

Business Plan for a Game Application

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Abstract

The objective of this paper is to develop a business plan. The basic idea is to launch an application game that connects three huge markets: games, advertising and coupons.

During this research a special attention will be given to the potentiality of the market and to the offer's description. Furthermore an analysis regarding the financial and economic viability of the project will be presented.

Key Words: Business Plan, Coupon, Games, Applications

Resumo

O presente trabalho desenvolve um plano de negócios, em que a ideia básica é lançar um jogo aplicativo que conecta três grandes mercados, jogos, publicidade e cupões.

Durante esta pesquisa, será dada atenção especial ao potencial mercado e à descrição da oferta. Será também analisada a viabilidade económica e financeira do projecto.

Palavras-chave: Plano de Negócios, cupão, jogos, aplicações.

1. Sumário Executivo

O presente trabalho consiste num plano de negócios que tem como objectivo analisar a viabilidade económica e financeira de um projecto denominado de Coupon Rush. A ideia surgiu da oportunidade identificada na ausência de jogos que permitam conectar empresas com jogadores.

Coupon Rush é um jogo aplicativo que conecta três grandes mercados, jogos, publicidade e cupões. O mercado dos jogos aplicativos está em constante crescimento, prevendo-se que atinja 8.18 milhões de euros em 2018 (statista, 2015). Por sua vez, prevê-se que as despesas em publicidade atinjam 667.65 bilhões de dólares em 2018 (statista, 2015). A utilização de cupões tornou-se cada vez mais frequente e estimou-se que 96% dos utilizadores de dispositivos móveis procuraram cupões em 2015 (Bohannon, 2015). Considerando o elevado potencialidade dos mercados, Coupon Rush, tem como objectivo conectá-los e criar um novo nicho de mercado.

Coupon Rush é um jogo aplicativo inovador, que permite que jogadores ganhem algo real sem terem risco associado, neste caso, cupões de desconto. O jogo vem acrescentar valor às empresas pois permite que cheguem ao seu target de uma forma inovadora, disponibiliza acesso a estatísticas sobre os seus clientes e sobre a utilização dos cupões. Outra grande vantagem, é poder aparecer de forma constante ao seu target, ou seja, permitir aumentar brand awareness. Da perspectiva dos jogadores, o valor acrescentado passa por poder jogar para obter algo real. À excepção dos casinos, onde jogadores podem ganhar dinheiro mas têm de investir previamente; não existem outros jogos onde se possa obter algo real sem risco prévio associado.

As receitas do jogo provêm maioritariamente das mensalidades pagas pelas empresas para pertencerem ao jogo, e os principais custos estão associados ao desenvolvimento do jogo, pagamentos a colaboradores e acções de marketing.

Coupon Rush é um projecto viável tanto a nível económico como a nível financeiro. O investimento inicial é de 50.000 € e será angariado através de concursos, crowdfunding e/ou Business Angels. Prevê-se que exista retorno do investimento passado 2 anos e 8 dias.

O projecto é considerado um investimento atractivo uma vez que o retorno do investimento é de 38 % no segundo ano e 97 % no terceiro ano. Considerando uma taxa de actualização de 10%, Coupon Rush tem um valor actual de 1.443.640 € tendo em conta que o projecto tem um período de vida de 3 anos, e de 17.675.045 € se considerarmos fluxos de caixa perpétuos ao final do terceiro ano.

Neste momento o projecto encontra-se na fase inicial. A demo do jogo e o vídeo promocional estão a ser desenvolvidos, as empresas estão a começar a ser contactadas e o projecto está inscrito no Concurso Acredita Portugal.

Introduction

I'm passionate about entrepreneurship, and, although I'm able to be entrepreneur at my workplace, I always wanted to have my own project. Thus, I decided to develop Coupon Rush business plan with the objective of studying the viability of the project.

Coupon Rush is an application game which connects three huge markets: application games, advertising and coupon.

Application gaming is an exponential growing market, according to (Statista, 2015), the tablet gaming revenue would amount to 8.18 billion euros in 2018, up from 3.51 billion in 2014.

The advertising industry is also growing and it is expected that till 2018 the advertising expenditure worldwide will reach 667.65 billion US dollars.

The use of coupons is also increasing. According to Mobile Commerce Daily (Bohannon, 2015), nearly all mobile users will search for a digital coupon in 2015. The report predicts that about 96% of all mobile users will search for coupons in 2015 to find the best deal and the greatest value when shopping online.

Thus, the idea is to create a new niche market. This market will include people who play games and are willing to receive coupons in return.

The following report will start with the description of the idea. Then, a detailed analysis of the markets will be presented, in order to understand their dimension and potentiality.

The study continues with a viability of the demand analysis. Coupon Rush will have two types of clients: players who play to receive coupons and, companies who will pay their presence on the game. A research about the interest of persons in playing Coupon Rush was conducted by analyzing the answers of a questionnaire. Furthermore, the interest of companies to belong to the game was analyzed by interviewing persons that work in the marketing industry.

The business plan will follow with the competitors' analysis. Coupon Rush will be operating in a blue ocean, thus there are no direct competitors. An ERRC grid and a canvas strategy will be exhibited to display the differences between the current offers and Coupon Rush. As it is

important to understand not only the current competition but also the potential one, a Porter five forces analysis will be presented.

The report will follow with a strong and ambitious marketing plan where objectives are defined and a marketing mix analysis is presented.

After, an analysis of the company is presented. It will be displayed the organizational structure, operational flows and company vision, mission and objectives. Then, the company is analyzed through a SOWT framework which allows understanding the strengths, weaknesses, opportunities and threats of the project. The company analysis will conclude with an implementation plan where all the essential activities of the project are defined with respective deadlines.

The report concludes with a financial analysis and further information regarding the relation with investors.

2. Value Proposition

2.1 Business concept

Coupon Rush aims to connect three huge markets: app gaming, advertising and coupon. The delivery will consist in a funny and entertainment game which will allow players to win discounts from brands.

Coupon Rush consists in a game which pieces are logo brands (see annex A). The pieces start to fall, and the basic move of this game is horizontally, trying to catch as much pieces (logos) as possible with a basket. The game has different modules and each player can choose the category in which they want to play. Categories will be such as: travel, sports, technology, health, charity, pets, and so on.

Companies will choose the category in which they want to appear. For example, in the sports category brands such as Nike, Adidas and Sport Zone will put available their coupons so that the player can play to win the ones desired.

Every time the player catches a certain number of pieces, points will be added to that brand. When a certain number of points are reached, the player wins a coupon that will be added to his wallet. Later, coupons can be used to make online or on-shop purchases. Moreover the option to offer discounts to “friends” exists. Thus, if a player doesn’t want to use a specific coupon, he can always offer it to a friend.

A second version of the game will be released later, where players can turn on an option that will add questions to the game. This option gives to players the chance to win better coupons. Brands will be able to use players’ answers as inputs for their marketing studies. Examples of questions that brands may include on the game are: “How many times per year do you buy tennis form Nike?” or, “Why aren’t you buying more Nike tennis per year?”. Brands can use the answers to later analyze their performance and define a suitable action plan. In this version, the question will appear after the player has reached the number of points needed to win a coupon and, after the completion of the question, the coupon will follow the normal path, going to the coupon wallet to be used later.

2.2 Market Opportunity

Coupon Rush will give players the chance to win something real. This will be the biggest advantage when comparing with the existing game applications. The only existing game where players win something real is in Casinos, but in this case, they also have the chance to lose. Coupon Rush will be the only game where players have the chance to win something real without the risk of losing something.

Furthermore, Coupon Rush has an ongoing objective of connecting brands and players. Brands will have the chance to reach their targets in an easier and funnier way and, engage customer with their brands.

Besides, the game will be a good channel for companies to advertise new products, services and brands, by offering coupons to clients and lead them to try.

Coupon Rush can be considered as a first mover and will create a new niche market, where players and brands will be connected through an excitant and funny game.

3. Market Analysis

Coupon Rush will be operating in different markets, therefore it will be assessed data from the game application, advertising and coupons industry. In this part of the business plan, it will be exhibited and evaluated data from those markets as well as their trends.

3.1 Mobile Devices Industry & App Game Industry

The mobile devices market (smartphones and tablets), is growing exponentially. Juniper Research firm predicts that “By 2017, consumers worldwide will combine to spend \$75 billion on apps for smartphones and tablets.” (GamesIndustry.biz, 2016).

Furthermore, the application market is also growing. The table below shows the total amount of app downloads per app store, as well as the revenue in 2014.

Table 1 - Application market indicators

Smartphone App Statistics	iPhone	Android	Blackberry	Windows
Total App downloads	29,000,000,000	31,000,000,000	3,400,000,000	5,100,000,000
Percentage of users that never paid more than \$1 for an app	43%	60%	61%	56%
Average of downloaded apps per phone	88	68	49	57
Total number of apps in store	1,205,000	950,000	230,000	320,000
Total app store revenue in 2014	\$6,900,000,000	\$1,800,000,000	\$750,000,000	\$1,250,000,000

Source: (Statisticbrain.com, 2015)

In addition, according to Statistic Brain, in 2014, application games had the highest percentage of downloads, having 23% of total (Statisticbrain.com, 2015).

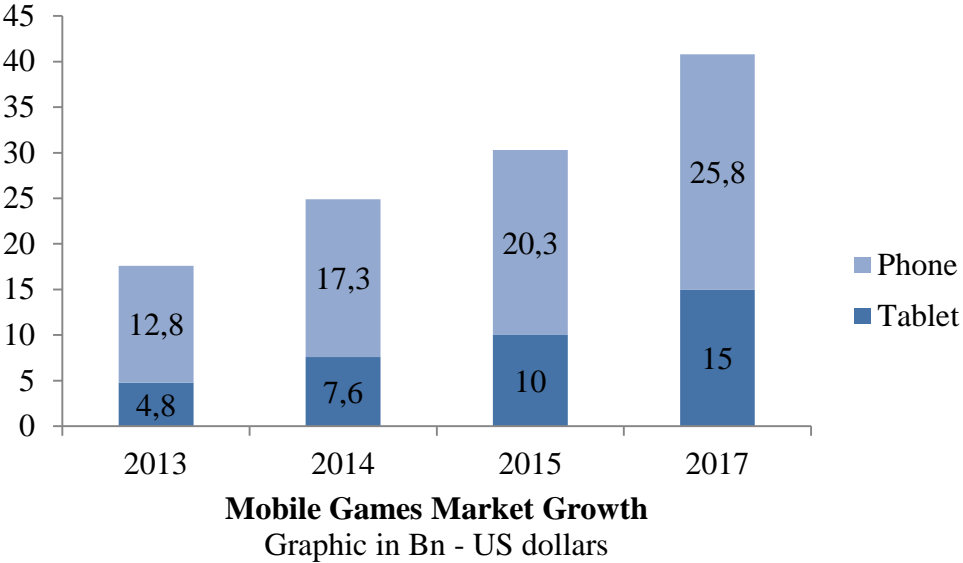
Table 2 – Application Market share

App Category Market Share for all Devices	Percentage of Downloads
Games	23%
Entertainment	11%
Utilities	10%
Education	7%
Productivity	5%
Book	5%
Lifestyle	5%
References	4%
Healthcare & Fitness	4%
Travel	4%
Music	3%
Navigation	3%
Sports	3%
Business	3 %
Finance	3 %
Photography	2 %
Social Networking	2 %
News	1 %

Source: (Statisticbrain.com, 2015)

NewZoo announced that “Mobile games are the fastest-growing segment of the market, with revenue set to nearly double between 2013 and 2015 from \$17.5 billion to \$30.3 billion. Games are the best money generating mobile apps. On average, each of the two best-selling games earned more than 1 million dollars a day on the App Store during October 2014.” (Statisticbrain.com, 2015).

Figure 1 - Mobile Game Market evolution in Bn USD



Source: (Statisticbrain.com, 2015)

Juniper also mentioned on the article that the growth was expected to be driven by in app purchases. “The group believes that less than 25 percent of total consumer app spending will come from pay-to-download apps. However, in-app advertising will allow developers to monetize every player, whether they spring for in-app purchase or not.” (Statisticbrain.com, 2015).

The previous data shows that the mobile game application is a very attractive market, as it has been having an exponential grow and, it is most likely to continue like that in the future.

Nevertheless, it is also a market full of competitors. The table below shows that just on the apple store, in 2014, there was 237.389 live games. (Anon, 2015)

Table 3 - Number of application in apple store

Category	Dead Apps	Live Apps
Games	65,643	237,389
Lifestyle	31,537	111,524
Entertainment	31,283	93,934
Education	30,261	128,823
Business	26,44	117,823
Utilities	21,701	65,38
Books	21,645	58,583
Kids	13,493	131,581
Travel	13,244	61,111

Source: (Anon, 2015)

There is no doubt that the market is very attractive, nevertheless it is full of competitors. Thus, it is just worthy to get in on the application game industry, if the application is quite innovative or, if it is adding something new. Coupon Rush will be introducing something new on the market: the ability to win something real (Coupons) without having the risk of losing something. Thus, we considered that Coupon Rush has enough differentiating characteristics, which will allow being competitive and, penetrate the application market industry in an effective way.

3.2 Branding Industry

First, it is essential to explain how companies are going to advertise on the game and, the main benefits that the game will bring to those companies.

Coupon Rush will allow companies to choose the target that they want to reach. Additionally, they will have access to statistics regarding coupon redemption, which means that they will know the age, gender, and other information regarding the players that are using their coupons.

In the second version, brands will be able to interact directly with their target. Companies will be able to choose the multiple choice questions that will appear on the game and, they will be able to use answers as inputs for marketing studies.

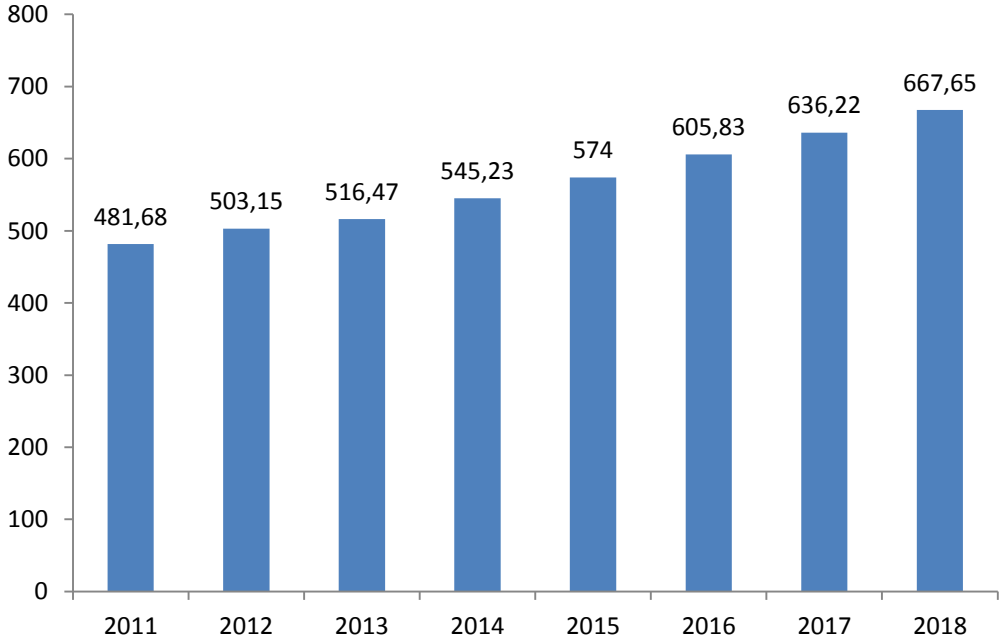
Also it will be studied the viability to release a third version where players will be able to unblock a functionality that will include videos. In this version, before winning coupons, players will watch videos of (15/30 seconds) and then answer a question relating to the video.

The game will also allow organizations to advertise new products, make sure that they will reach the right target and see the consumers' response (if they redeemed the coupons or not).

A great percentage of the revenue will come from the payments of the companies that want to belong to the game. Thus, it is important to have a look in the advertise industry numbers and trends.

The graphic bellow shows that the global advertising spending worldwide has been increasing in the last years. In 2011 advertising expenditure worldwide amounted to 481.6 billion U.S. dollars and eMarketer expects it to grow to 667.65 billion by 2018. (Statista, 2015).

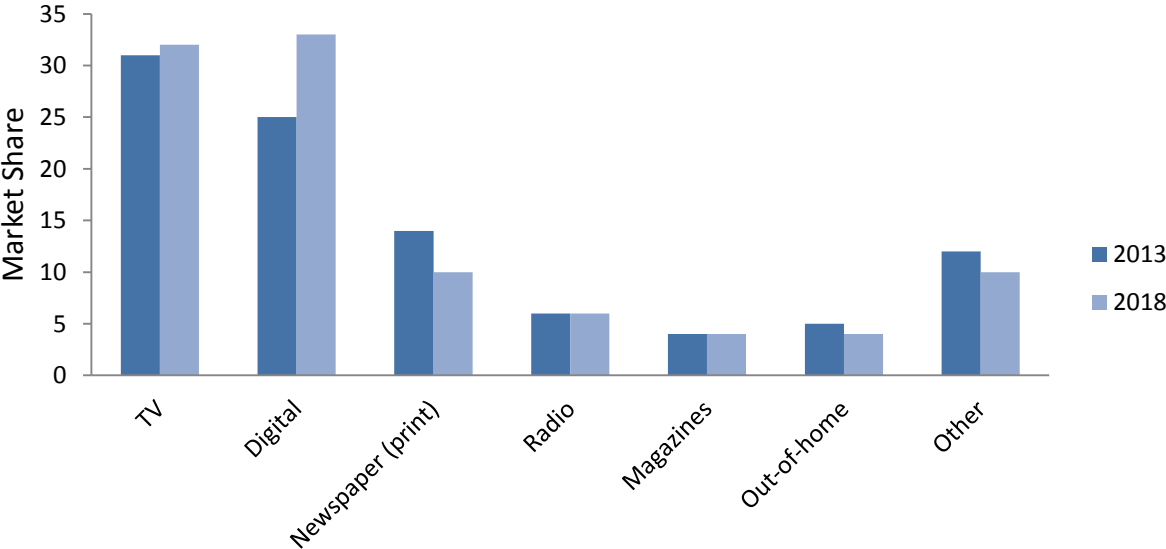
Figure 2- Global advertising worldwide



Source: (Statista, 2015)

Analysing the global advertising per type of media, in 2013, the digital rated 25% of all advertising revenue worldwide, being in the second position, just after TV. Moreover, ads on digital media are expected to overcome all the other types of advertising reaching 33% of market share in 2018. The graphic bellow depicts the market share of various advertising channels in 2013 as well as a forecast for 2018. (Statista, 2015).

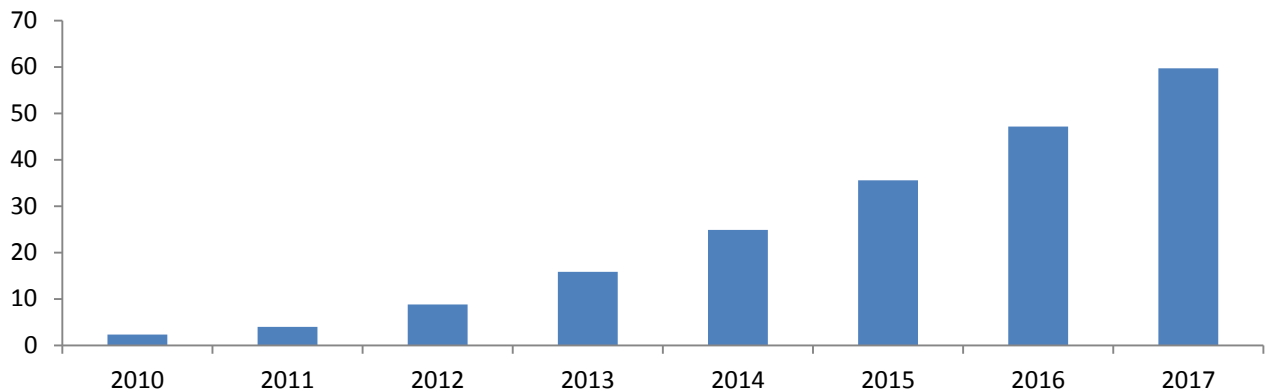
Figure 3 - Market share per advertising channels



Source: (Statista, 2015)

Having a deep look into the figures of mobile advertising, the graphic bellow shows that mobile advertising has been having huge increases and it is expected to continue to grow. The figures show the mobile advertising spending worldwide from 2010 to 2017 (in billion U.S. dollars). (Statista, 2015).

Figure 4 - Advertising Spending in Billion USD 2013 – 2017 (Forecast)



Source: (Statista, 2015)

This statistic contains data on worldwide mobile advertising expenditure from 2010 to 2012 with forecast until 2017. The source predicts that global mobile ad spending will reach 35.55 billion U.S. dollars by 2015.

The marketing industry has become more dynamic than ever. Therefore trying to respond to the changing habits of consumers had become one of the biggest priorities. As technology becomes more sophisticated, companies are investing in new ways to reach and communicate with their consumers.

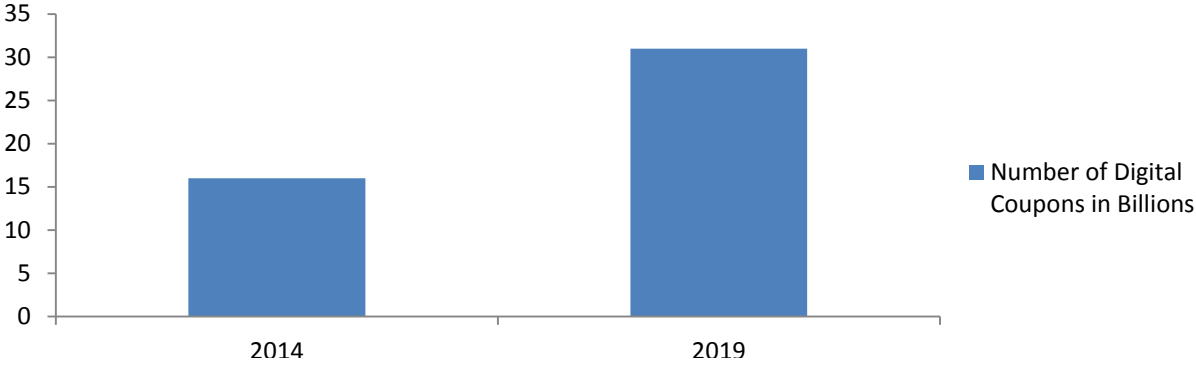
It is clear from the previous graphics that companies are investing large amounts of money in branding, trying to find new ways of reach and engage with clients. Coupon Game will allow companies to interact with their costumers and so, it is predictable that companies might be interested to advertise through Coupon Rush.

3.3 Coupon Industry

The coupon industry is also an important part of the market analysis, as it will be one of our main competitive advantages, when compared with other games.

The graphic bellow shows information regarding the number of digital coupons redeemed worldwide. In 2014, 16 billion digital coupons were redeemed. This figure predicts an increase to 31 billion online coupons in 2019. “Experts claim that redemption will mainly be driven by mobile coupons.” (Statista, 2015).

Figure 5 - Number of Digital Coupons Billion 2014 – 2019 (Forecast)



Source: (Statista, 2015)

“According to Mobile Commerce Daily, nearly all mobile users will search for a digital coupon in 2015. Citing a recent survey, the report predicts that about 96% of all mobile users will search for coupons this year to find the best deal and the greatest value when shopping online.” (Trueship.com, 2015).

There is no doubt that Coupon Market has become a huge industry. When shoppers were asked why they are using more coupons, the answers were the following: (Inmar, 2015).

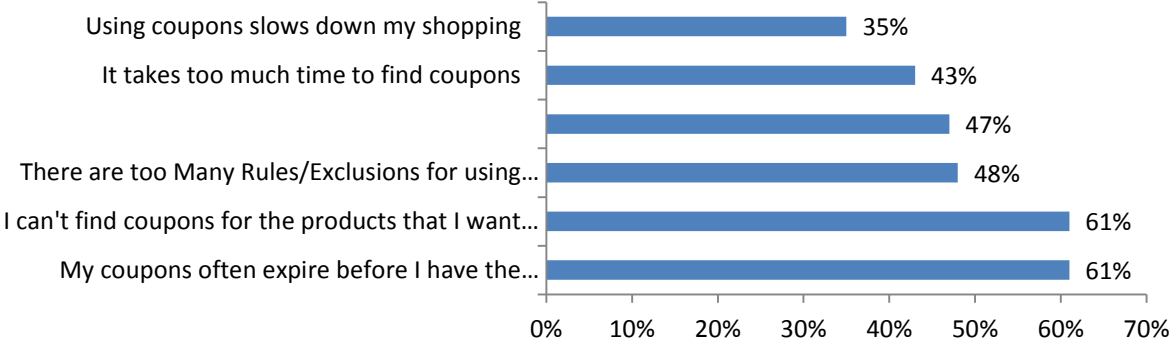
Figure 6 - Why shoppers are using more coupons?



Source: (Inmar, 2015)

Moreover, when people were asked why they are not using their coupons, the answers were as follows:

Figure 7 - Reasons behind the user not using more coupons



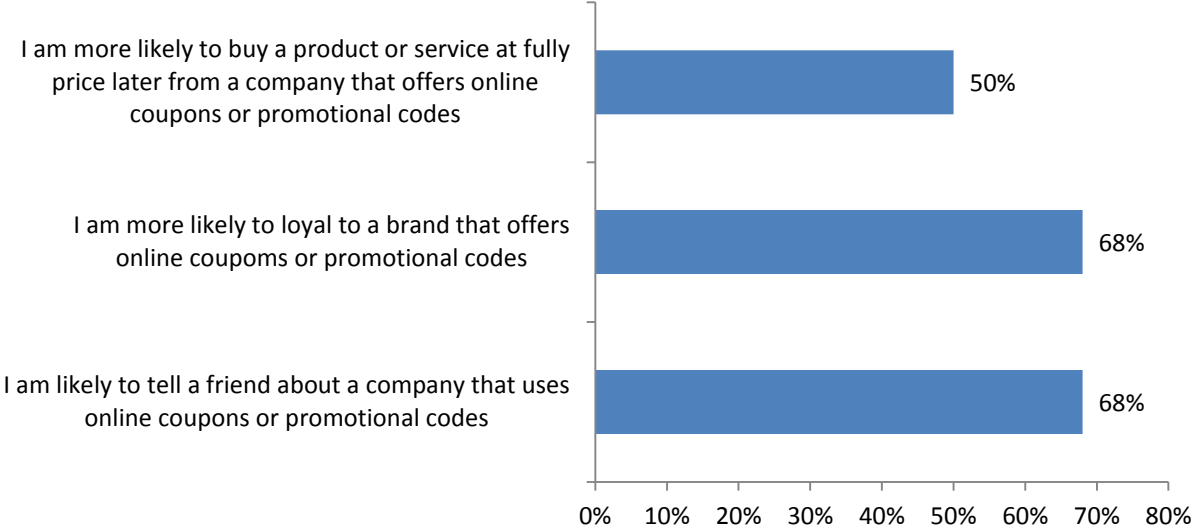
Source: (Inmar, 2015)

The two more popular answers, when people were asked why they are using more coupons were: “I have found more coupons that I want to buy” and “I have seen more coupons online”. Furthermore, when they were asked why they are not using more coupons, the two more popular answers were: “My coupon often expires before I have chance to use them” and “I can’t find coupons for the products that I want to buy”.

The Coupon Rush will solve those problems. The coupons on the game will be “customized” according to player’s preferences. The game will have a database with information regarding brands, user preferences and, the coupons that each player is using to make purchases. Moreover, it will have information regarding the coupons that they are offering to their friends. This will allow making sure that players receive coupons that they value, and, that brands will easily reach their targets.

A questioner was made in the US, asking people if they feel that digital coupons are likely to influence future purchase decisions and, it was found that 68 percent of U.S. coupon users agreed that they were more likely to be loyal to a brand that was offering online coupons and promotional codes. (Statista, 2015).

Figure 8 - Influence of coupons on people future purchase



Source: (Statista, 2015).

Coupon industry is strongly influencing consumer behaviour. Consumers will be continually looking for coupons, and will be willing to receive them from their brands.

Coupon Rush comes to respond to consumers and company's needs. People are looking for coupons and, Coupon Rush will be the perfect place to find and win them in a funny way. In addition, companies will be able to offer the coupons to the right target and get information regarding coupons redemption. Coupon Rush will not only be an incredible channel of advertising coupons, but also a way of engage and attract clients.

4. Competitors Analysis

Coupon Rush is operating between markets and will be a pioneer. Therefore there is no direct competition.

Nonetheless, all Media (TV, Internet, Radio, News-papers), play an important role in brand advertising, thus they are considered indirect competition. Websites such as Groupon which function is to advertise coupons and, all the gaming industry, are also considered as indirect competitors.

Coupon Rush is filling a gap on those markets and will be a first mover. “A competitive analysis makes sense when a company is entering an existing market. In a re-segmented market, a competitive analysis starts with the hypothesis of “Here’s the problem we are solving for our customers.” (Steveblank.com, 2015).

In a re-segmented market “a company needs is to find a way to re-segment the existing market – that is to find some characteristic of customers in an existing market that incumbents are not addressing. It may be that a segment of the market has special needs, unaddressed by the incumbents. If so, entering via a niche strategy or blue ocean strategy makes sense.” (WSJ, 2015).

Coupon Rush will be operating in a blue ocean. Beside casinos where people can win money, but they can also lose, there is no other application game giving something back to players. There is also a famous game with brands “Brand Quiz”, where companies advertise their brand on the application but people played without winning anything in return.

Coupon Rush will be the first game where people can win something without the risk of losing anything and, brands will be able to advertise and collect data and feedback from the players.

Coupon Rush will be bridging markets. It will create a new groups of costumers such as the coupons “addicted”, who might become players to win coupons or, just the people who think that play for fun is not enough. Furthermore there is a high probability of conquer clients from other games. The ones that are just playing for fun might consider to change and play for something. “about 96% of all mobile users will search for coupons this year to find the best deal and the greatest value when shopping online.” (Trueship.com, 2015).

4.1 Eliminate-Reduce-Raise-Create - (ERRC) Grid

Coupon Rush will be entering in a blue ocean market, therefore an ERRC Grid analysis is presented below:

Table 4 - ERRC Grid

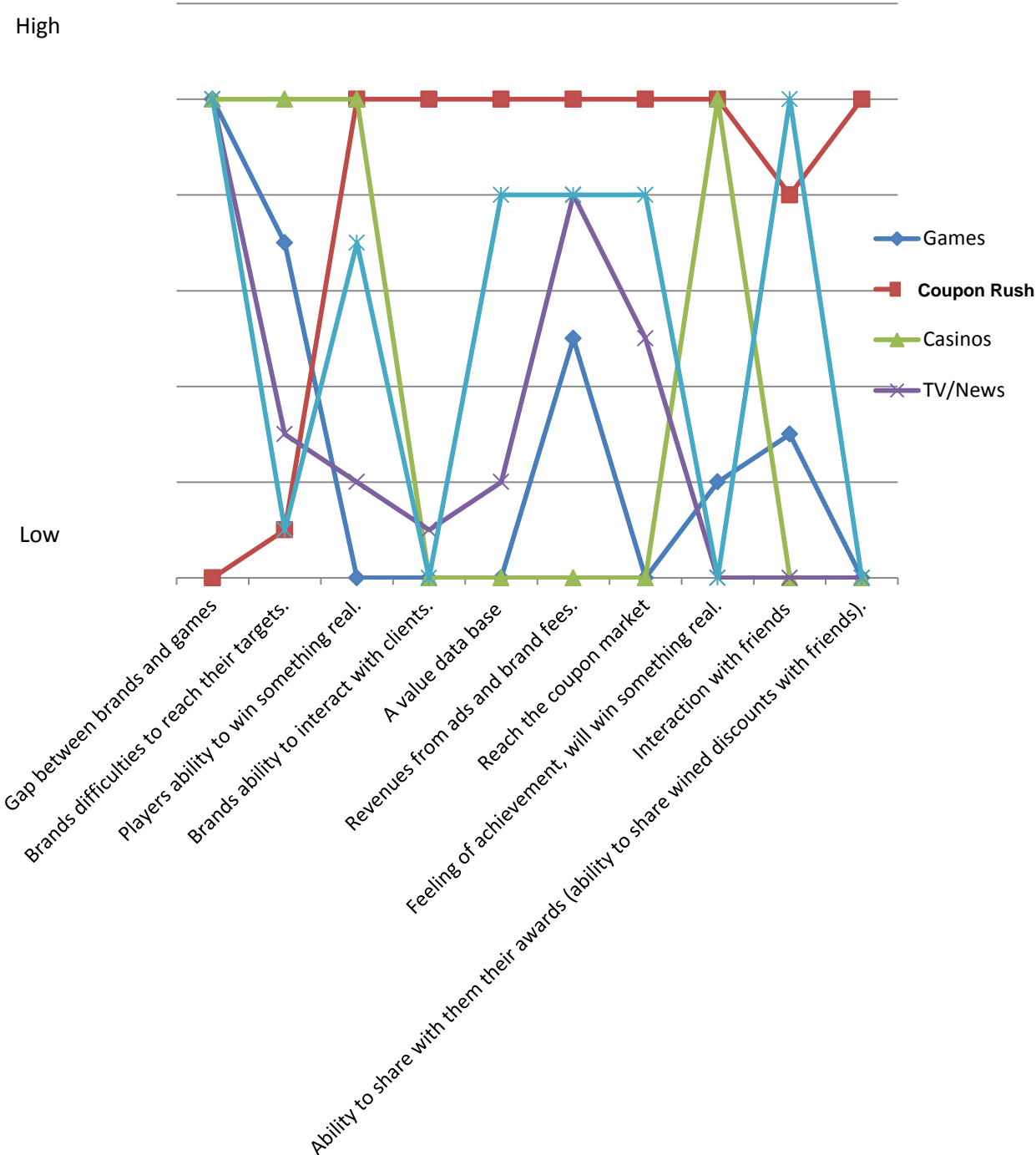
Eliminate	Raise
<ul style="list-style-type: none"> - Gap between brands and games - Brands difficulties to reach their targets. 	<ul style="list-style-type: none"> - Feeling of achievement, as every time players will win something real. - Interaction with friends and ability to share their awards with them (ability to share winned coupons with friends). - The number of people interested on games. (People interested to win coupons) - The revenues from app games (Brand fees).
Reduce	Create
	<ul style="list-style-type: none"> - Players ability to win something real from brands. - Brands ability to engage with clients through games. - A value data base of clients preferences, purchases and so on.

Source: The Author

4.2 Strategy Canvas

The graphic bellow shows the big picture between the differences regarding the actual offers and Coupon Rush.

Figure 9 – Canvas strategy analysis



Source: The Author

4.3 Porter Five Forces:

Porter five forces analysis is a framework to evaluate the level of competition within an industry and, allows understanding its attractiveness. This framework will be based in the analysis of the three markets: application game, branding and coupon. Taking in consideration that Coupon Rush will be a pioneer, please find bellow the framework analysis.

Table 5 - Porter five forces analyses

Competitive Force	Low	Medium	High
Threat of new entrants			X
Threat of substitute products or services		X	
Bargaining power of customers (buyers)		X	
Bargaining power of suppliers	X		
Intensity of competitive rivalry	X		

Source: The Author

- Threat of new entrants:

The threat of new entrants is high. In the gaming industry is quite often that once a game start to be successful, new companies start copy it. As an example, when Candy Crush started to be successful, a considerable large number of companies started to release similar games. In order to decrease this risk, exclusivity contracts will be produced, and strong negotiations will be conducted so that companies could not advertise their coupons in future games.

- Threat of substitute products or services:

The threat of substitutes is high. As it is mentioned above, the substitutes are games where people do not have gains without the risk of losing something. Casinos and other games where people just play for fun are the main substitutes. Nevertheless, Coupon Rush has a huge potential market and, probably a large number of players that just play for fun will start to play Coupon Rush (as proved on the market research)

- Bargaining power of customers:

The bargaining power of customers is medium. By one hand, players have the chance to choose from different games and the diversity is quite high. By the other hand, Coupon Rush will be the first game where people can gain something without the risk of losing. Moreover, companies have different ways of advertising their coupons, so they also have a high bargaining power. Yet, Coupon Rush has some advantages that will work in its favour.

- Bargaining power of suppliers:

The bargaining power of suppliers will be high at the beginning. The main reason is that there is no game without coupons. Thus, the first companies to belong to the game will have a high bargaining power. For those companies, it will be given special conditions, as they will be the boosters of the game. Nevertheless, as soon as the game starts to have a considerable number of players, the condition will change and the bargaining power of suppliers will decrease. Companies will need to accept conditions to be able to belong to the game, advertise their brands, products and services.

- Intensity of competitive rivalry:

New games will probably appear on the market however, the main priority will be to have a great and close relationship with the companies that will advertise on our game, in order to make sure that they will not change to a competitor. Furthermore, this will be just the first game. New and different games, as well as different manners of advertising, will be studied in order to assess the viability of realising them. For example puzzle games with logos, or quiz questions and so on.

4 Viability of the demand

In this part of the report, the target will be defined. Then, the viability of the demand will be studied through clients and players perspective. The research regarding the interest of players will be conducted through questionnaires and, the interest of companies will be conducted through interviews to people that work on marketing department.

4.3 Target

It is essential to understand the target of Coupon Rush. The game will have two types of clients: companies and players. The target is presented in detail in the following table.

Table 4 - Target

Final Client:	Companies:
<ul style="list-style-type: none"> • People who like to play game • 16+ • People who value discounts • All countries 	<ul style="list-style-type: none"> • Willing to engage with clients in a different way. • Give importance to branding • With financial capabilities • Which realize the importance of coupons • All countries

Source: The Author

The aim of the Coupon Rush is to make the perfect match between players’ preferences/needs and companies target.

Players will answer a questioner before they start to play, to make sure that the brands that will appear in their game will fit their preferences. From that point on, information regarding used and offered coupons will be kept on a data base and, that will allow the procedures effectiveness for both type of clients (Players and companies).

Companies will also let Coupon Rush know their targets, so that the perfect match can be performed.

4.4 Viability of the demand through the players perspective

In order to analyse the viability of the demand, a questionnaire was done.

The sample had the following characteristics:

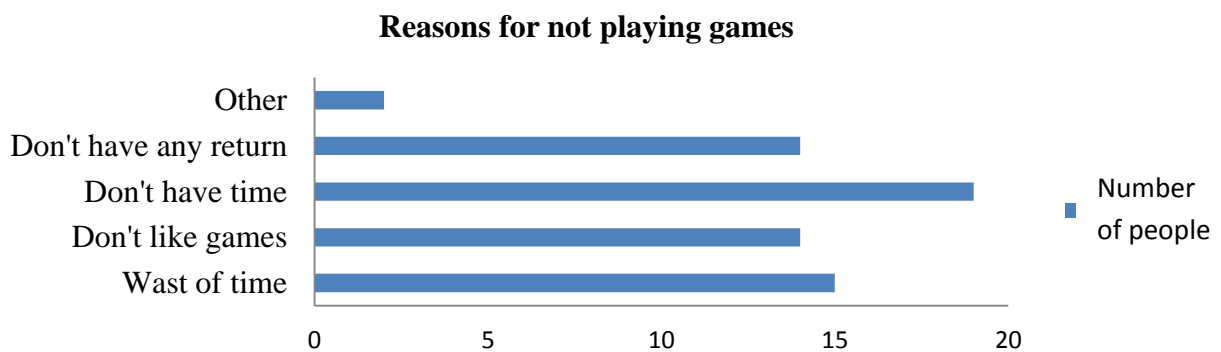
- 150 answers
- 53 % Females, 47 % Males
- Age: <18 1.3%
 18 - 20 8.7%
 21 - 25 60.7%
 25 - 30 23.3%
 31 - 40 3.3%
 41 - 50 2.7%
 51 + 0%

People were asked if they use coupons and 70% of them answered that they do. Moreover, when people were asked regarding their intention to use coupons in the future, 91% answered that they plan to do so.

The majority of the population, 95%, believe that it is important for brands to use coupons. Besides, 94% stated that they have smartphones, which enables them to play Coupon Rush.

When people were questioned about playing games, 32% answered that they don't play games at all and, presented the following reasons:

Figure 10 - Reasons for not playing games



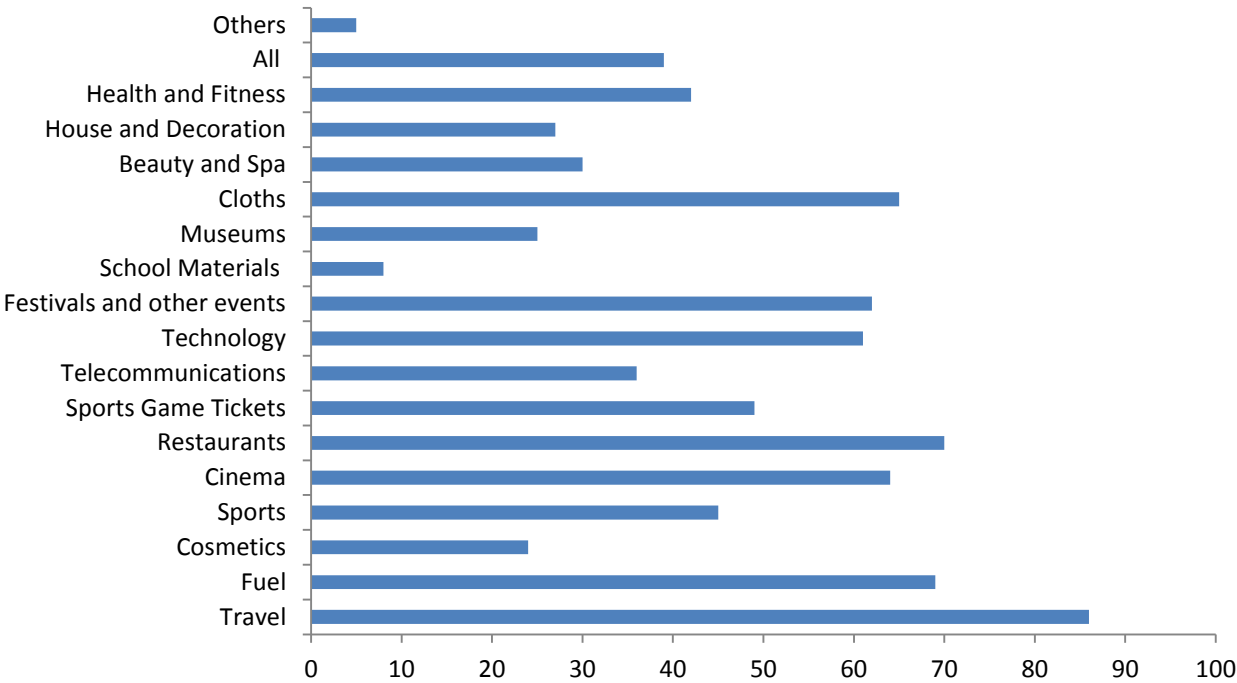
Source: The Author

Moreover, when the non-players were asked if they would play games to win something real, 81% answered that they would do it and, when inquired if they would play to win coupons, 78% replied positively.

Regarding the population that play games, 92% answered that they would prefer to play for something real and the same percentage answered that they would prefer to play to win coupons.

Regarding the categories to which the population would like to receive coupons, the answers were as follows:

Figure 11 - Preferred Categories



Source: The Author

Thus, we can see that people would like to play for different categories, being travel, restaurants and cloths top-rated.

Analysing all the results, it can be concluded that there is demand for this type of Game and that people are willing to play to win coupons from brands. Almost all respondents believe that it is important for brands to deliver coupons and have demonstrated intention to use coupons in the future.

4.5 Viability of the demand through the companies perspective

- Diana Marques – Marketeer at Intemache

“Companies already have their own way of advertising coupons. Nevertheless, it is an interesting and funny concept of advertising them. It could be addictive to consumers and that could lead the idea to succeed. It might be interesting if you can provide customer database information to the retailers, but that can be tricky at a legal level. However, it could be valuable because even if customers leave the game, you can continue communicating with them.”

- Mariana Delgado - Marketing and Communication Manager at Rahman Industries Limited

“The idea of including our brands in an interactive game could have benefits for the company. It could lead us to consumers in a fun way, without being intrusive as normal ads. It would probably allow identifying the markets and the final consumers that would be more interested in our brands/products. It is an interesting alternative that could be included in our marketing strategy and, that can result in better achievements for the company”.

- André Lemos – Marketeer at Henkel

“It’s an innovative and funny idea. There are some products/services/ brands that will not fit in the game, but it will make sense for others. Mass media products such as cleaners, chocolates among others, would not fit the target of the game, as on the first example the purchase decision is based on discounts, and in the second the purchase is made spontaneously. Furthermore, companies whose target is +50 or averse to technology are other type of company that will not be willing to belong to the game.

The only way the game would be interesting for companies that already are top of mind, would be to have a charity purpose behind. Example: “When a player reaches 10.000 points of Coca-Cola, one euro is donated for an organization”

Nevertheless, I can see this game working well with companies willing to introduce new services/products/brands in the market, as well as with companies that want to enlarge their targets and/or lead new people to try.”

5 Marketing Plan

6.1 Establishing Market Objectives

Before developing a marketing plan, it is essential to define specific, measurable, achievable, realistic and timed objectives (SMART). In this part, the main objectives are defined so that a suitable marketing plan could be developed. Objectives are as follow:

- Define product, price, place and promotion strategies,
- Define target
- Define suitable actions to achieve customers
- Growth of the project locally
- Growth of the project internationally
- Enhance customer relationships.
- Build brand awareness.
- Gain a considerable market share in the gaming industry.

6.2 Marketing Plan

Figure 12 - Marketing Mix



Putting the right product, in the right place, at the right price, at the right time.

Source: The Author

6.2.1 Product

“A product is anything that can be offered to a target clientele to satisfy a want or need.” (pag. 34; Lao, 2016). It is all the benefits or satisfactions that buyers perceive they will get if they purchase the product.

Coupon Rush is an application that will satisfy player needs. It will be a funny game that will increase the feeling of achievement among players (win something real). Besides, they will be able to share their achievements with friends.

People want to use coupons, but are struggling to find the ones that match their preferences. Thus, the game will come in response of those people needs.

Coupon Rush also satisfies companies' needs: companies are able to reach their target, to engage in an innovative way and to collect direct feedback from players.

6.2.3 Place

Coupon Rush will be commercialized in application stores such as Apple Store, Google play, Amazon and Windows Place store.

The game will have a website to raise consumer awareness, explain rules, give information regarding the place where it can be downloaded and, to have direct interaction with our clients.

6.2.4 Price

There are about 5 existing different business models nowadays in the mobile app business: Pay per download, In-app advertising, In-app purchasing, Freemium and Subscription.

Pay per download: where the income comes directly from the App Store. The app has a fixed price and users need to pay to download it. Once the application is sold to a certain customer, it cannot be sold a second time.

In-app advertising: this model allows users to download the app for free. Then, some ads are placed as banners and each time a user clicks in an ad, it generates revenues.

In-app purchasing: in this model, the application is usually downloaded without any cost for the user and the main revenue comes from the in-app purchase. In this model, for example, it can be sold items that allow players to play more often, items that help players with the game or to unlock an achievement.

Freemium: these applications are free. Free is a very powerful motivator to get people to download a product. Sometimes the free application is used as demo to show the user how powerful the paid application is. The user is able to test the free application and then decide if want to buy the application or not.

Subscription: in this model the user has access to the service, as long as the fee is paid. The fee is paid for a limited period of time. If time is complete, the customer has to re-initiate the subscription. Some popular examples are magazines or newspapers.

The Coupon Rush will use different modules. The users will be able to download the app for free. Then the in-app module will be used, as users will be able to purchase tools that allow them to achieve higher levels or/and play more often. In-app advertising will also be used.

The second stream of revenue will come from companies and they will pay a monthly fee to be part of the game.

The majority of the revenues will come from companies and fees will be as follow:

Table 7 - Coupon Rush's Monthly Fee

Monthly fee	First Year	Second Year
Belong to the Game	400 €	1.000 €

Source: The Author

In order to penetrate the market and conquer the first companies, no fees will be requested to the first four.

6.2.5 Promotion

Coupon Rush will use the following strategies:

To reach Players:

- Take advantage of Social Media. The game will be advertised in Facebook, Twitter. Additionally it will have videos on YouTube to teach people how to play.
- A web-site will be launched to promote the app.
- Marketing researches will be performed to make sure that it is matching the clients' needs and expectations.
- Coupon Rush will participate in events: exhibitions, meet-ups and conferences to get the game known among the market.
- Advertising will be placed in specialized magazines.
- Reach App Review Websites and Blogs.
- Word of mouth

To reach companies:

- Sales forces in order to reach companies directly. Branding budget Decision Makers will be contacted in order to present the added value of enter in the game.
- Coupon Rush will participate in branding events: exhibitions, meet-ups, and conferences to influence brands to advertise by using the game.
- Mail Merge

7. Company analysis

In this part of the report, the company will be analysed. First a Canvas analysis will be presented, as it is a concise manner of showing the business module, value proposition and relationship with the environment. Then, the operational flows are presented to demonstrate the main activities.










A SWOT framework makes part of this analysis, as it allows the understanding of the strengths, weaknesses, opportunities and threats of the company.

The company analysis concludes with the implementation plan as it is crucial to have the activities well-defined.

7.1 Canvas analysis

The Business Model Canvas is a visual chart that shows in a clear and concise way the value proposition. Bellow it is visible the Canvas of Coupon Rush.

Figure 13 - Canvas Analysis

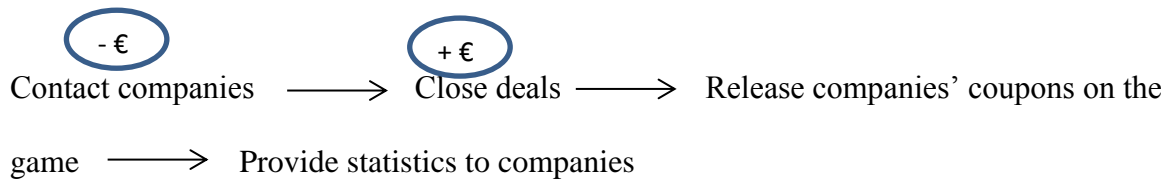
<p>Parcerias-chave </p> <p>1) Influencer bloggers 2) Companies</p>	<p>Atividades-chave </p> <p>1) Develop game 2) Marketing & design & Communication 3) Contact companies</p> <p>Recursos-chave </p> <p>1) Human Resources 2) Equipment: PCs, software 3) Financial resources</p>	<p>Oferta de Valor </p> <p>1) Funny Game that allow players to win something without the chance of losing anything.</p>	<p>Relacionamento </p> <p>1) Funny 2) Relaxed 3) Addictive</p> <p>Canais </p> <p>1) Application stores 2) Website 3) Facebook</p>	<p>Segmentos de Clientes </p> <p>1) Companies willing to belong to the game 2) Players 3) Mass market</p>
<p>Estrutura de Custos </p> <p>1) Salaries 2) Equipment 3) Marketing</p>		<p>Fontes de Receita </p> <p>1) In-app adverting 2) In-app Purchasing 3) Fees from companies</p>		

Source: The Author

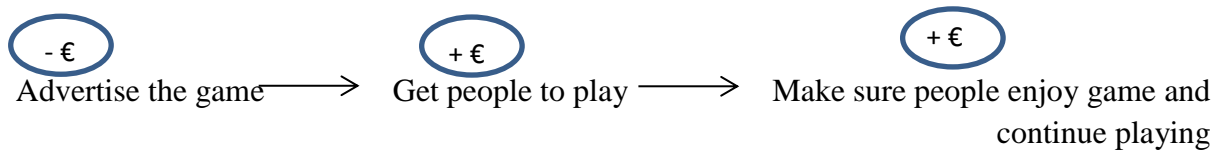
7.3 Operational Flow-Sheet

The operational flow sheet shows the main operational processes of the company. Below it is presented the main processes such as contact companies, get people to play and develop the game, as well as the outflows and inflows of money.

1) Contact Companies



2) Get people to play



3) Develop the Game



Legend:

- €: Exit of money

+ €: Entrance of money

7.4. Organization vision, mission and objectives

The vision, mission and objectives allow companies to have a well-designed path.

Vision:

- To be recognized as the first, the best and the funniest application game that allows people to win something without losing anything.

Mission

- Contribute to the economic and social growth and decrease the gap between marketing and games.

Objectives:

- Develop an amusing game
- To try the concept in the Portuguese market and then grow at a world level
- To create a company with an entrepreneurial culture and excellent work environment.

Values:

- Commitment – With players and companies ensuring that all will be satisfied
- Sustainability – Pursuing of innovation in order to assure the continuity of the project
- Quality – The quality should always be assured

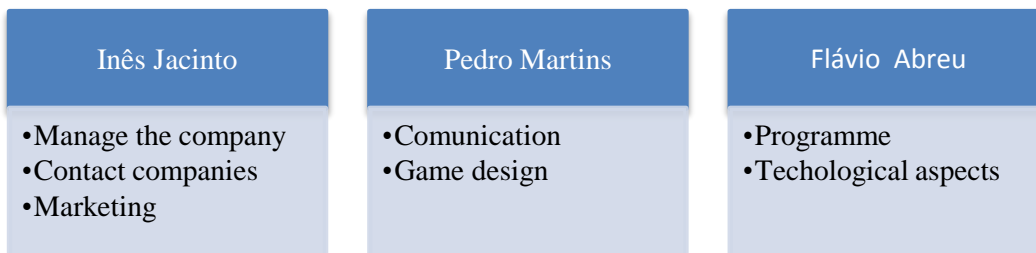
7.5. Organization structure

In an early stage, the company will start with three elements each one responsible for a specific pillar of the project.

The three main pillars are:

- 1) Manage the company and contact companies
- 2) Marketing, communication and design
- 3) Develop the game

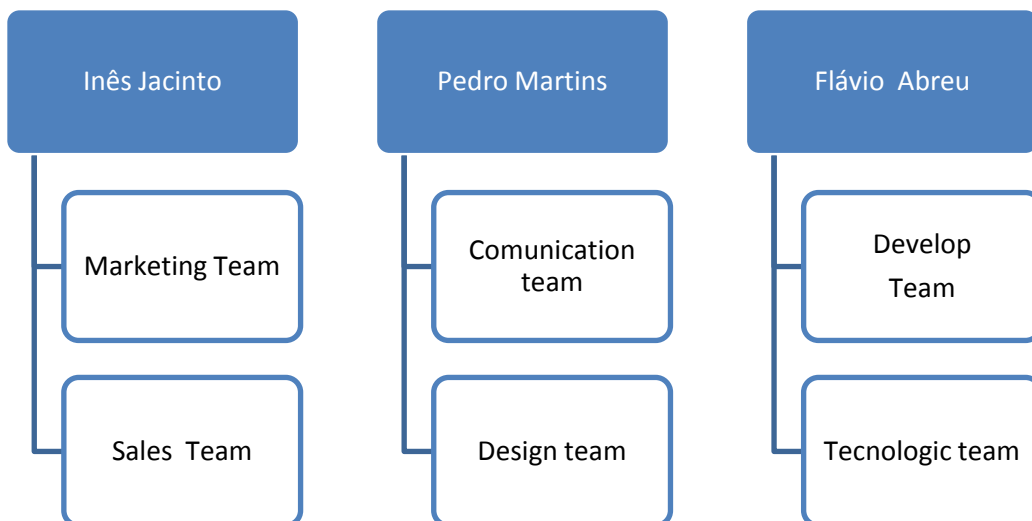
Table 8 - Organizational Chart 1



Source: The Author

As soon as the company grows, a more complex structure will be needed, thus it is expected that the structure will become something similar to the figure bellow

Table 9 - Organizational Chart 2



Source: The Author

7.2 S.W.O.T

SWOT analysis is a tool for reviewing an organization environment, focused in analysing the strengths, weaknesses, opportunities and threats; and allows focusing on key issues.

Table 10 - S.O.W.T

Strengths	Weakness
<p>Funny game and innovative concept</p> <p>Strong marketing and go-to-market plan</p> <p>Team knowhow in management, sales and design Irreverence of its members.</p> <p>Capability for innovation</p>	<p>Few resources</p> <p>No investors (<i>Looking for investor</i>)</p> <p>Lack of experience in creating companies</p> <p>Time management of the members</p> <p>Absence of visibility</p>
Opportunities	Threats
<p>Growth at a world level without many obstacles.</p> <p>Advertising and Game industries are exponential growing</p> <p>First mover advantage</p> <p>Companies ability to reach a large target without spending huge amounts of money</p>	<p>Companies and players adherence</p> <p>Very competitive market (Games and Marketing)</p> <p>Portuguese financial and social context</p> <p>Low barriers to enter in the market (New competitors)</p>

Source: The Author

7.6 Implementation Plan

In the following table, it is presented the activities to be performed during the first year, as well as timings.

Table 5 - Implementation Plan

Activities / Mounth	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Set	Oct	Nov	Dec
Develop first version	x	x	x									
Find investor	x	X	x									
Develop Graphics	x	X	x	x	x	x	x	x	x			
Society Constitution				x								
Develop the sound of the Game						x	x	x				
Contact companies to participate				X	x	x	x	x	x	x	x	x
Develop marketing campaigns								x	x	x	x	
Make promotional video		x	x						x	x		
Develop Final Game					x	x	x	x	x	x	x	
Develop webpage									x	x	x	
Go to market												x

Source: **The Author**

In order to be successful, it is essential to have a well-defined plan and make sure that the activities will be accomplished according to the respective deadlines.

9. Financial Analysis

The Financial plan allows the understanding of the financial viability of the project. In this part of the plan, it will be presented the incomes and expenses, as well as some financial indicators.

9.1 Assumptions:

In the following table are defined the assumptions used to perform the financial analysis.

Table 6 - Assumptions

First year of activity	2016
Currency	Euro
Receivables	0 days
Payables	0 days
VAT	Assumed that payable is equal to receivable
IRC	23% according CIRC
Derrama	1,5%
1 year	12 months
Depreciations and amortization rates	According to DR n.º 25/2009, de 14
Inflation	Not considered
Constitution of the company	1st April
Initial investment	50.000
IRC e IRS	30% according CIRC Paid in the year of activity
Discount rate	10%
1 Year	365 days

Source: The Author

9.2 Costs

In this part of the analysis, it will be presented the costs of the project.

During the developing of the game (2016), there will be just three elements working for the company and, during this period, no salaries will be paid.

The Team is as follows:

- One person contacting companies and managing the project, Inês Jacinto;
- One person responsible for the design and communication a of the game, Pedro Martins;
- One person responsible for development the game, Flavio Abreu.

Table 7 - Salaries 2016

Salaries	2016
Manager & Marketing & Contact companies	0
Design & Communication	0
Developer	0
Total	0 €

Source: The Author

During the second year, the team will need to grow. More developers will be needed to make sure that the game will keep its track on innovation. Besides, more sales people will be needed to make sure that the company will reach its target in terms of number of companies and players. At the same time, as the number of companies grow, more accounts will be needed to handle the relationship with them. The number of designers and programmers are expected to increase to make sure that the visuals of the game evolve and to keep running all the upgrades that will be needed, as well as the website and the marketing campaigns. A person responsible for the increase of brand awareness will be hired and, among others responsibilities, will handle the communication with Media, as well as make sure that Coupon Rush is present on the Social Media. Last but not least, it will be necessary to hire someone to handle with technology such as servers, information security and so on. The payments on the second and third year will be as follows:

Table 8 - Salaries 2017

Salaries per month	2017
Manager & Contact companies	1500
Sales	1000
Account Manager	1000
Design Game	1500
Design Game	1000
Marketing & Communications	1000
Developer Senior	1500
Developer Senior	1300
Develop Junior	1000
Technology Responsible	1000
Total	11.800 €

Source: The Author

Table 9 - Salaries 2018

Salaries per month	2018
Manager	1700
Sales	1300
Sales	1300
Sales	1000
Sales	1000
Account Manager	1000
Account Manager	1300
Account Manager	1300
Account Manager	1000
Account Manager	1000
Account Manager	1000
Account Manager	1000
Account Manager	1000
Design Game	1000
Design Game	1000
Design Game	1700
Marketing & Comunicação	1300
Developer Senior	1700
Developer Senior	1500
Developer Junior	1300
Developer Junior	1300
Developer Junier	1000
Technology	1000
Technology	1300
Total	29.000 €

Source: The Author

Social taxes and mandatory insurance costs are not considered on this analysis.

Other costs:

The following table represents the costs that the company will have per year of activity. Marketing campaigns represent a huge percentage of the total costs. The application gaming industry is very competitive, thus it will be a huge challenge to reach a large amount of players. This is the main reason behind the high expenses in marketing.

Table 10 - Other costs

Other Costs	2016	2017	2018
Marketing campaigns		100.000	210.000
IOS development licenses	90	90	90
Android development licenses	25	1.525	1.525
Office Rent	0	12.000	12.000
Light and water	0	2.000	2.000
Server Hosting	840	840	840
Phones plans	200	500	500
Total	1.155 €	116.955 €	226.955 €

Source: The Author

9.3 Investments

The following table describes the investments per year of activity. The initial investment (2016) will be 32.160 € and the majority of the investment will be used in basic equipment such as computers, software, phones, which are essential for the production of the game. A large part of the initial investment will be spent on an outsourced sound project for the game. The initial investment will come from one of the following options: Angels or *Acredita Portugal* competition. After the first year, the project will generate enough profits to cover the investments needed.

Table 11 - Investments

Investments	2016	2017	2018
Legal Expenses	360	0	0
Total intangible assets	360	0	0
Sound Project	20.000	20.000	30.000
Translation to different languages	0	5.000	10.000
Tangible assets			
Basic and Administrative Equipment	5.000	7.000	10.000
Computers / Programs	5.000	10.000	22.000
Phones	1.800	7.800	6.600
Total Tangible assets	11.800	24.800	38.600
Total	32.160 €	49.800 €	78.600 €

Source: The Author

The depreciation and amortization amounts were calculated based on the Portuguese law (Portal Finanças, 2015). Hereafter is a table with the amounts per year of activity:

Table 12 - Amortizations and depreciations

Amortizations and depreciations	2016	2017	2018	Taxes
Intangible Assets	119,88	119,88	119,88	0,333
Sound Project	6660	13320	23310	0,333
Translation to different languages	0	1665	4995	0,333
Basic and Administrative Equipment	625	1500	2750	0,125
Computers / Programs	1665	4995	12321	0,333
Phones	360	1920	3240	0,2
Total	9 429,88 €	23 519,88 €	46 735,88 €	

Source: The Author

Net assets are defined as the total assets minus total liabilities. In the table below there are represented the Net Assets values per year.

Table 13 - Net Assets

Net Assets	2016	2017	2018
Total	22.730 €	49.010 €	80.874 €

Source: The Author

9.4 Revenues

Coupon Rush will have two different ways of generating revenues: players and companies.

First of all, it will be presented a forecast of the number payers, as well as a forecast of the number of potential companies that will adhere to the game. Then it will be showed the revenues forecast, taking in consideration two different types of clients: Players (In-app advertise and In-app purchases) and Companies (Monthly fees).

According to the market analysis presented above, the total app downloads in 2014, were 68.5 Billion. The gaming downloads accounted for 23% of the total, which means that there were 15.7 Billion applications games downloaded in 2014. As showed during the market analysis, this is an exponential growing market. It is also important to take in consideration the number of application games in the industry. Just in the app store, in 2014, there were 237.389 application games. Furthermore coupon and marketing markets are also growing markets.

Thus, taking in consideration the potential value of Coupon Rush, gaming, advertising and coupon industry, please find bellow Coupon Rush revenues forecast.

Game Players:

Table 14 - Number of players (in thousands):

2017:

Month	Jan	Fev	Mar	Apr	May	Jun	Jul	Aug	Set	Out	Nov	Dec
Nº	1	2	4	8	15	30	60	100	150	200	350	500

2018:

Month	Jan	Fev	Mar	Apr	May	Jun	Jul	Aug	Sep	Out	Nov	Dec
Nº	650	800	950	1100	1250	1400	1550	1700	1850	2000	2200	2500

Source: The Author

Correspond to a market share of 0.0000318% at the application game industry in the first year and to 0.000159% in the second, which is considered a realistic number taking in consideration the value proposition of Coupon Rush.

Table 15 - Number of companies

2017:

Month	Jan	Fev	Mar	Apr	May	Jun	July	Aug	Sep	Out	Nov	Dec
N°	4	8	12	20	30	45	60	75	90	110	130	150

2018:

Month	Jan	Fev	Mar	Apr	May	Jun	July	Aug	Sep	Out	Nov	Dec
N°	170	180	190	200	210	230	250	280	300	320	340	360

Source: The Author

9.4.1 From players:

- In app advertise

According Forbes (Forbes.com, 2015), the revenue per download of In-app advertises model is:

Table 16 - Revenues per application store

	Google	Apple	Microsoft
Revenues per download	\$.01875	\$.01	\$.1538

(Forbes.com, 2015)

It will be used the average price of the stores in the next calculations: 0.09 per app download.

Taking in consideration the number of downloads, as well as the revenue per download presented by Forbes, bellow it is visible the forecast for the revenues generated by players:

Table 17 - Revenue per download

	2017	2018
Downloads forecast	500.000	2.500.000
Revenue from In-App	45.000 €	225.000 €

Source: The Author

- In app purchases

A model of In-app purchases will be analysed during the 1st year, to perceive if it is viable to implement the model. In-app purchases option will be: option to buy more lives or tools, which will help players to overcome levels with better results and thus obtain more coupons.

9.4.2 Revenue from Companies:

In the first year, it will be charged a monthly fee of 400 €, and during the second year a monthly fee of 1000 €. The main difference on the fees is related with the possibility of companies to reach a larger number of players (target) in the second year.

In order to be released, the game needs companies, and so the first four (will get an exclusivity agreement of 0 fees during the first year.

Table 18 - Monthly Fees

Monthly fee	2017	2018
Belong to the Game	400 €	1000 €

Source: The Author

The monthly fee will allow more than just be present on the game, will enable access to a valuable database. Among other information, companies will have access to the number of players interested in their brand, to the profile of people using coupon, redemption of coupons, profile of people to whom players are offering coupons, among others.

Based on the forecast of companies that will adhere to the game, and the respectively monthly fee that they will pay, it is calculated bellow the revenues generated by companies.

Table 19 - Revenue from companies

Monthly fee	2017	2018
Revenue from companies	292.000 €	3.030.000 €

Source: The Author

The total revenue, means the revenue generated by the companies and players, which will be as follows:

Table 20 - Total Revenue

	2016	2017	2018
Revenue from companies	0	292.000	3.030.000
Revenue from downloads	0	45.000	225.000
Total	0 €	337.000 €	3.255.000 €

Source: The Author

As it is visible on the previous table, during the first year there is no revenue. The reason behind is that during 2016 the game will be developed. The project starts generating revenues on 2017 reaching 337.000 €. In 2018 Coupon Rush will have exponential growth, accomplishing more than 3 million in revenues. The fees paid by companies represent the highest weight on the total of revenues, accounting in 2018, 93% of the total revenues.

9.5. Income statement

The income statement illustrates the economic performance from 2016-2018.

Table 21 - Income Statement

	2016	2017	2018
Revenue from companies and downloads	0	337.000	3.255.000
Costs	1.155	116.955	226.955
Personnel expenses	0	165.200	406.000
EBITDA	- 1.155	54.845	2.622.045
Depreciation and amortization	9.429	23.519	46.735
EBIT	- 10.584	31.325	2.575.309
IRC (21%)	0	6.578	540.814
Derrama (1,5%)	0	469	38.629
Net Income	- 10.584 €	24.276 €	1.995.864 €

Source: The Author

Coupon Rush achieves positive results in 2017. The income statement shows the economic viability of the project. In the first year, the income statement is negative due to the lack of revenues, nevertheless in the second year the project starts to generate profits. In 2018 the project has an exponential growth achieving a Net Income of almost 2 million.

9.6. Working Capital

The working capital is not calculated in this project, as there are no stocks, and payments and receivables have a 0 day term of payment.

9.7. Cash Flows

The map of the cash flows reflects the outflows and inflows of the project. As it is visible on the table below, Coupon Rush will have a negative operational Cash Flow in the first year, and the main reason in 2016 is the lack of revenues. In 2017 and 2018 the operational Cash Flow is positive. The operational Cash Flow does not include the financial investments.

Table 22 - Operational Cash Flow

Operational Cash Flow	2016	2017	2018
EBIT(1-t)	- 10 584,88	24 276,97	1 995 864,57
(+) Amortizations	9 429,88	23 519,88	46 735,88
Operational Cash Flow	- 1 155,00 €	47 796,85€	2 042 600,45 €

Source: The Author

In order to calculate the project cash flow, we need to take in consideration financial needs, in this case the investments made over the years. It is visible that the project has a negative cash flow on 2016 and 2017, with an accumulated value of 35.318 €. The initial investment will be 50.000 €, which is enough to suppress the negative cash flows during those years.

Table 23 - Project Cash Flow

Project Cash Flow	2016	2017	2018
Financial resources			
Operational Cash Flow	- 1 155,00	47 796,85	2 042 600,45
Sub - Total	- 1 155,00	47 796,85	2 042 600,45
Financial needs			
Investments	32 160,00	49 800,00	78 600,00
Sub - Total	32 160,00	49 800,00	78 600,00
Total	-33.315	- 2.003	1.964.000

Source: The Author

9.8 Balance sheet

Balance sheet is a financial statement that shows the assets, liabilities and shareholders' equity of Coupon Rush. This statement allows investors to analyse if the project is good to invest or not, as it is visible not only the results, but also the liabilities and assets of the project. During this analysis, it is considered that the project only have a three years lifetime, ending in 2018.

Table 24 - Balance Sheet

	2016	2017	2018
Assets			
Net Assets	22.730	49.010	80.874
Receivables	0	0	0
Cash	16.685	14.681	1.978.682
Total Assets	39.415 €	63.692 €	2.059.556 €
Equity			
Net income	- 10.584	24.276	1.995.864
Retained Earnings	0	- 10 584	13.692
Equity	50.000	50.000	50.000
Total Equity	39.415 €	63.692 €	2.059.556 €
Liabilities			
Accounts Payable	0	0	0
Total Liabilities	0	0	0
Total EQ+L	39.415 €	63.692 €	2.059.556€

Source: The Author

In the balance sheet it is visible that the company has no liabilities and that is because suppliers are paid at the moment of the purchase. The initial investment of 50.000 €, is enough to cover the costs and the investments made, till the project starts generating profits. In 2017, the project starts to generate positive results and in 2018 revenues will increase exponentially, which makes Coupon Rush an interesting project to invest.

10. Financial Indicators

10.1 Payback Period

The Payback period is the time needed to recover the initial investment; it is when the cash inflows cover the investments. It is a simple way to evaluate the risk associated with a project.

In the table below, it is presented the discounted and cumulative cash flows, which enables to calculate the payback period.

Table 25 - Accumulated Cash Flows

	Discounted CF	Cumulative CF
2016	- 33.315	- 33.315
2017	- 2.003	- 35,318
2018	1.964.000	1.928.682

Source: The Author

Taking in consideration the cumulative Cash Flows, in the previous table it is visible that Coupon Rush has a payback of 2,02 year, which corresponds to a payback period of 737 days.

Table 26 - Payback Period

Payback	
Payback Period (Dias)	738 Days
Payback Period (Anos)	2,02

Source: The Author

10.2 Net Present Value

Net Present Value (NPV) is the difference between the present value of cash inflows and the present value of cash outflows. NPV will be used to analyse the profitability of Coupon Rush. Assuming that the discount rate is 10%, and that the project ends in 2018, Coupon Rush has a NPV of 1.291.202 €. Nevertheless, if we assume that the project has a constant perpetuity, the NPV is 17.552.611 €. Coupon Rush's NPV is much higher than the initial investment required, thus it could be considered a great investment.

Table 27 - Net Present Value

NPV	VALUE
NPV (r=10%) without perpetuity	1.443.640 €
NPV (r=10%) with constant perpetuity	17.675.045 €

10.3 Return on Equity

The return on Equity reveals how much profit a company generates with the money that shareholders have invested on it. The ROE is the amount of net income returned as percentage of shareholders equity. The formula to calculate is as follows:

$$\text{ROE} = \text{Net income} / \text{Shareholders' equity}$$

Table 28 - Return on Equity

	2016	2017	2018
ROE	-27%	38%	97%

Thus it is visible that, although in the first year the return on equity is negative and, that does not look attractive for investors, in the second and third year the picture changes and, the ROE has an exponential growth. Overall and evaluating all the project's years, Coupon Rush is a quite interesting project for investors.

11. Expansion Plan

Coupon Rush will be tested in the Portuguese market. The goal is to reach as much population as possible. Then, start to expand the game to other countries. The first step of the internationalization is to expand to European market, as it is easier to contact companies. Then, approach the rest of the world.

While operating in the Portuguese market, multinational brands will be contacted. That will facilitate the internationalization process, as the concept will be familiar to some brands and that will allow having a baseline of companies to launch the game in other countries.

Some strategies used to start operating in the European Market will be: attend some marketing conferences and events, advertise in the social media, contact bloggers, among others.

12. Conclusion

Coupon Rush Business plan demonstrates the viability and profitability of the project. Coupon industry, as well as gaming and advertising are growing markets and, this creates the perfect environment for the project.

Professionals working in the marketing industry understand the concept, and perceive the value that Coupon Rush can add to their companies and brands. Moreover, the research regarding the viability of the demand through player's perspective shows that people are willing to play for winning coupons. The questionnaire results display that, from the total of people that don't play games, 81% would start to play to win coupons and, from the total of people that already play games, 92% would prefer to play to win coupons rather than play just for fun.

The financial indicators prove the economic and financial viability of the project. Coupon Rush net present value, taking in consideration that the project has a lifetime of 3 years, is 1.443.640 € and, the Pay Back Period is 2 years and 8 days.

The initial investment needed is 50.000 € and, the project will be funded through investors, crowdfunding or through the winning of competitions such as Acredita Portugal. The project will have a return of investment of 38% in the second year and, of 97% on the third year. Hence, Coupon Rush reveals being a quite interesting project for investors.

At the moment, the project is in its initial phase. The game is being developed as well as the design and promotional video. It is expected to have the demo of the game ready to show to companies at the end of March and, the forecast for the launching of the game is the beginning of 2018. Coupon Rush is registered at Acredita Portugal and the aim is to win the competition. In parallel, investors are being contacted.

“Risk more than others think is safe. Dream more than others think is practical.” - Howard Schultz, CEO of Starbucks.

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ANNEX

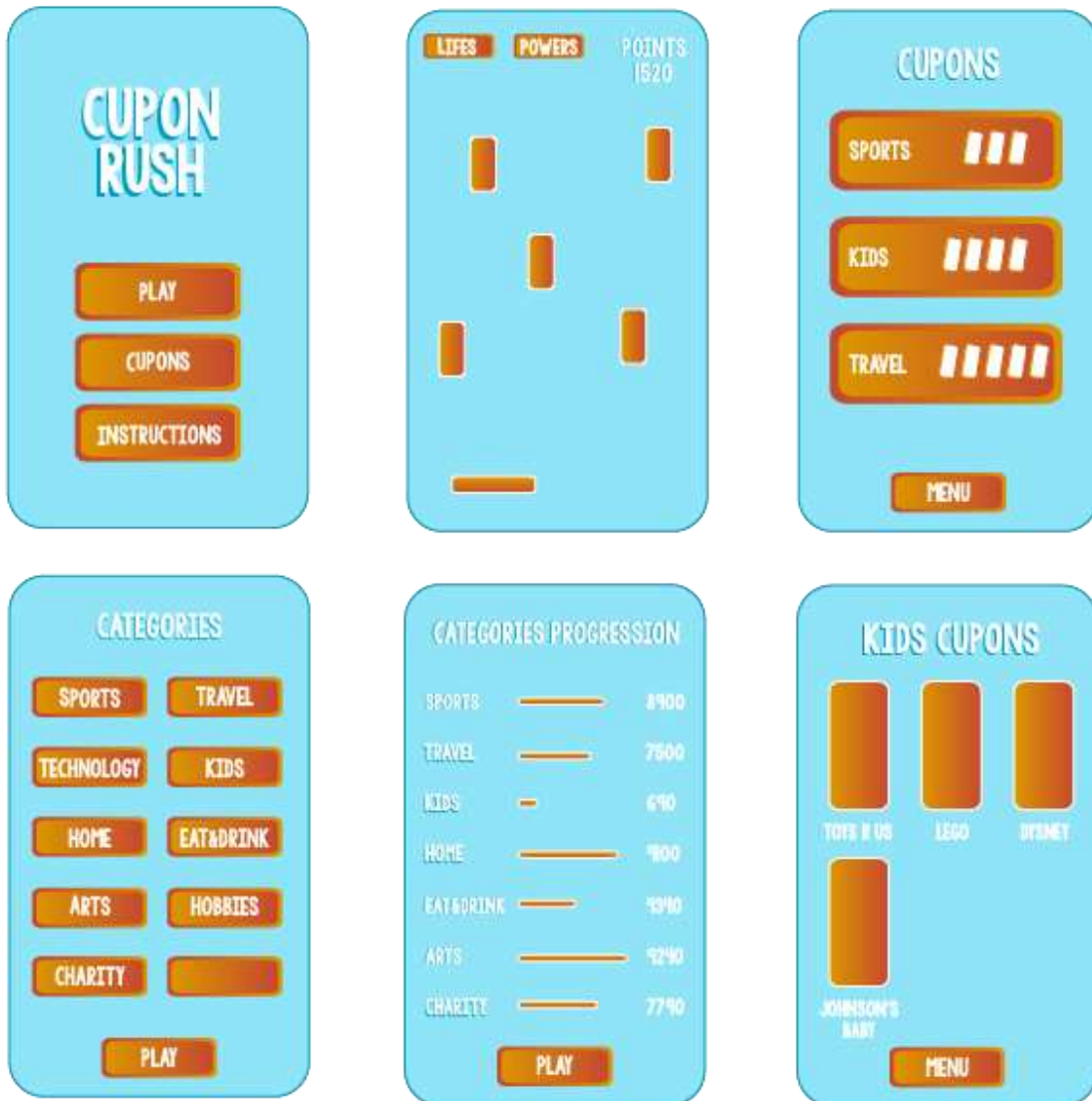
Annex 1 – Brand Logo

*Coupon
Rush*

Annex 2 – Slogan

Why play just for fun
when you can play for
something else?

Annex 3 – Game Interfaces



Annex 4 – Questionnaire

1. Idade

- <18
- 18 - 20
- 21 - 25
- 25 - 30
- 31 - 40
- 41 - 50
- 51 +

2. Sexo

- F
- M

3. Usa cupões/descontos?

- Sim
- Não

4. Pensa usar cupões/descontos no futuro?

- Sim
- Não

5. Onde tem acesso aos coupons?

- Revistas
- Web Panfletos
- Outra

6. Considera um factor importante as marcas oferecerem descontos?

- Sim
- Não

7. Tem Smartphone?

- Sim
- Não

8. Joga no seu Smartphone?

- Sim Passe para a pergunta 13.
- Não Passe para a pergunta 9.

9. Não joga porque:

- Considera uma perda de tempo
- Não gosta de jogos
- Não tem tempo
- Considera que não tem qualquer retorno
- Outra:

9. Jogaria para ganhar prémios?

- Sim
- Não

10. Jogaria para ganhar coupons/ descontos?

- Sim
- Não

11. Gostaria de obter descontos / coupons em:

- Viagens
- Combustível
- Cosmética
- Artigos Desportivos
- Cinema
- Restauração
- Bilhetes para jogos desportivos
- Telecomunicações
- Tecnologia
- Festivais
- Material escolar
- Museus
- Roupa
- Beleza e Spas Casa
- Decoração
- Saúde e Fitness
- Todas as anteriores
- Outra:

13. Preferia jogar para obter prémios reais?

- Sim
- Não

14. Jogaria para ganhar coupons/ descontos?

- Sim
- Não

15. Gostaria de obter descontos / coupons em:

- Viagens
- Combustível
- Cosmética
- Artigos Desportivos
- Cinema
- Restauração
- Bilhetes para jogos desportivos
- Telecomunicações
- Tecnologia
- Festivais
- Material escolar
- Museus
- Roupas
- Beleza e Spas Casa
- Decoração
- Saúde e Fitness
- Todas as anteriores
- Outra: