobiliseringsguide-for-occupy-grupper-i-danmark/288144321235668?comment_id=76855396&offset=0&total_comments=3)

# MARKET PLAN

## EXECUTION

As mentioned in the Facebook section a lot of people are accessing the social media while they are on Copenhagen Airport. In that case WeDrive could cooperate with the airport in order to promote their service.

### Business card

The business card is part of WeDrive's identity. It contains company information and visual representation by the logo.



### Emails

The company email address is a channel through which the customers can get in touch with WeDrive. It is a convenient and fast way to communicate with the company.

## CONCLUSION FOR THE COMMUNICATION

It can be concluded, that WeDrive's communication will be focused on a media mix. Facebook, YouTube, LinkedIn, the company website, the App and the company email are the online channels that will be used. Business cards, posters and commercials are the offline channels.

Google Analytic is a tool, which will be of a great usage in order to track the activities of the visitors on the website.

The advantage of these channels is that they reach the target group very fast and they are a considerably cheaper solution compared to traditional marketing. Another aspect is the synergy-effect between the channels.

The company needs to be recognized through SEO and have different link connections in order to achieve high page-ranking in Google. WeDrive also aims to achieve a viral effect through the company's commercials on Facebook and YouTube videos.

# TEAMWORK

## SCRUM

### SCRUM

Scrum is an iterative, incremental framework for project management often seen in agile software development, a type of software engineering. Although the Scrum approach was originally suggested for managing product development projects, its use has focused on the management of software development projects, and it can be used to run software maintenance teams or as a general project/program management approach.<sup>83</sup>

In the beginning of the project the team decided to use Scrum in order to manage the working process. A significant amount of work was performed during the first week. The Scrum framework is consisted of several segments, three of which have been used in the project - Scrum Roles, Product Backlog and Sprint Backlog. Bellow you can see the visual representation of each one of them.

The different parts of the Scrum documentation were made.

**Scrum Roles** - The selected roles provide each team member with certain responsibility.

| SCRUM Members      | SCRUM Role    | Description                                                                                                                                                                                              |
|--------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cyndi Enea         | Developer     | Responsible for the website and the overall project work                                                                                                                                                 |
| Ilze Meiksane      | Developer     | Responsible for the website and the overall project work                                                                                                                                                 |
| Ivan Nachev        | SCRUM Master  | Guard the SCRUM Team from external requests and disruptions<br>Coach the SCRUM Team<br>Remove impediments for the SCRUM Team<br>Provides everything to the development team for a smooth working process |
| Konstantin Tsochev | Product Owner | Acceptance tester<br>Release Management<br>Stakeholder Management<br>Work Closely with the SCRUM Team                                                                                                    |
| Suong Christensen  | Developer     | Responsible for the website and the overall project work                                                                                                                                                 |

### Sprint backlog

All the work that had to be done was generalized into different sprints. Since the duration of the project is almost 3 weeks, the work was divided onto 3 different sprints. Each sprint was approximately 4.5 days.

# TEAMWORK

## SCRUM

| Area        | Tasks                      | Sprint |
|-------------|----------------------------|--------|
| Research    | Porter's 5 forces          | 1      |
| Research    | Research similar companies |        |
| Research    | PESTEL                     |        |
| Research    | SWOT                       |        |
| Research    | The 7 P's                  |        |
| Development | Website Mockup             | 2      |
| Development | Logo Design                |        |
| Development | Commercial                 |        |
| Development | Code the website           |        |
| Execution   | Write the report           | 3      |
| Execution   | Upload the website online  |        |

### Product backlog -

The content of the product backlog is simply the design part of the project that had to be done.

| Product backlog |          |                             |
|-----------------|----------|-----------------------------|
| Story ID        | Priority | Description                 |
| 1               | High     | Design webpage              |
| 2               | High     | Make active reserve form    |
| 3               | High     | Make active contact us form |
| 4               | High     | Edit the commercial         |
| 5               | Medium   | Shoot commercial            |
| 6               | Medium   | Design Logo                 |

During the working process it was discovered that Scrum is not the most suitable tool for the given project. After revising the work that was done so far it was identified that the team was performing the Waterfall methodology rather than the Scrum method. The main difference between those two methods is in the relation of their sections. In the Waterfall methodology the

different sections are related and dependent to one another and cannot be performed before the completion of the previous one while in Scrum the sections are interlaced, meaning you can have different subjects in the same sprint. Furthermore in Waterfall methodology you cannot go back in previous steps (stages) while in Scrum you can return. In the project for WeDrive the development part cannot be done before the research part because the design will be determined by the research. The project is consisting of four different subjects: Business, Communications, Design and Interaction. If the project was only Design and Interaction then it would be much easier to follow Scrum methodology since it is mostly used by Software Development companies all over the world. The project team concluded that in this case the Waterfall methodology is more applicable than the Scrum method.

# TEAMWORK

## WATERFALL METHODOLOGY

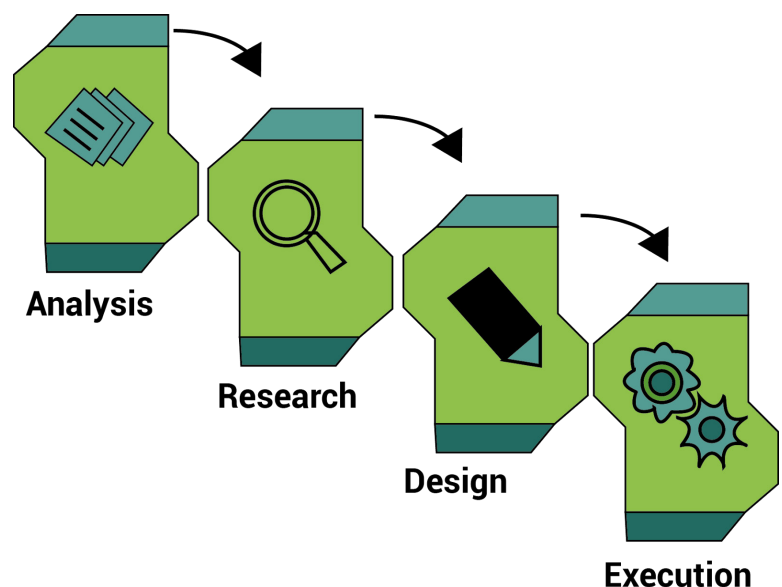
*The waterfall model is a sequential design process, used in software development processes, in which progress is seen as flowing steadily downwards (like a waterfall) through the phases of Conception, Initiation, Analysis, Design, Construction, Testing, Production/Implementation and Maintenance.<sup>84</sup>*

**Analysis** - During this stage research is being done which includes brainstorming about the project and what purpose is it going to fulfill.

**Research** - During the second stage of the project information regarding existing companies, the market and other factors need to be found.

**Design** - After the previous two steps are fully completed the next stage is about to start. It is directly related to the previous because the overall design will be made according to the research and the analysis.

**Execution** - The last phase of the project is to make the actual website according to the design that was done in the previous stage.



# TEAMWORK

## BASECAMP

An effective project is not just governed by the ability to complete it by its deadline; it is also defined by its methods used for planning, organization, defining of specific goals and clear communication and understanding to all parties involved in its development to completion.

Project management tools can be extremely useful in not only meeting deadlines but in keeping ideas on track, the developing of new ideas and how to avoid possible delays due to lack of communication and unfulfilled job tasks.

During the second semester final project WeDrive implemented Basecamp as a project management tool to assist in developing the assignment. It helped to develop a framework of ideas and concepts to determine the best possible strategies and methods that could be applied. In addition it helped to see at any time at what phase the project was in and in which direction the project was going.

### Implementation

Once the project guidelines were introduced a brainstorming session started on an array of topics and ideas, which were thought could be beneficial to the second semester final exam project. After much deliberation, the project ideas were narrowed down to five:

- Designated driving service
- Garbage disposal
- Men's clothing club
- American screens for doors and windows
- Wooden accessories
- Reflective clothing

Each team member was assigned an above topic and had to research it; this included everything from its basic concept possibilities, through further development and its modifications. A to-do list function was used in Basecamp to signify what topics and responsibilities each member had so there would be no confusion as to what needed to be done by each group member. Everyone posted the research on Basecamp so all team members could review it at any time. The final decision was to use the designated driver service for the second semester exam project topic.

# TEAMWORK

## BASECAMP

A positive to using such a tool is that the research postings also gave the inspiration if the site of the tasks was lost. An example of this is a video, which a member posted at the beginning of the project, which encompassed the main goal of the WeDrive service.

<https://www.youtube.com/watch?v=VBFgAhizKRI>

As a picture is worth a thousand words it helped open floodgates from the imaginations as to the possibilities of where this could take this project.

The group physically met again a day later to discuss the current research development. A conclusion was made to take a completely different angle your direction to the project than originally decided. The first thing that had to be done was to define the target group and then it would be easier to develop ideas based on this information. Secondly, a conclusion was made that the target group would be the “modern segments” within the Gallup Kompas that consisted of the age range 20-59 years old. Of course as there are always exceptions to the rule, the team also took into account that the age may vary slightly on either side of the spectrum.

To-do lists have been created in order to have clear and specific guidelines of each team member’s tasks. Once the information was gathered a meeting was conducted in order to elaborate on the researches.

On the final leg of project collaboration the group members constructed a revised To-do list so there was no question as to each team member responsibilities were. The team then decided to use the rest of the time to the visuals for the project. As there was a missing team member on this day it was quite beneficial that all of the worked conducted and conversation log could be uploaded online and seen by all team members in order to keep everyone up-to-date.

## Functionality

During the process of using Basecamp as semi new users the full potential of the software was not used.

The features encompassed in Basecamp are several:

- Messages: This is to be used for communication, rather than email. All team members are invited to view all emails in order to keep everyone up to date with any project modifications. You can even include attachments to your emails, which will be added to the project files

- To-dos: The ability to assign specific tasks to individuals with deadline dates. Comments can be added to elaborate on specific duty functions and used for short discussions

- Files: Storing files pertaining to the project which can include visuals, images, text documents etc

- Search: Ability to search the entire Basecamp project for specific items.

At the beginning of the project the team used the events calendar to keep track of what was to be done on a day-to-day basis, leaving no one in doubt as to where the team were and what work was supposed to be done including what are the future plans. This was a very useful tool although since the members had many days of physically working together, collaborating and brainstorming they came to some agreements verbally thus did not use the event calendar as frequently as it should have been in order to keep chronological documentation to the project.

As Basecamp is a very useful tool for project coordination its main functionality is to keep everyone involved in a project up-to-date on any sudden revisions to job tasks and keeps all correspondence between any or all of the parties involved who cannot attend face-to-face meetings. Group met quiet frequently if not daily therefore some features such as messaging, emails, text documentation, to-dos were not used as frequently as should have been in order to keep a full sequence of project progression from start to finish documented.

## Obstacles

During the project the team encountered some problems while using Basecamp. One of group

# TEAMWORK

## BASECAMP

member noticed that if a new message or “to do” is not assigned to anyone then no one will receive the notification thus a message could go unnoticed. One-way around this would be to assign the “to dos” to the project manager if one does not know to whom the task should be assigned to.

Although “to-dos” were assigned to specific team members from the start the impact of not specially assigning a person in the “to-dos” could have caused a domino of problems, as no general notifications would have been sent out to all group members. Any lack of information or updates to team members within a project can result in many complications and in the worst-case scenario not meeting the projects completion deadline.

## BASECAMP - CONCLUSION

In retrospect, there were ways in which the group could have utilized Basecamp more efficiently and effectively. Basecamp is an excellent tool to keep team members abreast on all project activities from start to finish. A very necessary aspect for team members who do not have the opportunity to have face-to-face contact. Since the group frequently met together a majority of the collaboration, decisions and conversations were done in person thus these encounters and decisions were not documented in the events calendar, messaging and “to-do” lists . By having “holes” in the documentation of the project development, it could have been quite detrimental if the group did not physically, meet as frequently as it did which kept all team members updated on the project’s current status and progression.

As technological development expands so rapidly it becomes evident that individual job duties also increase. Having heavier work loads means that project management tools such as Basecamp are not only helpful but they are necessary.

# THE FINAL CONCLUSION

## CONCLUSION

How to promote WeDrive's services on the Danish market?

WeDrive presents a great step towards a new service that is focused on getting individuals and their cars home safely. The service is handled by professional drivers who have been professionally trained in driving and they are first aid certified.

WeDrive's USP includes not only the actual transportation process but the emotional ambiance of being treated like a VIP client.

WeDrive should use a media mix of several online and offline channels in order to reach as many potential customers as possible. One of the advantages of these channels is the fast and easy way through which they deliver a message to the audience. It is believed that this combination of media channels is effective and will lead to reaching wide audience. These channels fit to the target group and give them an opportunity to interact with WeDrive anytime through email and social medias.

# FUTURE IMPROVEMENTS

## FUTURE IMPROVEMENTS

Since WeDrive is environmentally concerned company a future improvement could be, instead of using hybrid cars, they could go completely green by using 100% electric automobiles. Another improvement that they could consider is expanding their service to additional regions in Denmark.

Concerning the website WeDrive can implement an additional section where customers can leave their reviews about the service.

# APPENDIX

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Usability test 3: <https://www.youtube.com/watch?v=dYw4p5OU1s4&feature=youtu.be>

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DANTAXI rate per km 16kr. waiting rate 365kr. per hour per Kim Johansen DANTAXI employee

Source: 02\_Communication\_plan\_and\_strategy\_1\_sem.ppt by Søren Storm Kristensen

# APPENDIX

## ENCLOSURES

### WEBSITE OUTLINE

1. WeDrive
  1. Navigation
  2. Home
  3. Services
    1. How does it work?
      1. How to get our service?
      2. What we ask from you
      3. Watch our awesome commercial
      4. What we do for you
    2. App
  4. About us
    1. Business card
    2. Who we are
  5. Booking form
    1. RATES
    2. Acceptable Payments:
    3. Booking form
    4. Additional Charges:
    5. Cancellations:
  6. Contact us
    1. Contact Form
      1. Company info
        1. Stay connected
        2. Share us
  7. © WeDrive 2014

<https://gsnedders.html5.org/outliner/process.py?url=http%3A%2F%2Fiuuzdesign.eu%2Fwedrive%2F>

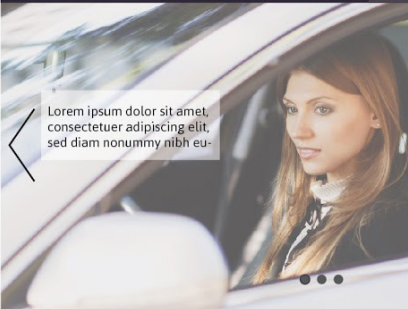
# APPENDIX

## ENCLOSURES

### MOCKUP FOR WEBSITE



[Home](#) [Service](#) [About us](#) [Contact](#)



← Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh eu- →

#### Booking form

#### What we offer



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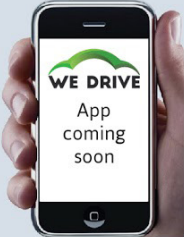
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#### About us



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#### Send us a message

#### Contact us

##### Company Information

Company Name: We Drive  
Website: [www.wedrive.dk](#)  
Phone: [+45 12 34 56 78](#)  
Address: Suite 5, 69-71  
Rosstovn Rd Carnegie VIC  
3163  
ABN: 95 169 565 673  
Email: [bookings@wedrive.dk](#)



##### Stay connected



313

23K

22

20

8

Tweets

Like

+1

Share it

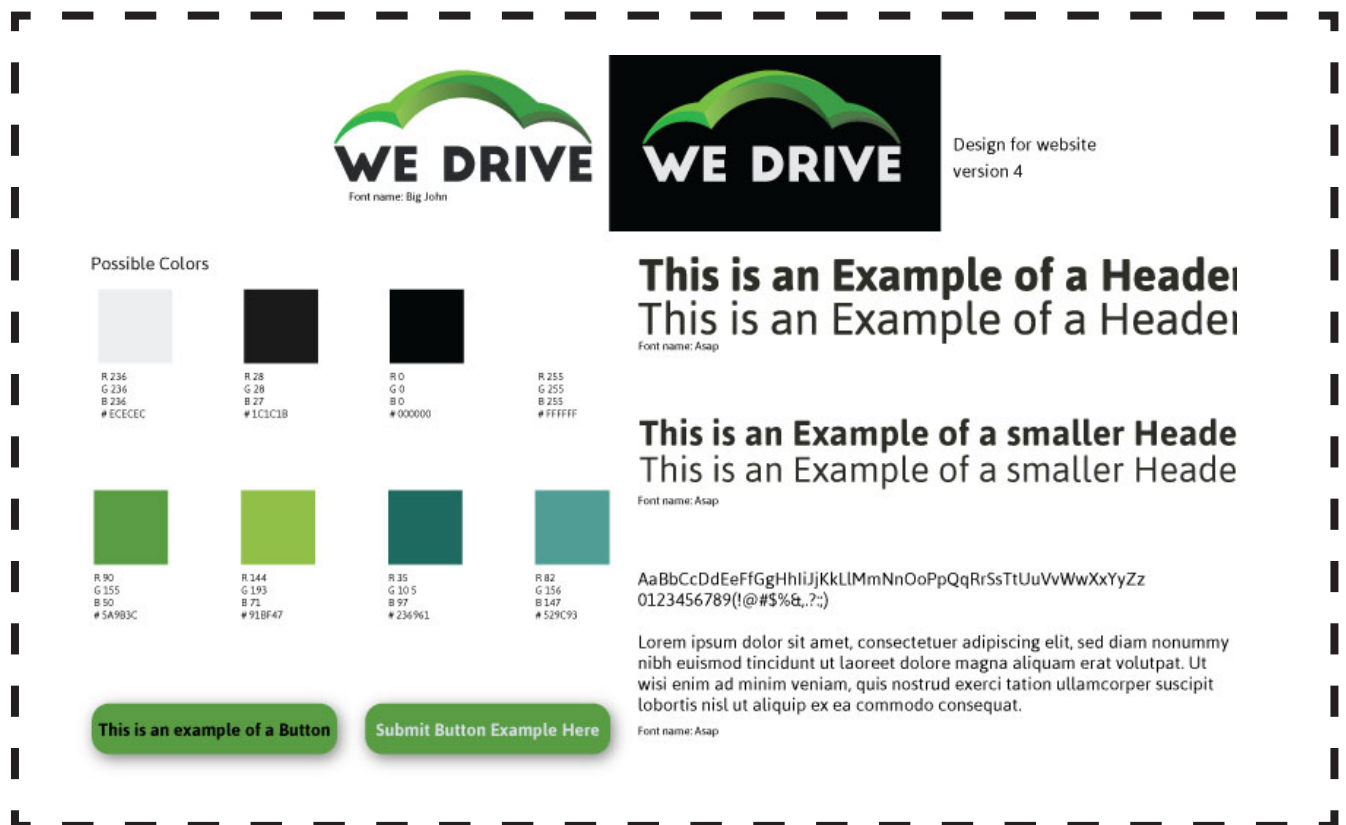
Retweet

#### contact info

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed

© 2014 WeDrive

## DESIGN GUIDELINE



## USER TEST

Welcome. I'm going to guide you through this user test and my college Cyndi will take notes. Thank you for participating in our usability test for WeDrive.dk.

We are a designated driver driving Service Company. What that means is that if you have been drinking and cant drive your car, you call us!! 2 drivers will come to your location and 1 driver will drive you home in your car. The other driver follows in our company car to your desired destination. There is a camera in both cars for insurance purposes so if there is ever a liability question, tapes can be checked.

You will receive tasks to fulfill within 5 minutes of time. We would like if you could speak out loud your thoughts during this test.

You will be testing this website, we're not testing you, and therefore there is no right or wrong answer. We're making usability test to have a better understanding how to improve this website. This test is going to be documented/recorded and it will be shared with websites owner. Test will take approximately 5minutes, and you can take a break whenever you want, just let me know.

# APPENDIX

## ENCLOSURES

|                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Task 1: Find information about the service                                                                                                                                                       |
| Goals – usability issue. Using navigation find services                                                                                                                                          |
| Task steps, optimal path: <ul style="list-style-type: none"><li>□ Click on 'Services'</li></ul> Alternative path: <ul style="list-style-type: none"><li>□ Scroll down until 'Services'</li></ul> |
| Timeframe (or expert resource spent): minimum 1 clicks                                                                                                                                           |
| Task Text: Find information about this service, what is it?                                                                                                                                      |
| Notes:                                                                                                                                                                                           |

|                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Task 2: Find and create a booking                                                                                                                                                                     |
| Goals – usability issue. Navigation through website create a booking                                                                                                                                  |
| Task steps, optimal path: <ul style="list-style-type: none"><li>□ Click on book us now'</li></ul> Alternative path: <ul style="list-style-type: none"><li>□ Scroll down until booking form:</li></ul> |
| Timeframe (or expert resource spent): minimum 1 clicks                                                                                                                                                |
| Task Text:<br>Create a booking using the booking form                                                                                                                                                 |
| Notes:                                                                                                                                                                                                |

|                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Task 3: Find contact form                                                                                                                                                             |
| Goals – usability issue. Using navigation, find out contact form                                                                                                                      |
| Task steps: <ul style="list-style-type: none"><li>□ Click on "Contact "</li></ul> Alternative path: <ul style="list-style-type: none"><li>□ Scroll down until Contact form:</li></ul> |
| Timeframe: minimum 1 clicks                                                                                                                                                           |
| Task Text: Fill the contact form                                                                                                                                                      |

|        |
|--------|
| Notes: |
|--------|

|                                            |
|--------------------------------------------|
| Task 3:Find information about the company? |
|--------------------------------------------|

|                                                                           |
|---------------------------------------------------------------------------|
| Goals – usability issue. Using navigation, find out information about us? |
|---------------------------------------------------------------------------|

|             |
|-------------|
| Task steps: |
|-------------|

- |                                                                        |
|------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>□ Click on “About us ”</li></ul> |
|------------------------------------------------------------------------|

|                   |
|-------------------|
| Alternative path: |
|-------------------|

- |                                                                               |
|-------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>□ Scroll down until About us:</li></ul> |
|-------------------------------------------------------------------------------|

|                             |
|-----------------------------|
| Timeframe: minimum 1 clicks |
|-----------------------------|

|            |
|------------|
| Task Text: |
|------------|

|        |
|--------|
| Notes: |
|--------|

After the test we can ask these questions:

- What will you change if you can?
- Colors?
- How would you structure the page if you can?

|                      |
|----------------------|
| Observe participants |
|----------------------|

|             |
|-------------|
| Hesitation? |
|-------------|

|                  |
|------------------|
| Search behavior? |
|------------------|

|          |
|----------|
| Detours? |
|----------|

|                  |
|------------------|
| How many errors? |
|------------------|

|                                                                             |
|-----------------------------------------------------------------------------|
| How often do they recover after problems? How many times do they need help? |
|-----------------------------------------------------------------------------|

|                                                   |
|---------------------------------------------------|
| How many complete the test, and how many give up? |
|---------------------------------------------------|

|                        |
|------------------------|
| How long does it take? |
|------------------------|

# APPENDIX

## ENCLOSURES

### ANALYSIS OF THE QUESTIONNAIRE

Based on the results of questionnaire, it can be stated that the estimated target group matches the demography of the actual target group (age, gender). Approximately 90% of the respondents are between the age of 18 and 44, equally women and men.

Furthermore, 80% of the respondents found themselves in a situation when they wanted to have a drink but they did not because they needed to drive. This statement can be considered a basis for the WeDrive's business operations. Despite the fact, that over 50% of people referred to this situation as rare, around the same number of respondents stated, that they would likely/very likely use the services of the company.

The questionnaire reveals that 60% answers to the question "What's your first reaction to this new service idea?" is either very positive or somewhat positive. Moreover, the respondents (82%) would recommend the service to their friends or colleagues.

Regarding the contact, the preferred channels are Facebook, the company's website, commercials and YouTube. The channels chosen by the respondents are closely connected to the demographics and characteristics of the target groups.

An error occurred in connection with the last question. The respondents were able to choose the same level of importance for price, service, quality and value. For this reason, the results of this question are slightly misleading, not showing the ranking of the preferences.

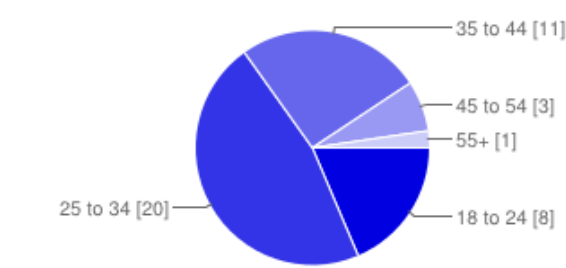
The above mentioned facts indicate, that there is a market for the services of WeDrive, the target group was estimated correctly and the respondents would appreciate the availability of the service.

# 43 responses

[Publish analytics](#)

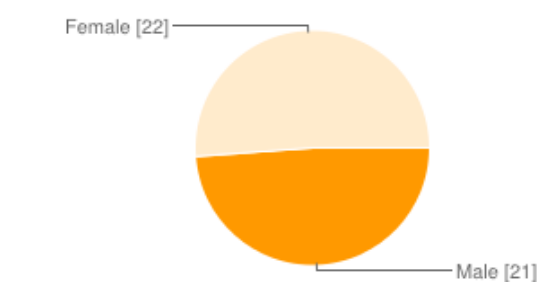
## Summary

What is your age?



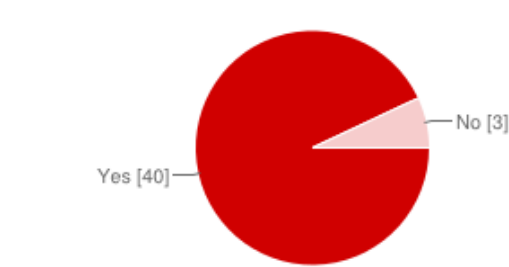
|          |    |     |
|----------|----|-----|
| 18 to 24 | 8  | 19% |
| 25 to 34 | 20 | 47% |
| 35 to 44 | 11 | 26% |
| 45 to 54 | 3  | 7%  |
| 55+      | 1  | 2%  |

What is your gender?



|        |    |     |
|--------|----|-----|
| Male   | 21 | 49% |
| Female | 22 | 51% |

Do you have a drivers license?



|     |    |     |
|-----|----|-----|
| Yes | 40 | 93% |
| No  | 3  | 7%  |

# APPENDIX

## ENCLOSURES

12/15/2014

WeDrive Market Research - Google Forms

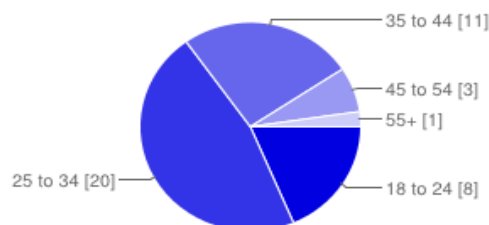
suongvo80@gmail.com

## 43 responses

[Publish analytics](#)

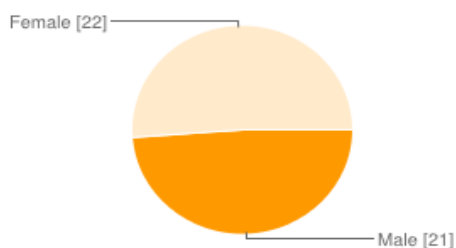
### Summary

#### What is your age?



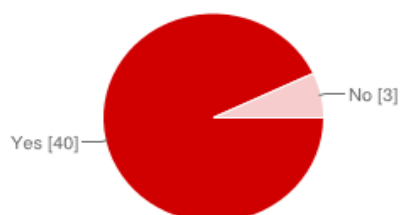
|          |    |     |
|----------|----|-----|
| 18 to 24 | 8  | 19% |
| 25 to 34 | 20 | 47% |
| 35 to 44 | 11 | 26% |
| 45 to 54 | 3  | 7%  |
| 55+      | 1  | 2%  |

#### What is your gender?



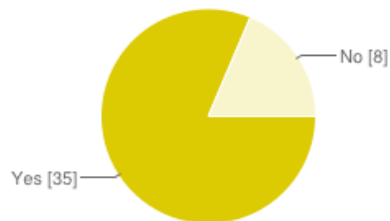
|        |    |     |
|--------|----|-----|
| Male   | 21 | 49% |
| Female | 22 | 51% |

#### Do you have a drivers license?



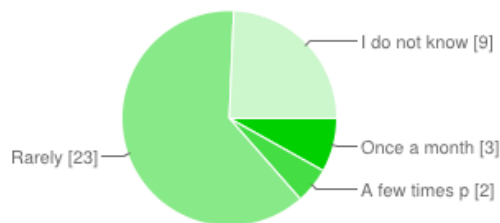
|     |    |     |
|-----|----|-----|
| Yes | 40 | 93% |
| No  | 3  | 7%  |

**Have you been in a situation where you wanted to have a drink but didn't because you had to drive?**



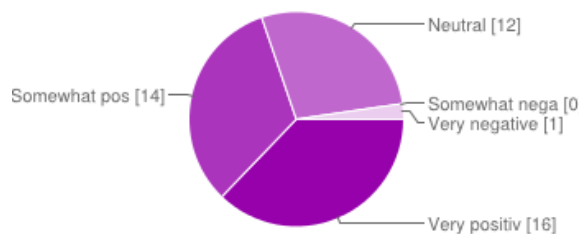
|     |    |     |
|-----|----|-----|
| Yes | 35 | 81% |
| No  | 8  | 19% |

**If yes to the above question, how often has this happened?**



|                       |    |     |
|-----------------------|----|-----|
| Once a month          | 3  | 7%  |
| A few times per month | 2  | 5%  |
| Rarely                | 23 | 53% |
| I do not know         | 9  | 21% |

**What's your first reaction to this new service idea?**



|                   |    |     |
|-------------------|----|-----|
| Very positive     | 16 | 37% |
| Somewhat positive | 14 | 33% |
| Neutral           | 12 | 28% |
| Somewhat negative | 0  | 0%  |
| Very negative     | 1  | 2%  |

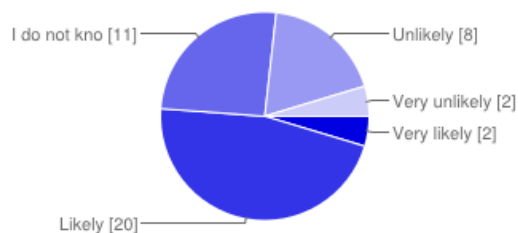
# APPENDIX

## ENCLOSURES

12/15/2014

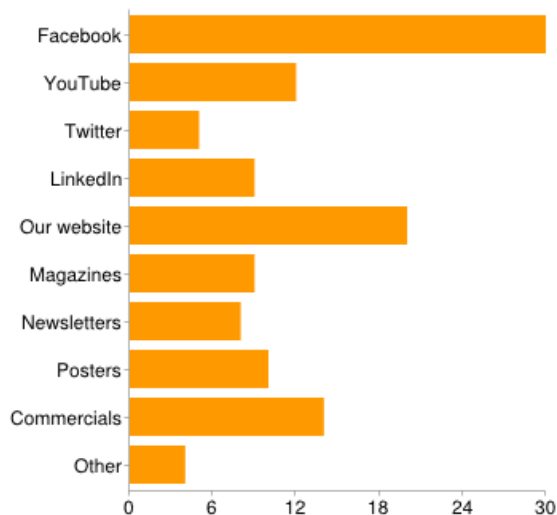
WeDrive Market Research - Google Forms

**If this service was available today, how likely would you use this service?**



|               |    |     |
|---------------|----|-----|
| Very likely   | 2  | 5%  |
| Likely        | 20 | 47% |
| I do not know | 11 | 26% |
| Unlikely      | 8  | 19% |
| Very unlikely | 2  | 5%  |

**Where would you like to hear from us more?**

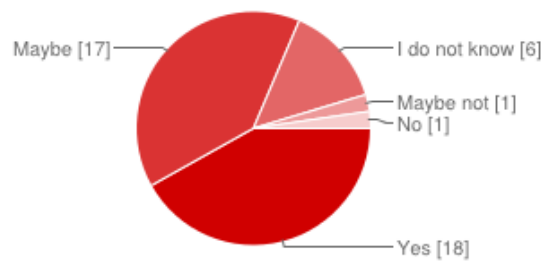


|             |    |     |
|-------------|----|-----|
| Facebook    | 30 | 70% |
| YouTube     | 12 | 28% |
| Twitter     | 5  | 12% |
| LinkedIn    | 9  | 21% |
| Our website | 20 | 47% |
| Magazines   | 9  | 21% |
| Newsletters | 8  | 19% |
| Posters     | 10 | 23% |
| Commercials | 14 | 33% |
| Other       | 4  | 9%  |

[https://docs.google.com/forms/d/1qCFndviquWmsKDhRTm45Qt9MMmFX\\_k70-pVOuewmU4/viewanalytics](https://docs.google.com/forms/d/1qCFndviquWmsKDhRTm45Qt9MMmFX_k70-pVOuewmU4/viewanalytics)

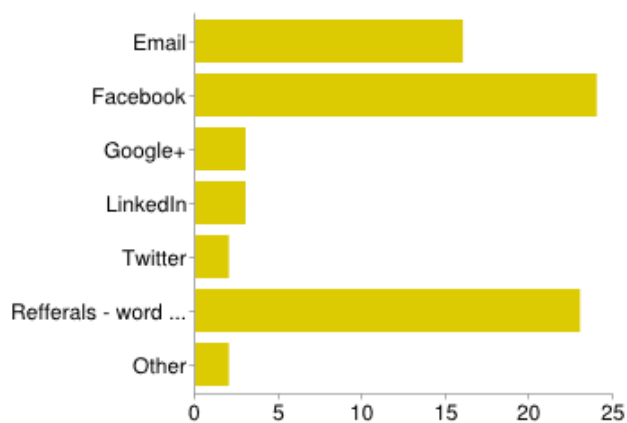
3/7

### Would you recommend this service to a friend or colleague?



|               |    |     |
|---------------|----|-----|
| Yes           | 18 | 42% |
| Maybe         | 17 | 40% |
| I do not know | 6  | 14% |
| Maybe not     | 1  | 2%  |
| No            | 1  | 2%  |

### How would you refer our service?



|                           |    |     |
|---------------------------|----|-----|
| Email                     | 16 | 37% |
| Facebook                  | 24 | 56% |
| Google+                   | 3  | 7%  |
| LinkedIn                  | 3  | 7%  |
| Twitter                   | 2  | 5%  |
| Refferals - word of mouth | 23 | 53% |
| Other                     | 2  | 5%  |

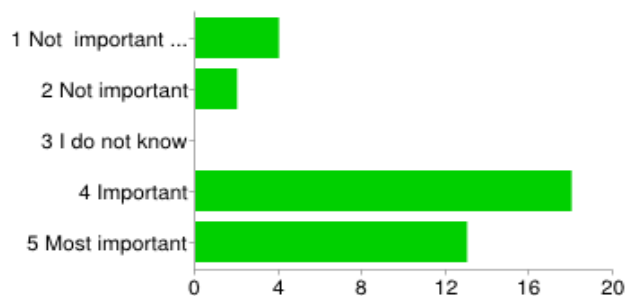
### Price [When you're considering a new service , what is most important to you?]

# APPENDIX

## ENCLOSURES

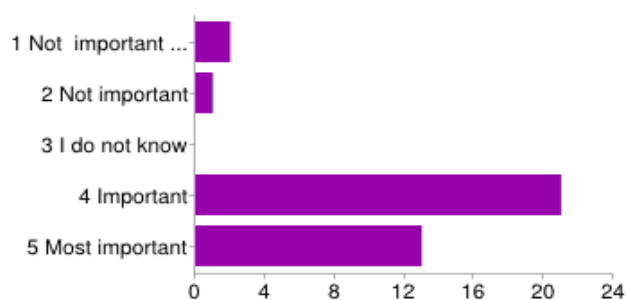
12/15/2014

WeDrive Market Research - Google Forms



|                        |    |     |
|------------------------|----|-----|
| 1 Not important at all | 4  | 9%  |
| 2 Not important        | 2  | 5%  |
| 3 I do not know        | 0  | 0%  |
| 4 Important            | 18 | 42% |
| 5 Most important       | 13 | 30% |

**Service** [When you're considering a new service , what is most important to you?]

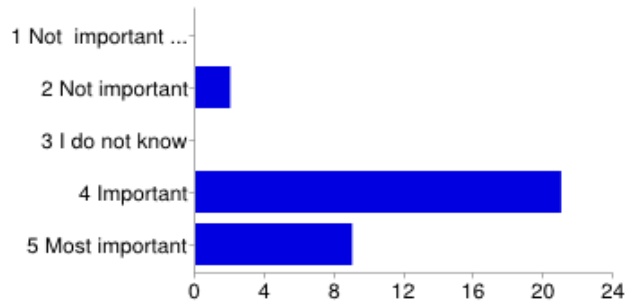


|                        |    |     |
|------------------------|----|-----|
| 1 Not important at all | 2  | 5%  |
| 2 Not important        | 1  | 2%  |
| 3 I do not know        | 0  | 0%  |
| 4 Important            | 21 | 49% |
| 5 Most important       | 13 | 30% |

**Quality** [When you're considering a new service , what is most important to you?]

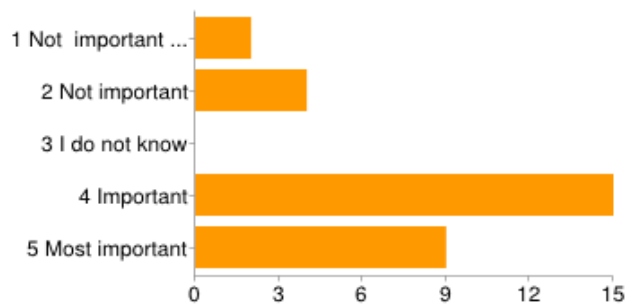
12/15/2014

WeDrive Market Research - Google Forms



|                        |    |     |
|------------------------|----|-----|
| 1 Not important at all | 0  | 0%  |
| 2 Not important        | 2  | 5%  |
| 3 I do not know        | 0  | 0%  |
| 4 Important            | 21 | 49% |
| 5 Most important       | 9  | 21% |

**Value [When you're considering a new service , what is most important to you?]**



|                        |    |     |
|------------------------|----|-----|
| 1 Not important at all | 2  | 5%  |
| 2 Not important        | 4  | 9%  |
| 3 I do not know        | 0  | 0%  |
| 4 Important            | 15 | 35% |
| 5 Most important       | 9  | 21% |

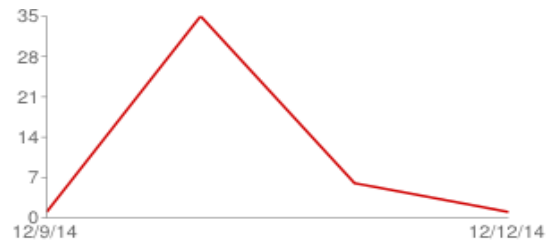
**Number of daily responses**

# APPENDIX

## ENCLOSURES

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WeDrive Market Research - Google Forms





## WeDrive Market Research

WeDrive is a new designated driver transport service for you and your car! We provide you with the convenience a positive social image and a worry free night of entertainment knowing that you and your car will get home safely. We are available 24/7. Our drivers are professional and they are first-aid certified. Customers confidentiality is utmost importance. Our insurance covers you and your car while being transported by a WeDrive driver.

This survey will only take you few minutes and it will help us to give you the best service in town. Your answers are very important to us and we thank you in advanced.

This is an anonymous survey.

**\* Required**

**What is your age? \***

- ☐ 18 to 24
- ☐ 25 to 34
- ☐ 35 to 44
- ☐ 45 to 54
- ☐ 55+

**What is your gender? \***

- ☐ Male
- ☐ Female

**Do you have a drivers license? \***

- ☐ Yes
- ☐ No

**Have you been in a situation where you wanted to have a drink but didn't because you had to drive? \***

- ☐ Yes
- ☐ No

**If yes to the above question, how often has this happened?**

Skip if you answered no to the above question

- ☐ Once a month
- ☐ A few times per month
- ☐ Rarely
- ☐ I do not know

**What's your first reaction to this new service idea? \***

- ☐ Very positive
- ☐ Somewhat positive
- ☐ Neutral
- ☐ Somewhat negative
- ☐ Very negative

**If this service was available today, how likely would you use this service? \***

- ☐ Very likely
- ☐ Likely
- ☐ I do not know
- ☐ Unlikely
- ☐ Very unlikely

**Where would you like to hear from us more? \***

Select all that apply

- ☐ Facebook
- ☐ YouTube
- ☐ Twitter
- ☐ LinkedIn
- ☐ Our website
- ☐ Magazines
- ☐ Newsletters
- ☐ Posters
- ☐ Commercials
- ☐ Other:

**Would you recommend this service to a friend or colleague? \***

- ☐ Yes
- ☐ Maybe
- ☐ I do not know
- ☐ Maybe not
- ☐ No

**How would you refer our service? \***

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WeDrive Market Research

Select all that apply

- ☐ Email
- ☐ Facebook
- ☐ Google+
- ☐ LinkedIn
- ☐ Twitter
- ☐ Refferals - word of mouth
- ☐ Other:

**When you're considering a new service , what is most important to you? \***

Rank from 1-6

|         | 1 Not<br>important at<br>all | 2 Not<br>important    | 3 I do not<br>know    | 4 Important           | 5 Most<br>important   |
|---------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Price   | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Service | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quality | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Value   | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Submit

*Never submit passwords through Google Forms.*

100%: You made it.

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