INNOVATIVE BUSINESS PLAN: EQUIWORLD

Apolline PASQUALE

Master in Marketing

Supervisor:

Prof. Nuno Alexandre Teixeira, Assistant Professor with aggregation, ISCTE Business School

September 2022

iscte
BUSINESS SCHOOL

INNOVATIVE BUSINESS PLAN: EQUIWORLD

Apolline PASQUALE

Master in Marketing

Supervisor:

Prof. Nuno Alexandre Teixeira, Assistant Professor with aggregation, ISCTE Business School

September 2022

Acknowledgements

The process of writing this business plan was a milestone for my MSc in Marketing. It came in reinforcement of the knowledge I acquired during my studies and more specifically during my time at ISCTE. The skills I learnt there thanks to the educational team were helpful in the process of writing my business plan, but also in my current professional life, and hopefully in the future as an entrepreneur. I would therefore like to express my gratitude to them.

More specifically, I would like to thank my supervisor, Professor Nuno Alexandre Teixeira for his enthusiasm, his support, and his precious feedback throughout this project.

I also want to express my gratitude to Isabelle and Gaelle Lesturgeon from the Centre Equestre de Verneuil-Sur-Avre, for their professional insights and recommendations regarding my project.

Resumo

Este projecto de plano de negócios foi desenvolvido com o objectivo do autor de oferecer aos equestres uma plataforma inovadora, completa e convincente para melhorar a sua prática de equitação em todos os aspectos deste desporto.

Este projecto é verdadeiramente uma inovação pois, apesar de um crescimento sem precedentes das plataformas online e eLearning desde a pandemia de Covid-19, não existe nenhuma plataforma online completa dedicada à equitação, deixando uma lacuna no mercado.

Actualmente existe apenas um número limitado de plataformas com o objectivo de melhorar a prática equestre, todas com um âmbito de acção restrito: a prática, a teoria, ou o comércio, mas nunca tudo de uma só vez.

Embora o mercado da equitação seja digno de interesse, uma vez que é a terceira federação desportiva francesa, e a primeira federação desportiva para mulheres.

O autor identificou três áreas-chave onde a plataforma poderia ser utilizada: aprendizagem, interacções sociais, e comércio electrónico.

O sucesso do Equiworld assenta na compreensão extensiva do mercado, dos consumidores, dos conceitos e das apostas de um tal projecto. Para garantir este ponto, o autor reviu a literatura académica, estudou o mercado de equitação em França, fez uma pesquisa aprofundada dos clientes e uma rica referência. Isto resultou no desenvolvimento de uma estratégia completa para o Equiworld, que se espera seja muito bem sucedida.

Em última análise, este projecto faz parte do MSc em Marketing e pretende servir de guia para a implementação desta empresa.

Palavras-chave: Marketing, Plano de negócios, plataforma, comércio electrónico, E-learning, empreendedorismo.

Sistema Classificação JEL: M13 -New Firms • Start-ups, M3 Marketing and advertising

Abstract

This business plan project was developed under the author's objective of offering equestrians an innovative, complete and compelling platform to enhance their practice of horse riding in every aspect of this sport.

This project truly is an innovation as, despite an unprecedented growth of online platforms and eLearning since the Covid-19 pandemic, no complete online platform dedicated to Equestrian exists, leaving a gap in the market.

Currently, there are only a limited number of platforms aiming to enhance horse riding practice, all with a restricted scope of action: the practice, the theory, or the commerce but never everything at once.

Although, the market of horse-riding is worth interest as it is the third French sports federation, and the first sports federation for women.

The author identified three key areas where the platform could be used: learning, social interactions, and e-commerce.

The success of Equiworld relies on the extensive comprehension of the market, the consumers, and the concepts and stakes of such a project. To ensure that point, the author reviewed academic literature, studied the horse-riding market in France, did some in-depth customer research and a rich benchmark. This resulted in developing a full strategy for Equiworld which is expected to be very successful.

Ultimately, this project is part of the MSc in Marketing and aims to serve as a guide to the implementation of this company.

Keywords: Marketing, Business plan, platform, e-commerce, E-learning, entrepreneurship.

JEL Classification system: M13 -New Firms • Start-ups, M3 Marketing and advertising

Table of Contents

List of figures:

List of tables

Glossary

AI : Artificial Intelligence

Covid-19: Coronavirus 19

CPI : Consumer Price Index

EU : European Union

FAQ : Frequently Asked Questions

FFE: Fédération Française d'Equitation (French Horse-riding Federation)

GDP: Gross Domestic Product

IEF: Index of Economic Freedom

IMC: Integrated Marketing Communication

IMF : International Monetary Fund

OCDE: Organisation de Coopération et de Développement Economiques (Organisation for Economic Cooperation and Development)

UGC: User Generqted Content

WOM: Word Of the Mouth

I. Executive summary

Driven by an unprecedented Covid-19 crisis, the digital economy has taken off since 2020. Digitalisation has been booming in most business areas, including e-commerce, training, and learning. According to Worldbank (2022), the use of digital technologies supported the continuity of businesses during the pandemic. It allowed companies to keep their operations going, and for some of them, to develop their business. In short, digital technologies are now a crucial aspect of a new business.

In France, despite an uncertain economic context, the number of new small businesses bounced in 2021 with an increase of 71.2% (Aston, 2021). However, when investing in a new business project, it is crucial to develop a business plan carefully for every stage of the business creation to be able to turn an idea into a successful business and avoid bankruptcy after a few months of operations.

The business idea of Equiworld, developed along this business plan emerged from the author's passion for horse riding and the lack of digital tools to keep learning about this sport, its practice, and monitor progresses, but also the willingness to sell and buy horse-riding material easily, and exchange with fellow equestrians. Reflections around these ideas made the author come up with the idea of a gamified and intuitive platform to allow any equestrian to live the stable life and enhance the practice of their sport wherever they are, thanks to a practical app. This innovative project, aiming to help every French-speaking equestrian would be the first platform on the market to integrate every aspect of a riding school life, namely: Learning, monitoring of progression, social, and commerce.

The potential of such a project is supported by the fact that with 700.000 members in France, the horse-riding Federation (FFE) is the third sports federation in terms of members number, it is the first feminine federation. The total number of riders in France is estimated to be 1.5 million. Therefore, the horse-riding market is not a niche and provides Equiworld with important growth and success potential.

To gain sufficient knowledge on the diverse topics studied across this paper, and therefore, propose the most relevant business plan to build a successful platform and brand; various

sources of information such as journal articles, books, and websites were exploited, building up the literature review.

Besides, to gain a deeper understanding of the current state of the market, an extensive benchmark analysis was conducted. The researched looked into existing eLearning platforms dedicated to horse riding, but also to fitness and the most successful secondhand platforms. This research was completed by consumer research aiming to understand the potential users' expectations. This point is crucial as the success of Equiworld ultimately relies on the adoption by the equestrians.

Finally, the strategy and goals of the company were set up, and some financial estimations were made to study the viability of the business.

Since Equiworld will be addressing a "consumer tribe" of horse riding passionate who have the willingness to keep learning in a social and fun environment, the brand must engage with its users by providing quality content through the platform but also different communication channels especially social media or horse-riding related events or fairs like "Le Salon du Cheval". It is crucial that the users feel connected with the brand and believe that they are part of it and have a saying.

The platform will be available on browser devices but most importantly on its mobile application. It will take the form of a gamified map, representing a riding school. In each part of the stable, the users will be able to use one of the platform's functionalities:

- In the **manège**, there will be all the learning content
- The **clubhouse** will be the social media part of the platform where users exchange with each other
- **The locker room** will be the eCommerce platform, where users can buy and sell secondhand items
- The **horses' boxes** will be the dashboard for the user, where he will be able to keep track of his work with his horse(s).

To finance the project, the author relies on a personal contribution and a bank loan.

According to the results and given that Equiworld manages to engage equestrians according to the plan, the company should be very successful. It is expected to break even after approximately 12 months after starting the operations.

II.   Literature review:

This literature review aims to gain deeper knowledge on the most relevant aspects involved in the creation of an online platform dedicated to equestrians and horse-riding practice by reviewing the state of the literature regarding the digitalisation of the sports industry and its stakes, online platform management, online communities, and e-commerce. Relevant inherent concepts like consumer engagement through brand communities and tribe marketing are discussed across the literature review.

A. Digitalisation and gamification of the sport industry
1. CONCEPT AND DEFINIITIONS

a. Digitalisation

Digitalisation is defined by Oxford Learner's Dictionaries (2020) as "*the process of changing data into a digital form that can be easily read and processed by a computer*". This definition is completed by Bain & Company (2015) who define digitalisation as a process involving analytics, business impact technology mobility, data, and an improved customer experience. The broadest definition is offered by Eling & Lehmann (2017), who claims that digitalisation is "*Characterised by the changes in corporate strategy, business model, processes and corporate culture caused by technologies to enhance competitiveness, business process and customer interaction*".

According to Rossato and Castellani's (2020) findings, it appears that digitisation applied to organisations tends to improve the efficiency of business processes and enhance the customer experience as well as their engagement by affirming the cultural values of the firm. Furthermore, the authors emphasize that digitalization can be experimented by an organisation on different platforms and devices such as mobile or computer applications, or browsers to find the most efficient for its audience.

b. Gamification

For this business plan, the term "**gamification**" also needs to be defined. This concept is defined by Cambridge Dictionary (2020) as "*the practice of making activities more like games in order to make them more interesting or enjoyable*". This definition is enhanced by Deterding et al. (2011) who state that gamification is "*the use of game design elements in non-game context*". Huotari and Hamari (2016) attempted to improve this definition by

claiming that Gamification is "*a process of enhancing a service with affordances for gameful experiences in order to support users' overall value creation*".

To complete the concept and justify its relevance in this research, it must be added that gamification harnesses the motivational and attractive power of games to allow people to reach a better level of motivation and increases the creative potential of users (Seaborn & Fels, 2015; Leitão, 2018). A definition proposed by Robson et al (2015), put stress on behavioural aspects and educative outcomes, according to them, gamification is "*the application of lessons from the gaming domain to change stakeholder behaviours and outcomes in nongame situations.*"

2. DIGITALISATION APPLIED TO THE SPORT INDUSTRY

a. Context

Digitalisation and gamification applied to sports is a relatively new concept, thus there is no extensive literature reviewing these topics (Xiao et al., 2017). However, by analysing the available literature, one can realise that digital media have significantly improved sports in recent years and transformed the way actors operate and compete (Xiao et al, 2017; Dugalić, 2018).

b. The organisation of the sport industry

The sports industry has a unique context that distinguishes it from any other type of organization. Sport is by essence a social and playful activity. It is often practised in a club, individually or collectively and contributes to child socialisation (Evans et al., 2020). Each sport has its own culture, structure, and its official practice relies on legal entities (Xiao et al., 2017). However, the emergence of new technologies and the appeal it represents for generation Z have started to transform the sports industry (Childers & Boatwright, 2020). Moreover, it was found that the administration of sports is already largely supported by digital technologies that allow more and more sports organisations to get rid of manual paperwork and manage some of their business touchpoints digitally. Furthermore, it appears that interactions and share of content are made increasingly through the Internet and social media between various stakeholders such as coaches, athletes, sponsors and associations (Xiao et al., 2017).

However, this kind of informal communication increases the risk of information asymmetry. In 2020 the Covid-19 crisis has prevented athletes from training for long weeks even though it is easily accepted that the practice of a sport requires daily training, but also

physical skills, equipment, and knowledge. Bringing this knowledge through a webcam is almost impossible for coaches who need to be able to guide the athletes, especially for sports like horse riding that require formal education to gain skills (Xiao et al., 2017). Therefore, digitalisation appears like a possible solution of restructuring to allow athletes and coaches to pursue their activities (Evans et al., 2020). Of course, the long-term effect of the Covid-19 pandemic and its impact on digitalisation is not yet known, but it was found that in a post-pandemic context, digitalization and technology will not replace coaches or managers, but these people will increasingly rely on them to enhance their practices and remain competitive (Moore et al., 2022).

c. Applied gamification

Literature highlights that gamification is a tool with great potential to increase one's motivation toward sports practices (Bitrián et al., 2020). Many sport-oriented organizations have developed sports apps, such as Nike+ or Strava, with integrated game elements. This trend is also observed in tourism, education, and finance. It was found that gamification is particularly efficient in a context where practitioners must commit to physical activity on the long-term perspective because motivation must be maintained and can be threatened by procrastination (Bitrián et al., 2020).

It was found that the usage of smartphones and wearable technologies is considerably increasing as well as the number of gaming apps on mobile devices (Toth & Logo, 2018). Moreover, literature shows that to make gamification more successful for users one must integrate elements such as achievement-related badges or medals, through a system of quests or missions, the point is that gamification must always have a goal. Indeed, this seems to create a feeling of skills for the users and tends to increase their satisfaction. Ranking and difficulty levels as well as challenges and competitions create a feeling of autonomy and allow the users to relate to others and feel part of a community.

This idea of community is particularly relevant in the sports industry relying on a strong social basis (Evans et al., 2020). Finally, the customers are motivated by the possibility of creating a personalized avatar with which they can identify and follow their progression (Bitrián et al., 2020 (Toth & Logo, 2018).

3. E-LEARNING APPLIED TO SPORTS

a. Context

Over the last few years, the Internet and technological advances have affected the way learning and training take place. E-learning is defined by Rock et al., (2016) as a variety of online technologies meant to facilitate the acquisition of knowledge, it, and the forms it takes has evolved from traditional e-learning where learning material was online but static, to interactive and advanced e-learning that uses different types of media, or avatars and artificial intelligence.

b. E-learning applied

The use of e-learning has become notoriously more important and is likely to keep developing and improving over the years. E-learning utilisation was exacerbated by the Covid crisis and has been widely adopted by educational institutions and companies. It presents many advantages such as 24/7 access, higher flexibility for students, rich content and lower costs.

In sports, it seems that E-learning has become a tool that practitioners use to enhance their practice and knowledge (Shunmuganathan & Rajkumar, 2019). However, according to Rockhill et al., (2019), maximal learning efficiency is reached when using e-learning as a supplemental tool to improve knowledge and practice, and traditional lessons as the primary source of learning and knowledge. This is important as online learning suffers from high dropout rates, which limits the positive outcomes (Coussement et al., 2020). This last point is even more important when applied to e-learning in sports, as practitioners must be able to be explained and demonstrated some movements or exercises to learn safely. In addition, Pirsl et al. (2021) found that sport tends to be a social practice, and during the covid Crisis, human contact between practitioners and teachers was particularly missed.

B. Brand management for platforms, connecting to consumers through digital supports

1. INTEGRATED MARKETING COMMUNICATION AND GROWTH FOR PLATFORMS

a. Integrated Marketing Communication: a current central issue

Integrated Marketing Communication (IMC) strategies lay on the belief that spending in one area of marketing generates outcomes that enhance another area. To emphasize, spending money on advertising may enhance the added value of participating in fair trade for a business (Smith et al., 2006).

Nowadays, marketers face numerous challenges when establishing communication strategies. Indeed, consumers, brands, and media are changing drastically, as well as the utilisation of media by users. New media channels have appeared, navigating from one media to the other is easy, and consumer attention is divided as they are ever more stimulated.

Therefore, the optimal integration of marketing communication tools is a challenge of importance (Batra & Keller, 2016).

The relevance of this concept lies in the fact that consumers are no longer passive, and they actively look for information about the product or service they need at a given moment. They do it through search engines, mobile browsers, social media, brand websites… Therefore, the communication process has moved from the traditional "*firm to consumer*" to "*consumer to consumer*", "*consumer to the firm*", or "*consumer about the firm*". The firm is no longer the only entity responsible for its brand image and reputation (Batra & Keller, 2016).

b. Using the appropriate communication tool and building IMC

Today's communication tools allow marketers to reach a targeted audience in large proportion. This usually happens through social media (Facebook ads; Instagram, search ads, organic search engine referencing, influencers, and owned websites…).

Although traditional communication tools such as printed advertising, TV, or radio shall not be abandoned, using every communication tool at the same time unwisely, could result in high costs and low results. To enhance efficiency and increase sales or foster loyalty, the message needs to be built in the consumer's mind by being repeated. Therefore, a marketer should not only be concerned with the effect of one message (through one media) but also what media to use to impact several time target audiences and what is the impact of the entire stream of messages (Batra & Keller, 2016).

It was found that consistent IMC is built upon three central considerations (Batra & Keller, 2016):

- **Consistency:** a business should decide on a key message to be delivered and understood by potential users and repeat it via different communication tools, to facilitate learning and induce action.
- **Complementarity:** Most communication campaigns have various objectives. A business would benefit from focusing on one message per media used, depending on the target audience and the expected outcomes of the message.
- **Cross-effects:** It is accepted that consumers' exposure to one communication channel tends to enhance their sensibility toward another communication option.

c. Stimulating growth through digital marketing tools and SEO

Lamberton & Stephen (2016) highlighted that among digital marketing tools and earned media a business can use to develop its growth, social media is probably the most relevant nowadays.

Their research showed that user-generated content (UGC) is a recent but crucial point to understand when using digital tools to promote a brand. UGC is all the content that can be generated and shared online by customers of a brand, this is broad, and it usually involves online reviews, photos, videos, and online WOM, it represents a highly dynamic media form. UGC generated by fans is the type of earned media that has the biggest positive impact on sales and purchase intention (Lamberton & Stephen, 2016). This is extremely efficient as it tends to reach fewer people than other earned media (press articles…), but the population reached is most of the time already aware of the brand or part of a community that likes and promotes it, making them more likely to buy.

Managers should pay increasing attention to UGC, however, this is far beyond their full control, and they can only influence it by investing in traditional marketing, like social media, advertising, or communication campaigns. A firm can also encourage customers to post reviews or incite them to post about the brand by creating Instagram filters for example (Tang et al., 2014).

Finally, the most important tool to master to be successful with an online platform is probably Search Engine Optimization (SEO). It was found that the Google algorithm rewards quality content and user-friendly websites. Therefore, it is important to follow the guidelines provided by Google when creating content as those same guidelines are the reference point for people rating webpages. Among those guidelines, content must be provided by people or organizations that have Expertise, Authority and Trustworthiness in this domain. Also, flattening the structure of the website by limiting the number of pages and crosslinking them vertically and horizontally is a key to success (First Round Review, 2021).

2. THE IMPACT OF CUSTOMER EXPERIENCE MANAGEMENT ON PLATFORMS

a. Customer experience relevance

Customer experience was defined in the literature for the first time around 1999 by Pine and Gilmore who defined it as events that engage individuals in a personal way that can be emotional, intellectual, or spiritual. Nevertheless, it appears that customer experience is a very subjective concept (Hwang & Seo, 2016), that is particularly important nowadays because of the large choice of options consumers have. If they are not fully satisfied with one provider, they can easily switch until they find a solution that fully satisfies them (Batra & Keller, 2016).

On the contrary, a positive customer experience was found to lead to high satisfaction, trust, re-visit or re-purchase attention, loyalty and positive word of mouth and

recommendations. It is therefore accepted that providing a great customer experience is a strong competitive advantage for a business (McLean & Wilson, 2016).

To gain a deeper understanding of customer experience, several definitions of the literature were studied. Among them, Gentile et al. (2007) identified six dimensions affecting customer experience: sensorial, affective, cognitive, lifestyle, pragmatic, and relational components. Meyer and Schwager (2007), found that even though most companies realise the importance of customer experience and are gathering data to measure it, they do not exploit it to explain how their customers achieve a positive experience. The authors developed this point by explaining that customer experience is the result of the good points minus the bad points and that a positive customer experience occurs when the gap between expectations and reality is closed.

Literature hasn't agreed on a definition of what makes a good or bad customer experience, as this is too persona. However, Tynan and McKechnie (2009) found that a successful customer experience is most often achieved when customers are provided with feelings of enjoyment, entertainment, nostalgia, fantasising and learning.

Meyer and Schwager (2007), added that customer experience must be deconstructed by the provider to understand the main touch points to achieve satisfaction and where to improve, as customer experience includes but is not limited to the utilisation of a product or service, but starts with "*the zero moment of truth*" that is before the buying stage, when the consumer discovers the product or service, and ends with the disposal (Ertemel & Başçı, 2015).

b. Consumer experience on platforms

A holistic approach to customer experience seems particularly relevant in the frame of online platforms; it includes service operations, product development, communication between users and organisations, information technology, and human resources (Meyer and Schwager, 2007).

Kozinets et al. (2021) found that platforms tend to empower consumers who can review and rate the products or services they use.

As discussed by McLean and Wilson (2016) customer experience online used to be quite poor due to the lack of human contact, a richer and more satisfying experience is now made possible by features such as live chat with customer support which was found to be one of the major elements to reach customer satisfaction. Besides, the authors found that online customers' experience is strongly affected by their emotions while browsing and by the time they have to spend on the platform, meaning that if they feel like they have to spend too much time on the platform, their experience is negatively impacted. Wichmann et al. (2021) went further and

found that allowing consumers to actively interact with a brand through a platform tends to increase involvement, attachment and engagement. They claim that since engagement is a key to success for any business operating through a platform, its value should not only be perceived through tangibles variables (commissions, revenues, subscriptions…) but also by measuring metrics such as feedback or word-of-mouth.

3. DIGITAL PLATFORMS BUSINESS MODELS

a. *Digital platforms, mediators between market sides*

Across the last decades, digital platforms such as Google, Amazon or Uber have seen tremendous growth. The term online platform was defined as a range of services available on the Internet that includes marketplaces, social media, creative content, internal search engine, transaction systems and communication services. Digital platforms are changing the world and penetrating society in various aspects such as transactions, social and cultural practices. The main characteristic of online platforms is that this is a service that facilitates the connection between two or more users that are interdependent otherwise (OCDE, 2019). To emphasize, platforms link agents of different market sides, allowing them to interact while maintaining residual control: they assume a mediator role and provide optimal matches for users relying on digital technologies (Wichmann et al., 2021).

Some brands were born as platforms (eg. Airbnb), but for others, especially in sports, platformization is an effective way to foster engagement and add value to a tangible product (eg. Nike runner club) (Wichmann et al., 2021).

An interesting example of platform support is a mobile application, a software application designed to work on mobile devices. This concept was initially limited to mobile phones, but now also includes a larger range of portable devices such as tablets, wearables, and smart speakers (Tang, 2016). Mobile strategy is particularly relevant as it allows to impact the largest part of the world population, and it is expected that in the next years, at least half of the world population owns one or more mobile devices (Kapinga et al., 2019; Tang, 2016).

b. *In-app marketing*

Mobile application platforms offer a precious and unprecedented quantity of data and insights about consumers (Lamberton & Stephen, 2016). A wise interpretation of these data brings strong opportunities for marketers to propose pertinent, timely and highly personalised campaigns and offers. It enables to reach consumers through SMS, In-App notifications, or Push notifications, offering a new way to reach, inform, engage, sell to, and learn about

consumers, which enables brands to create a real bond with them (Lamberton & Stephen, 2016; Böhmer et al., 2011).

Besides, literature shows that platforms and mobile marketing enable the integration of innovations such as artificial intelligence (chatbot) and smart device, and it integrates perfectly with gamification (Van den Broeck et al., 2019; Tang, 2016). The integration of such features seems particularly relevant to target consumers from generations Z and Y and who expect infinite availability from brands (Childers & Boatwright, 2020).

c. Remuneration models

The development of platforms and mobile applications has created several business models and remuneration options.

Platforms known as **"Peer to peer"** platforms such as Airbnb or Uber are multisided. Meaning that those platforms put together co-dependent groups (driver and person needing a ride). The main advantage of these platforms compared to traditional business models is profit maximisation, as those companies usually have low capital and operating costs and faster growth. Besides, with this peer-to-peer model, the more customers are registered on the platform, the richer is the offer and the more appealing is the platforms for new consumers. This chain reaction is known as positive network effects. However, these findings need to be nuanced as business success is determined by the relevance of the market chosen and the need for two types of customers to interact (Evans & Schmalensee, 2016).

Most platforms work with a **commission system**, meaning that for each transaction that occurs on the platform, the user and/or the retailer pay a percentage of the price to the platform (Hasiloglu & Kaya, 2021).

Platforms operating through mobile apps have different remuneration models. Apart from **subscription model**, where the customer pays each week/month/year, there is the **"Freemium"** model, where the incomes come from the **in-App purchases** such as a premium status giving access to extra features, benefits, and values. This model is often used for productivity apps. In **the gaming field**, most organisations give the opportunity to users to pay for extra lives, new tools, or virtual currency (Tong et al., 2019; Hsu & Lin, 2016).

Often, free applications integrate **In-app advertising,** that pops-up offering the users to download another app, or to buy something on a shopping website for instance. The profit made with this kind of remuneration model depends on the number of impressions and conversions (de Haan et al., 2018). The greater the number of consumers regularly using the app, the more this model is remunerating (Belov, 2019).

24

A nuance of this model is when **advertising is used as a currency,** users get advantages when agreeing to watch advertising. This is likely to be more efficient for consumers from generation Z, as Dimock (2019) showed that marketers should talk to this generation "*with their permission*" because they are reluctant to advertising and skip it. This option gives a feeling of making trade between the company and the consumer and this is relevant as one knows that time and attention are not free (Tarute et al., 2017).

  However, the limit of this business model and the reason why most businesses now avoid it or integrate it with paid features is that it requires to have a tremendous number of customers and data about them to be profitable (Roma & Ragaglia, 2016).

Finally, some apps are **paid directly via the downloading platform**, this is frequent for apps that are developed as a limited edition, an extension, or with a short life cycle, the aim is to generate money quickly on a short-term perspective (Tong et al., 2019).

C. Relying on online communities to enhance trust in second-hand ecommerce

1. CREATING COMMUNITY ENGAGEMENT THROUGH SOCIAL MEDIA

a. *Brand engagement*

This topic was approached in several ways but Brodie et al., (2013) conceptualised brand engagement in an online context as a psychological state of mind combining a cognitive, emotional, behavioural, and social commitment to an active relationship with a brand through its website or platform.

The main particularity of consumer engagement seems to be the co-creative environment. The positive outcomes of consumer engagement in online brand communities include trust, commitment, empowerment, and loyalty, which leads to sales increases, positive word of mouth and better organizational performances (Kaur et al., 2020).

However, Hennig-Thurau et al. (2004) found that consumers' initial motivations to make a contribution to online communities are not always well-intentioned. Among them, venting negative feelings or experiences, concern for other consumers, advice or assistance seeking, social or economic benefits, helping the company. This confirms Nolan et al (2007) findings that showed that consumers engage with an online community or a brand when they perceive utility, or interest that is more important than the effort or perceived risk.

b. *Brand community*

A brand community can be defined as the relationships existing between consumers and a brand. It is composed of members that have a bond with a brand, and this bond links them with the other members. The concept of brand community is built on social identity theory (Tajifel, 1970), which suggests that individuals can experience a group identity feeling based on one or several specificities such as racial, national, or gender identities for example (Ramasubramanian & Murphy, 2014). Consumers are motivated to enhance their own identity by identifying with social groups, and nowadays, online brand communities.

These online communities were strongly enhanced by the emergence of social media and represent a new effective marketing channel that allows marketers to reach current and potential customers and gain valuable insights on them, their utilisation of products and expectations for the future.

Members of brand communities can be either passive or active members, meaning that they respectively benefit from the community by scrolling and reading or viewing the content provided by the brand or other consumers, or, on the contrary, participate in the community life by sharing information, content, and messages (Kumar & Nayak, 2019; Vohra & Bhardwaj, 2019). This makes this area a crucial stake for marketers who could benefit from the two-way interactions between consumers and brands.

c. Engagement on social media

Social media offers valuable opportunities to meaningfully engage with consumers by connecting with them frequently and in a rich way. This subject has been vastly studied in the literature over the last 10 years. Through interactions, consumers give brands the opportunity to tell them about the quality of their products or services. Besides, effective brand engagement was found to increase buying attention (Dessart, 2017).

Engaging a community through social media is worth considering as it is an inexpensive way for an organisation to reach a large target audience that is not limited by geographical barriers. Shawky et al. (2019) found that one key factor of success to create community engagement on social media is to embrace the differences between them and traditional media. Sharing the same content on traditional and social media is inefficient. On the contrary, a brand should create specific, quality and useful content for consumers and share them with consumers on the most appropriate network to take advantage of the interactive nature of social media and encourage two-way communication, through tools such as stories, surveys, Q&A, lives…

However, Fournier and Avery (2011) highlight that brands must be careful and share honest information as the trust level can be lower in a social media environment where brands can be

perceived as intrusive and forcing to purchase undermining the community engagement. Besides, it was found that most consumers prefer interacting with organisations at a more personal level (through in app messaging on Facebook or Instagram for instance). This is because users may be conscious about their image and believe that interacting with brands too closely might be disapproved by their own network. In a nutshell, it seems that brand engagement on social media revolves around key aspects of brand relationship quality: Trust and brand commitment.

2.   CONNECTING TO PLATFORM USERS THROUGH TRIBAL MARKETING
a.   Tribal Marketing

A tribe is defined by Cambridge dictionary (2022) as a "*group of people, who live together, share the same language, culture, history*", this definition is anchored to a territory, but Cova and Cova (2002), extended it by claiming that "*the common denominator of postmodern tribes is the community of emotion or passion*". The tribe members are sometimes in a relationship with a brand, but mostly, with their fellow tribe member, which whom they want to connect. Tribe's value stands in a certain narcissism or sense of identification (Pathak & Pathak-Shelat, 2017). In short, passion is the social glue that keeps a tribe together.

In marketing, brand tribes are particularly interesting for brands as they are not simply a group of loyal customers; they are passionate about a common topic. The members of a brand tribe can become a proper communication medium as they are often willing to advocate their passion, and to promote it to non-users of their tribe. They can act like innovators by creating new supports, new ways of using a brand's product or services, and by sharing their best practices and advice (Richardson, 2014).

The main difference between tribes and brand communities is that not every tribe is formed around a brand, they can cover almost any sources of interest such as sport, parenting, gaming, reading… The main point is that, if members of one of these tribes feel like a brand is supportive of the tribe identity and values, they are extremely likely to become passionate and strong advocates for the brand (Richardson, 2014). Tribes are particularly important in sports, especially when people can gather around teams or cities like with football for instance (Scott & Meir, 2007).

b.   Utilisation of tribes by brands

With these elements in mind, it was found that tribal marketing can be an effective way for a brand to connect to platform users. The Latin school stresses the importance of social bonds

in influencing consumer behaviour towards a brand or a product, it claims that given the natural human need to communicate and argue, new technologies can facilitate connections and should be used in business to connect to tribes (Cova et al., 2007).

Tribal marketing mostly aims to create a relationship with consumers, to make them willing to promote a brand because they want to, not because they were asked to (Richardson, 2014).

Another marketing implication is the change in segmentation through demographic data. The point is that consumers are no longer only defined by their demographic information (gender, age, nationality…), even though this information remains useful, the main characteristics to look at for marketers should be the common passion that brings them together (Cova and Cova, 2002; Baird, 2018).

A great example of a brand that managed to take profit of tribal marketing would be Red Bull. Indeed, it was found that the brand didn't choose to focus on amateurs of energy drinks themselves, which would have been a narrow market. On the contrary, Red Bull has managed to integrate the "extreme sports tribe", mainly by sponsoring events, this has given them a lot of visibility and a link for people who enjoy extreme experiences (ICHI.PRO, 2020).

Tribe marketing can be utilised for online platforms as there are a variety of Apps or platforms for almost every area of interest such as gaming, social media, entertainment, communication, shopping or fitness. It was found that some people are motivated to download an app because they feel disconnected from their peers and they try to conform to their social group (Chu-May & Carter, 2017).

3. THE IMPORTANCE OF TRUST IN SECOND-HAND E-COMMERCE PLATFORMS

Cambridge dictionary (2020a) defines "e-commerce" as the business of buying and selling goods and services on the internet. E-commerce is said to be one of the greatest technological developments in the last twenty years. It has driven revolutionary change in global business and in the way people consume. Usually, the wise utilisation of this distribution channel allows organizations to reduce their functioning costs and achieve superior marketing efficiency (Gregory et al., 2019). However, this advance in traditional retailing has made shopping more complex as it enables consumers to access online retail offerings, such as computers, smartphones, tablets, and Internet-enabled TV (Wagner et al., 2020). In the frame of this business plan, one area of e-commerce is particularly relevant: Second-hand shopping and sells.

The consumption society in which we live and the acceleration of product replacement cause people to own more and more idle items. The reason why items become idle is that children grow, and clothing items stop fitting; because our personal tastes and what is fashionable change across the years, or because consumers created an affective bond with a product and disposing of is a painful process. Moreover, the propensity of the millennials and Generation Z to buy second-hand items have boosted the prosperity of the second-hand transaction market (Parguel et al., 2017).

However, some challenges are still preventing the full democratization of second-hand online shopping (Luo et al., 2020). Indeed, unlike first-hand products that consumers trust to be received in a good state, second-hand products lack evaluation standards, the photos provided may be fake and overall, the products can be part of a fraud to extort consumer's money. It was found that online shopping needs greater trust than offline shopping, as one party is vulnerable to another party's actions (Chawla & Kumar, 2021). All these factors are part of the uncertainty and risk perceived by consumers when purchasing a second-hand item. Thus, trust is more critical in online second-hand platforms than in traditional e-commerce (Wei et al., 2019). Therefore, consumer protection is a fundamental issue for any business involved in e-commerce.

To ensure that, an organization should be able to provide its users with security insurance, secured payment methods and service support as well as a flexible return policy. A certification of the products sold by the platform is also a relevant aspect for customers who tend to trust an established business as intermediary (Chang & Fang, 2013).

The social capital theory emphasises that social support and facilitated social interactions between members reduce the feeling of uncertainty and enhance consumers' trust. Liang and Turban (2011) claim that online commerce sites are popular places for customers to communicate and exchange ideas about products and services. In fact, eCommerce platforms allow to create a community of buyers and sellers likely to engage with each other (Ghahtarani et al., 2020).

To conclude, e-commerce for second-hand articles is a promising market, however, a business willing to invest in this segment must ensure strong social bases and create a community context, that, as mentioned earlier, enhance trust and consumer engagement. To facilitate the creation of such a service, the organization must be perceived as a reliable intermediary guaranteeing the reliability of the deals and as a safety net for customers.

III. Methodology
A. Introduction

This business plan methodology is guided by Saunders and Lewis (2017) research onion, which aims to guide the way of the research and identify the most relevant research philosophy and approach to develop theory, the methodological choices, the strategies the research will adopt, and the time horizon. Finally, the topic of data collection and analysis will be considered.
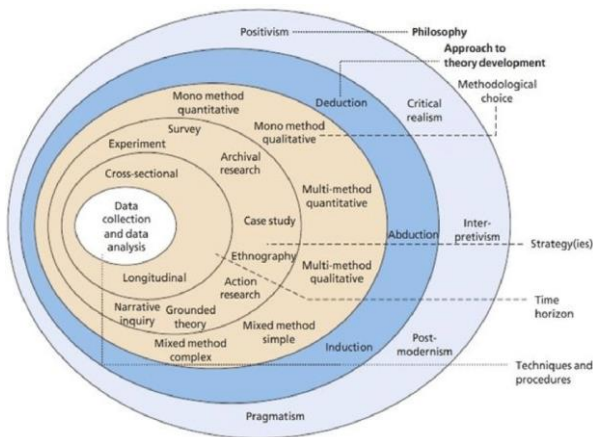
Figure 3.1: The research onion
(Saunders, Lewis & Thornhill 2015, p.124)

B. Purpose of the research

The purpose of this research is to develop a business plan providing all the key information to develop a viable and enjoyable platform dedicated to equestrians. Therefore, it is crucial to get an in-depth understanding of the potential demand from horse-riding practitioners and to learn from horse-riding professional experience.

The collection of secondary data and reflection on the business plan has the following research questions:

- What are the key areas of interest of equestrians, which features would they like to find on a platform?
- Are they socio-demographic variables that affect horse-riding practice or interests? If yes, which one(s)?
- Are they different groups of consumers who differ in interests?
- Could e-learning and in person lesson be complementary for horse riding?

These questions will be answered by gathering primary data, that was defined by Saunders & Lewis (2017) as "*the data collected specifically for the research project*", the finding will be put in perspective with the secondary data.

C. Research philosophy:

According to Saunders and Lewis (2017), "*research philosophy refers to a system of beliefs about the development and nature of knowledge*". In the case of a business plan, the most

important determinant of the research design is the concrete objectives, with the aim of finding practical solutions to make the business successful. Therefore, the most appropriate research philosophy seems to be *"pragmatism"*. In addition, this research philosophy enhances the fact of combining qualitative and quantitative methods to obtain practical responses.

D. Research approach:

The most appropriate research approach for this business plan seems to be the abductive approach. This approach seems more suitable as it goes back and forth between theory and data contrary to deductive and inductive approaches that move respectively from theory to data and from data to theory. It was found that this kind of research approach, where discoveries can occur at any stage of the research project is usually used for management research (Saunders & Lewis, 2017).

E. Methodological choices and strategies:

The point of choosing one or several strategies for research is to be able to use them efficiently to answer research questions. Here, the objective is to get a sufficient understanding of equestrians' expectations and practices to be capable of creating a platform that satisfies their needs and demands.

To do so, gathering information through quantitative method appears relevant. To emphasize, quantitative methods are more appropriate when there is a need of measuring objectively. The data is often gathered through surveys, structured observations. This kind of method allows to gather a large amount of data relatively easily. Accordingly, the consistent strategy for this part of the business plan is the "survey" strategy, that is popular in business and management as it consist of standardised questionnaires or structured interviews that aim to answer questions such as "Who? What? Where? How much/many?" (Saunders & Lewis, 2017). The data can be collected online or in a face-to-face process. When using this strategy, the researcher must be careful to ensure that the used sample is relevant and representative.

However, one of the limitations of purely quantitative data is that it doesn't give an opportunity to respondents to give a personal point of view or to develop or explain their answers. Therefore, it was chosen to incorporate an open question to the questionnaire to extend the understanding of the subject and gain extensive knowledge.

In a nutshell, for this business plan, the research methodology will be based on "mono method", here, the utilisation of quantitative method, where the data is collected in the same time frame of one week.

F. Data collection:

The realisation of this business plan is time-constrained, therefore, the researcher decided to opt for a cross-sectional time horizon. The data is collected at one period in time (one week) and do not look at the evolution in participants' perception. The aim is to collect as much information as possible on the current thinking of the samples (Saunders & Lewis, 2017).

As mentioned earlier, primary data will be collected through a questionnaire.

In the first hand, quantitative data regarding horse riding practitioners will be collected through questionnaires. The questionnaire will be distributed on the Internet, and each respondent will be required to answer the same questions in the same order, all the questions are initially prepared by the researcher and presented in Appendix E. Among the questions, the respondent will have to answer, "category" questions, where the respondent can only choose to fit into one category; and rating questions, where the researcher seeks the respondent's opinion and aims to evaluate his interest in the potential feature of the platform. Later, the collected data will be analysed statistically (Saunders & Lewis, 2017).

In the second hand, to enrich the answers, data will be collected through an open question in the questionnaire. The respondents will be asked to elaborate on what they expect from a platform dedicated to equestrians. A colour code will be elaborated to allow to identify easily the main themes evoked by the participants and to understand what the key preoccupations of equestrians are. This method allows participants to tell stories from their own perspectives which provides rich information (Saunders & Lewis, 2017).

G. Sample selection

Regarding the sample selection, the researcher chooses a non-probability sample, more specifically a purposive sample. This means that the questionnaire is distributed by convenience through the internet, specifically to people who are part of equestrians' online groups. The reason is that the aim is not to extrapolate the results of this research to the general population, here the universe is composed only of horse-riding enthusiastic people.

For the questionnaire, the sample must be constituted of people from diverse horizons who practice or have practised horse riding. To ensure that, Question 1, which aims to know for how long the respondent has been practising horse riding, has an eliminatory answer that ends the questionnaire if the respondent answers that he has never practised horse riding. Cottrell (2017) claims that for a student project, statistical significance can be obtained with a sample of at least 20 participants. However, this number seems too limited to allow meaningful results. Therefore, the researcher aims to obtain at least 100 answers to be able to get reliable results.

H. Data analysis

Once collected, the secondary data needs to be analysed.

The quantitative data gathered through the questionnaire will be mainly categorical. Among them, there is nominal data and ordinal data (ranked), mainly used to gain awareness on respondents' demographics; and ordinal data (ranked) mainly on Likert scale to establish respondents' likeliness to enjoy a feature. The data will be analysed on SPSS and four analyses will be conducted:

- Sample description, the sample is analysed to understand who the respondents are.
- T-test: this method is used to determine whether there is a significant difference between the means of two groups.
- ANOVA is used to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups.

In some cases, ANOVA test cannot be performed, in this case, the researcher will move to a non-parametric analysis: Kruskal-Wallis test.

- Kruskal-Wallis test is used to establish the equality of the distribution of a variable in three or more independent groups.
- Cluster analysis aims to create groups of potential users that are homogeneous in their interest

Regarding the data collected through the open question, it was suggested by Saunders & Lewis (2017) that it is crucial to examine the text transcribe to develop a meaningful code process and draw conclusions from it. Themes should be defined, and a colour code should be attributed as tags to each theme. This research is abductive and moves back and forth between theory and data, therefore, it is suitable to consider moving back and forth between theory and answers to develop a comprehensive set of themes.

IV.   External analysis

A.   PESTLE Analysis

A business can only be successful if it is able to grow in and interact with its external environment. Equiworld will be operating firstly on the French market.

1.   POLITICAL

France has a current population of 67.4 million people; it is a republic and has a very stable government. The current president is Emmanuel Macron, he was elected in 2017 by direct universal suffrage. He is the leader of his party "La Republique En Marche", which is said to be a "centre-left" party, that promotes liberalism (L'Express, 2017). France is part of the European Union, and from January 2022 until June 2022, it has the presidency of EU (Consilium.europa.eu, 2022). France is part of many governmental alliances, it has a security seat at the United Nations Organization, and it is part of NATO (North Atlantic Treaty Organisation), G7 and G20.

The presidential election that was held in April 2022 took the same candidates as in 2017 to the second round: Emmanuel Macron who obtained 27,84% of the votes and Marine Le Pen (leader of the far-right party) who obtained 23,15% of the votes. The candidate who arrived third was Jean-Luc Mélanchon (21,95%), the leader of the far-left communist party (Gouvernement.fr, 2022).

This appeal of the French population to the extreme parties highlights the main concerns of the citizens, especially regarding immigration and security and purchasing power that is threatened by the war that is going on in Ukraine.

The 2022 Index of Economic Freedom (IEF) ranked France 52nd freest country in the world. It is a poor performance as it is 31st among the 45 countries in the Europe regions. The IEF ranking is conceived by looking at several factors, including 12 freedoms from property rights to financial freedom. It aims to evaluate the capacity of a country's citizens to control their labour and property. This ranking has an ideal of a country where the government allows labour, capital and goods to move freely (Heritage.org, 2022).

 If France ranks high for Business Freedom, property rights and judicial efficiency, the main pain points are Fiscal health, tax burden and labour freedom which is the ability of individuals to work and find employment (heritage.org, 2022).

During his presidential term, E. Macron has worked and taken measures to facilitate entrepreneurship, among them, better access to social services and training for entrepreneurs, diminution of taxes and charges, and facilitation of administrative work (Elysée, 2021). This

favourable environment has enhanced the entrepreneurial development in France, which broke the record in 2021 with nearly 1 million new businesses created (Capital.fr, 2022).

After reaching 9% in 2020 because of Covid-19 and lockdown consequences, the unemployment rate it's now at a very low level (7.4%). According to INSEE (2020), France is a country where a majority of people (76.1%) work in the tertiary sector. Among them, up to 12.7% are employed for trade.

2. ECONOMIC

The coronavirus crisis has impacted the French economy in various ways. First, the level of public spending has reached an exceptionally high level, the state's debt reached 3$ billion in 2020, i.e., 115% of the GDP (Country Economy, 2021). Paradoxically, the GPD has rebounded by 6,8% in 2021. The OCDE predicted growth for the coming years (respectively 4.2% in 2022 and 2.1% in 2023) (OECD, 2021).

However, the war that has started in 2022 between Russia and Ukraine, and the sanctions taken by occidental countries towards Russia will have severe repercussions on the economy according to the International Monetary Funds (IMF). The price of energy and primary material is expected to rise exponentially, impacting agriculture and the cost of life, between March 2021 and March 2022, the Consumer Price Index (CPI) that is a measure of the average change over time in the prices paid by consumers for a market basket of consumer goods and services grew by 4,5% (INSEE, 2022). The impact will be even stronger on poor households that were already the first impacted by the Covid-19 crisis (Forbes, 2022).

The "ACRE" (Aide à la creation des entreprises) is governmental financial support that can be granted to organizations that are just starting. It is an exoneration of social taxes for the 12 first months of activity. The level of exoneration depends on the revenue of the organization. If its revenue is inferior to 30 852 €, there is a full exoneration of the health insurance, family prestation, and pension fee. In between 30852€ and 41136€, there is a limited exoneration. Finally, if the revenue exceeds 41 136€, there is no exoneration.

To be eligible; an organization needs to fill certain criteria. Among them, the person requiring the subvention needs to be a founder of the organization or own at least 50% of the shares.

To benefit from the offer, one must fill one of these conditions (service-public.fr, 2021):

- Unemployed and actively looking for a job for more than 6 months
- Be a beneficiary of the "RSA" (Revenu de solidarité active)
- Be between 18 and 26 years old
- Be under 30 years old and be disabled

-   Start a business in a priority territory regarding unemployment

3. SOCIAL

France has 67 million citizens living in 13 regions. Despite the existence of 11 regional languages, the unique official language is French. The French language is also an official language used in Belgium, Luxembourg, Switzerland and Canada as well as in multiple African countries (mlfmonde.org, 2020).

The French population has been ageing since 1975, the median age is now 42.3, but this figure is expected to rise to 45.3 in 20 years (Statista, 2021). The population ageing and retiring added to the employment growth will lead to over 100 million job opportunities over the next decade in the EU. Over 45 million of them require high qualifications. In the EU, France will be the 2nd country with the most job opportunities (12.4 million).

On Hostfede Scale (Hofstede Insights, 2021), France is described as a fairly high-power distance country (68/100) where hierarchy and centralized power are easily accepted. To emphasize, most French highways and train stations lead to Paris.

In addition, France has a highly individualistic society (71/100), and people are raised with the idea of putting themselves and their own first. Paradoxically, France was found to have a rather "feminine" mentality (43/100), this is due to the attachment to the welfare system (35 working hours per week, long maternity leave, 5 weeks of paid holidays). However, it is interesting to note that the higher classes, that have higher incomes tend to be more "feminine" as they give more importance to the quality of life and wellness.

France scores 86 for uncertainty avoidance, French people like to plan and for instance like to receive key elements and information before a meeting to avoid surprises. Unsurprisingly, the level of long-term orientation is high (63), however, French people demonstrate an ability to adapt and react to unplanned situations.

Even though the gender gap in management positions remains a problem in most EU countries France is doing good as it has the highest share of women in board members in the EU (45.2%) (European Commission, 2020).

Regarding sports practice, French children are at the bottom of the world rankings, only 13% of them do more than 1 hour of physical activity per day. This is due to the French educational system that doesn't free enough time to allow children to practice a sport regularly. Indeed, from the age of 4 until 18 years old, more children go to school from 8 am to 5 pm and then go home with homework to make (La dépêche, 2019).

4. TECHNOLOGICAL

France's competitiveness model is highly oriented toward sharping high technology industries like aerospace, automotive, nuclear, medical devices, or energy transition. The point is to keep and strengthen its position among the main industrial powers, through a favourable ecosystem. To emphasize, the government support technological innovation through tax credits, a "major investment plan" that has invested 13 billion euro in innovation in the last five years. 54 "innovation clusters" were also created, which allows to enhance technology transfer between firms by bringing together innovation players operating in the same field. Finally, 71 centres of technology excellence financed by public-private partnerships were created.

Another interesting indicator to look at is Scaleups, which is defined as a tech company that has raised more than 1 million euros in funding. According to European Commission's (2020) report, even though Europe is still lagging behind the United States and China in terms of presence of tech scaleups, France, Germany and Sweden represent half of all scaleups in the European Union. Among these countries, France stands first with 859 scaleups in 2018 accounting for around 21% of the number of scaleups in the EU.

The creation of scaleups and overall digital platforms has an impact on the employment market as it provides new opportunities for jobs in the collaborative economy with more part-time and freelance jobs (Eurostat, 2021).

Regarding the French population, in 2021, 93% of households had access to the Internet. In 2021, 50,66 million people in France had a Smartphone, which corresponds to 76% of the country's population (Statista, 2022).

The emergence of the metaverse is also key to technological progress in the business landscape. According to Sparkes (2021), a Metaverse is a shared online space that incorporates 3D graphics, either on a screen or in virtual reality.

Facebook founder, Mark Zuckerberg recently announced that the company will spawn, a metaverse called Horizon. On top of the current web and app versions of Facebook, it will offer either augmented reality or virtual reality universes. Simultaneously, he announced that the group owning major players in social media like Facebook, Instagram and WhatsApp will change name to become "Meta".

In addition, Microsoft also aims to become a leader in the field of "metaverse apps" and has its own augmented reality hardware, HoloLens.

5. LEGAL

For the needs of this business plan, we need to examine the legislation around creating an online business, eCommerce, platform regulation, and data management.

To begin with, to start a business in France, one needs to decide on the legal status it will take. French business law has different models, but the most relevant for this business plan is "Société par Actions Simplifiée (SAS) or SASU when there is only one shareholder. This status is the most frequently used in France as it allows the distribution of dividends among shareholders, and the share of parts to integrate eventual new shareholders. Creating this kind of business does not require any minimum capital amount. The tax system for this kind of business relies on "Impot sur les Société" (imposition on business) (Facon, 2020). Finally, executives in SAS business are assimilated as employees which is safer as in case of health problems they are protected. To create a SAS, the first step is to declare the company's status, it includes (Ouchallal, 2021):

- Shareholders' names
- Juridical form
- Corporate name
- Social object
- Organisation's lifetime
- Contributions, it has to be detailed about what is brought to the company's capital, it can be money, knowledge, work, network, brand, or tangible goods)
- The amount of capital
- Unique share value and number of shares per shareholder
- The closing date of the financial year

The next step is to declare the official domiciliation of the company. After that, at least 50% of the company's capital must be deposited at the bank or with a notary. Only then you can register the company at the Court office and end by publishing an advertisement in a newspaper of legal announcements

The cost of creating a SAS is between 600€ if you do everything by yourself, including writing the statutes, which is not recommended without a legal background, and 6000€ at the highest.

Any business wishing to operate online and in the French market must have the following indication on its website (Bettach, 2021):

- Terms of use.

- Terms of sales (if relevant).

- Privacy policy.

- Legal disclaimer with mandatory information (mentions légales)

In addition, since 2018, the regulation around GDPR was strengthened, it is meant to protect personal data in the digital era. Users must now be notified of the utilisation of cookies and must consent to be contacted by a company by email or phone, they must be able to know which data a company has on them and have control over that (European Commission, 2021).

The regulations applicable to platforms have been strengthened since 2020, mainly regarding fiscality. Since this date, platforms are obligated to provide the users making transactions on the platform with a recap of the number of transactions that they conducted during the civil year, as well as their value. The platform is dispensed from this obligation when the user has earned less than 3000€ or less than 20 transactions. Furthermore, for each transaction, the platform must inform the user of his fiscal obligations. In case of non-respect of the previously enounced obligation, the organisation is exposed to a fine that can be up to 5% of the not declared amount as well as a fixed fine that can reach 50.000€ (Benelli, 2019).

6. ENVIRONNEMENTAL

The current ecological crisis is a major concern for Frenches, on top of their concerns, they are topics such as Global warm up, the impact of pollution on health, and the viability of biodiversity.

Regarding the quality of air, the rejection of most pollution in the environment is diminishing since 2000. Between 2000 and 2017, the emission of nitrogen oxide has fallen by 49%. However, each year, numerous agglomerations in France are exposed to major pollution, or fine particle episodes, especially during heat waves (Lee, 2021).

Besides, the emissions of greenhouse gas have fallen by 18% since 1997, this is a good start and France is under the average in the UE for this indicator, but this is still not sufficient to reach the objectives established by the Paris agreement (Lee, 2021).

Those heat waves and other extreme climatic events are occurring more and more frequently, among them, forest fires, floods. This is a direct consequence of climate change.

70% of French electricity comes from nuclear plants, and President Emmanuel Macron has announced a one billion investment in nuclear power by the end of this decade to complement the country's transition away from fossil fuels (SDES, 2019).

The current energy crisis is a rare opportunity for France to occupy more market share of nuclear energy in Europe. Indeed, despite safety concerns regarding nuclear, France is ambitious to continue its investment plan and export electricity to the rest of Europe (SDES, 2019).

One major engagement of France toward the environment is the Paris agreement of 2015. Concretely, the main purpose is to improve citizens' life quality, among the actions taken financial compensation for the purchase of new vehicles more respectful of the environment. Besides, one of the objectives stated in the Paris Agreement is the willingness of the French government to turn away from fossil fuels and commit to a carbon-neutral approach to achieve neutrality by 2050 (gouvernement.fr, 2017).

B. The market of Horse Riding in France and the current integration of digital supports

1. THE MARKET OF HORSE-RIDING IN FRANCE

Horse Riding is the third biggest sports federation in France after Football and tennis, this extremely popular sport had more than 700.000 licensed in 2020. It must be noted more than 80% of the licensed are women, the French Equestrian Federation is therefore the first sports federation for women. There are around 9000 horse riding clubs in France.

The French Equestrian Federation (FEF) has made this sport an activity with high added value. France today has the most accessible and most qualitative horse-riding teaching model in the world, this makes the federation able to export its development model worldwide, but more particularly in China where it's now well established.

Among the particularities of horse riding in France, there are 3 pillars.

- Sharing horses, that are owned by the horse-riding stable, or by private owners, which makes the practice more affordable.
- The extensive training program, structured by the obtention of "Galops", that are level diplomas evaluating the rider competences in taking care of a horse and riding. There is also a theoretical exam that evaluates the rider's knowledge about horses' anatomy, alimentation, behaviour, or paces. The grading sheets for Galop 3 and 4 are displayed in Appendix 6 as an example. For galop 7, which is the highest level, the rider is evaluated in the 3 Olympic disciplines (dressage, show jumping, cross-country) (FFE, 2021).

- 34 official disciplines recognized in competition. It includes classical practices like show jumping, dressage, hunter, cross-country or endurance, but also more untraditional like equifun, equifeel or pony games that are more about team games or testing the comprehension and the trust between rider and the horse

The riders' population is geared toward various practices, most horses' owners expect to ride regularly for several purposes (working on the flat, jumping, dressage…). Only two horses out of five purchased are specifically chosen for competition, and this is predominantly for show jumping. (IFCE, 2018).

However, the equestrian population includes but is not limited to licensed riders, there are also a very important number of people who for example own a horse and practice horse riding independently from any official structure. The Institut National de la Recherche Agronomique (INRAE, 2012) estimates that 1,5 million people in France practice horse riding regularly, meaning that barely half of them are licensed riders.

Each year, new small businesses appear and compete on the horse-riding market, in 2019, more than 20.000 horse-related organizations were operating in France. It was found that most of these businesses are:

- Equestrian stables: The practice of horse riding is essentially based on equestrian structures that are member of the FFE. In 2017 there were more than 9,300 in France. The majority are private structures (6,500), the others are associations (2,800). Among these groups, around 5,400 structures are riding schools (IFCE, 2018).
- Riding material creator or seller

The equestrian industry in France is divided in four main groups: races, sport and leisure, agriculture work, and meat production. For the needs of this research, we are only interested in the sport and leisure division. It is constituted as follows:

Organisations in the Sport-Leisure sub-sector

Breeding	The breeders	51 approved breed associations some of which are grouped into Federations (Federation of ponies small horses of France, France Trait, Fédération Nationale des Anes et Mulets)
		FNC: National Horse Federation Regional associations
	The stallions	ASEP: Association of Private Stallholders
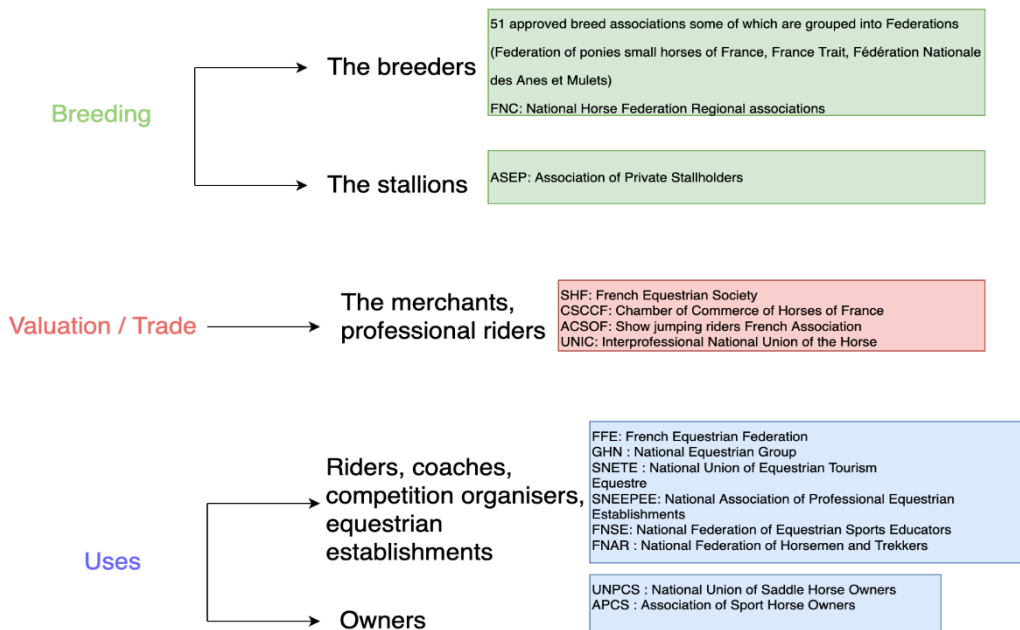
Figure 3.2: Organisation in the sport-leisure sub-sector

Valuation / Trade	The merchants, professional riders	SHF: French Equestrian Society
		CSCCF: Chamber of Commerce of Horses of France
		ACSOF: Show jumping riders French Association
		UNIC: Interprofessional National Union of the Horse

Uses	Riders, coaches, competition organisers, equestrian establishments	FFE: French Equestrian Federation
		GHN : National Equestrian Group
		SNETE : National Union of Equestrian Tourism Equestre
		SNEEPEE: National Association of Professional Equestrian Establishments
		FNSE: National Federation of Equestrian Sports Educators
		FNAR : National Federation of Horsemen and Trekkers
	Owners	UNPCS : National Union of Saddle Horse Owners
		APCS : Association of Sport Horse Owners

All these businesses employ a large workforce: 16,400 employees, i.e. more than half of the agricultural jobs linked to the horse sector.

2. CURRENT INTEGRATION OF DIGITAL SUPPORTS

Currently, the most widely used digital support for equestrians is the FFE's website. There, you can find regulations and expectations regarding galops; some learning support (from galop 1 to 4), and practical information about where to practice horse-riding in France. The FEF's website integrates 2 platforms, namely: "FFE SIF" and "FFE compet".

• FFE SIF is the platform for licensed riders who ride in competition. It allows them to register to participate in a competition, see it's performances and ranking afterwards. The performances of every rider and horse are visible on the platform just by searching for a name.

• FFE Compet is the platform used by professionals (equestrian stables), to organize competitions, or engage riders in one.

It must be noted that even though it is actively used, the FFE's website and platforms are outdated and not intuitive for users.

Apart from the FFE's website, there is no digital support collegially used by equestrians.

Some platforms such as Equisense exist, they mainly aim to inspire riders in terms of exercises and training to do with their horses or to monitor their trainings. Additionally, some technologies are developed to evaluate performances, among them SAP has developed a software to film and get your dressage practices analysed both by AI and professional riders

and Equisense has developed a motion sensor to analyse all the key indicators in your practice as well as your horse health.

C. Competition analysis

1. DIRECT COMPETITION

The "Equiworld" platform is an innovation, meaning that there is currently no equivalent on the market for a platform integrating all the features that will be available on Equiworld, namely, e-learning and training proposition, performance tracker, social community, and e-commerce for second-hand material.

However, as mentioned earlier, some platforms dedicated to horse riding practice already exist in the French Market:

a. Equisense

Equisense is the most widely used app by leisure and professional riders. Equisense's business started with the commercialization of its motion sensor, which is still today the heart of the business, and its main source of revenue.

It is a connected sensor that needs to be installed on the strap under the horse's stomach before riding. There are two categories of sensors the "motion essential" and the "motion sport". The main difference between the two is that the motion sport is more targeted to riders that also want to monitor their horse's health as it integrates electrodes to create electrocardiograms. The pricing for the sensor packs is the following.

	Motion essential	**Motion sport**
Price pack	279€	399€

Table 1: Equisense's pricing

The sensor measures, analyses and reports on the app more than 10 sources of data.

Among them, there are three main categories of data tracked (Equisense, 2022):

Training quality	GPS data to monitor outdoor sessions	Physical and health condition (motion sport only)
Time spent at each gait (min)	GPS Tracking on the map	Heart rate per pace (bpm)
Number of transitions between gaits	Speed by gait (m/min or km/h	Time spent in each effort zone (from very light to maximum effort) (min and %)
Time spent at each hand (%)	Distance travelled (km)	Calories expended over the session (kcal)
Symmetry at trot in a straight line (/10)	Elevation gain cumulative positive (m)	Time of recovery (min)
Cadence and regularity by gait (strides/min and /10)		
Elevation per gait (cm)		
Number of jumps		
Analysis of sequences (cadence between jumps, quality of the approach, time flying phase, stride lines)		

Table 2: Data tracked by Equisense's sensors

Once the data is collected, the rider can look at it on the mobile app and also compare his performances to his community.
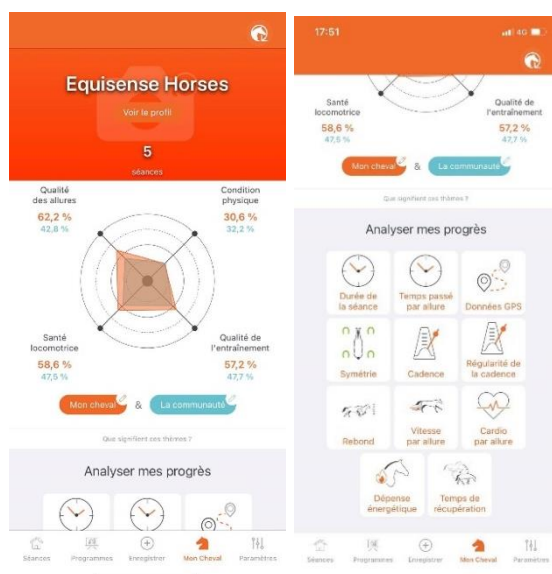
Figure 3: Screenshots taken from Equisense mobile app

Besides the sensors, Equisense also sells saddlery accessories for the riders, allowing an optimized utilization of the sensors.

An important competitive advantage of Equisense is that it is part of the "Voltaire Group" which is an international group including brands such as Forestier (saddlery), Rebelle Sellier, Equitack, Pegase, and Voltaire design. Belonging to this group is a strong advantage for Equisense as it allows the company to benefit from sponsors and visibility brought by well-renowned brands in France and overseas. For example, Nicolas Touzaint an Olympic rider and show jumping world champion is a user a promoter of Forestier saddlery. Equisense has its own celebrity enhancement, with dressage and show-jumping riders such as Claudio Castilla Ruiz or Camille Condé Ferreira that younger and older generations of riders look up to.

The main common point between Equisense and Equiworld is the training exercises and programs. Indeed, Equisense offers free access to hundreds of exercises and specific programs for riders. They are classified by theme and disciplines (dressage, show-jumping, outside, work on the flat, foot work) and can target a specific point of amelioration like horse's stretching, show jumping amelioration, improving horse's calm and relaxation. The exercises descriptions are mainly drawings and plans, there are some videos, but they are not learning content; more an advertising to use the Equisense sensor.

There are exercises available for three categories of level rated from 1 to 3. Equisense also integrates some physical training exercises for the riders, mainly to reinforce the legs and, chest and back muscles to improve the posture.
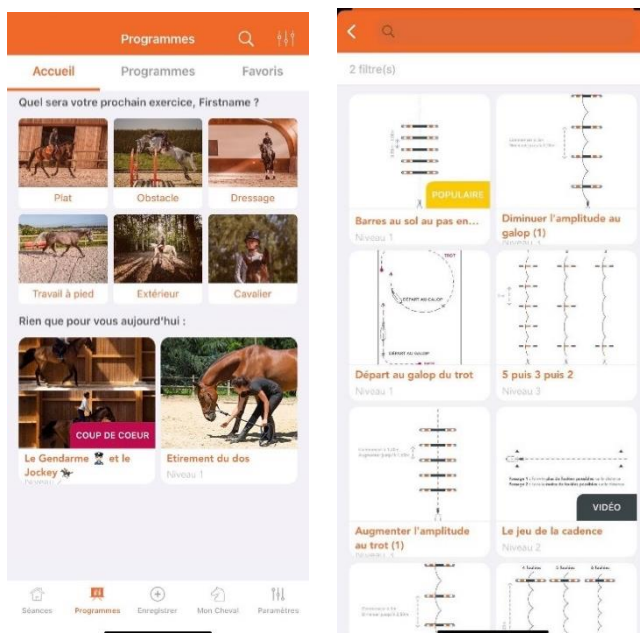
Figure 4: Screenshots taken from Equisense mobile app

Equilab is a performance tracking app with a "Freemium" model. One can download, register, and use the basics of the app for free, to access the premium functionalities, the user must subscribe and pay a monthly subscription fee.

You can choose the monthly, bi-yearly or yearly subscription, there is a decrease in prices for the longer subscription you choose:

	Monthly (1 month)	Bi-yearly (6 months)	Yearly (12 months)
Price total	9,99€	49,99€	79,99€
Price per month	9,99€	8,33€	6,67€

Table 3: Equilab's pricing

By using the free version of the app, a rider can track the performances of his sessions simply by putting his phone in his pocket while riding. Through the GPS tracker, the app will then automatically save the session's main indicators such as the times and the paces, the speed, the distance, the calories spent, and the weather.

The Premium version of the app integrates more useful features such as:

- The "Safety following" option, that is particularly useful for the riders going to ride outside the stable as it allows contacts to follow the ride. In case of an accident, they can always see the location of the rider.

- The vocal coach reminds you to keep a good posture during your ride.
- Tendances and main indicators, give the user more insights on his practice of horse riding and stats.
- Calendar, which allows the user to plan his future activities as well as appointments with the vet, trainers…

c. FFE Reprises

"FFE reprises" is the official application of the French Equestrian Federation. It gathers all the dressage tests and imposed figures for every level category. The application is free, but the display is not really user-friendly as it is only a text file. You can also download the PDF file of the figures; this is the same content that you can find on the Federation's website.

The lack of content and the unfriendliness of the app for users are disadvantages and the grade of the app on Appstore is 2/5.
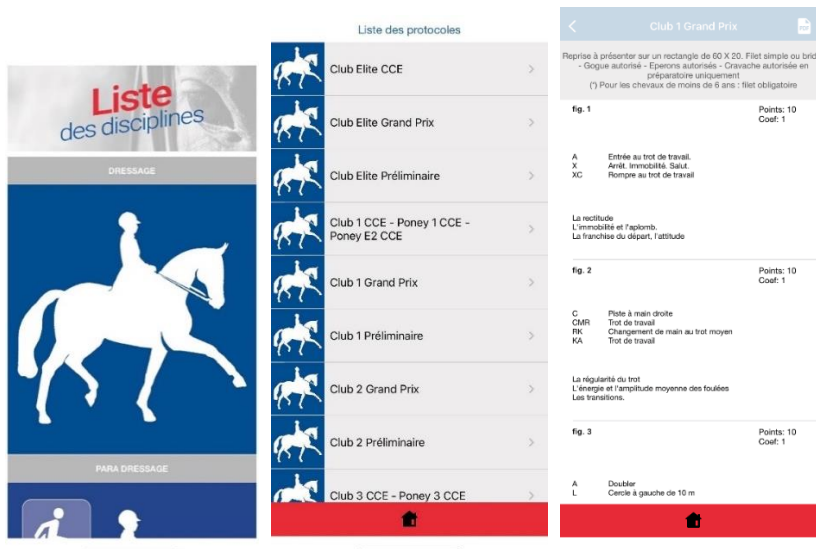
Figure 5: Screenshots taken from the FFE reprise mobile app

d. Equestrian material e-commerce: Crushtag and Ohlala

Crushtag is a second-hand e-commerce platform exclusively dedicated to equestrian material. There you can buy or sell rider equipment (clothing items, footwear, hats, saddlery and bridle), horse-care products (brushes, halter, rugs, grooming kits).

Ohlala is an online saddlery that sells all the materiel a rider might need, including clothing, riding equipment, saddlery, bridles, care products, food…

Some products are discounted, and wish list can be created.

The main issue about those platforms is not the need, this is their lack of recognition, as most riders, even those who sell their material online do not know or trust these platforms.

2. REFERENCE PLATFORMS BENCHMARK

In the frame of a business plan, it is relevant to benchmark some reference platforms, that are leaders in their categories to understand customers' needs more extensively and get the best practices.

Two main categories were identified and studied:

- Sports platforms (which are not focused on horse riding)
- Second-hand eCommerce platforms

For each of these categories, it was chosen to present the most relevant example.

a. Sport platform: Train Sweat Eat

Train Sweat Eat is a French digital platform specialized in Fitness and Musculation practice. It's mainly dedicated to people who like working out from home. This platform became really successful during the covid crisis and has now more than 500.000 users. It was created by two

certified sports coaches, who makes videos for short trainings (on average 30 minutes) that the user can reproduce at home.

The platform is available on internet browsers and mobile app. The mobile app is composed of 4 sections:

My space: Where one can find the training program they are following as well as their favourite videos
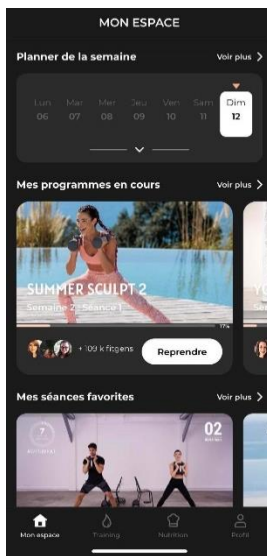
Figure 6: Screenshots taken from TSE app: Mon espace

Training: All the available programs and videos are in this section, they are displayed by programs, focus zone or coach. The user also can search the most adapted program of video for him, thanks to a large set of filters.
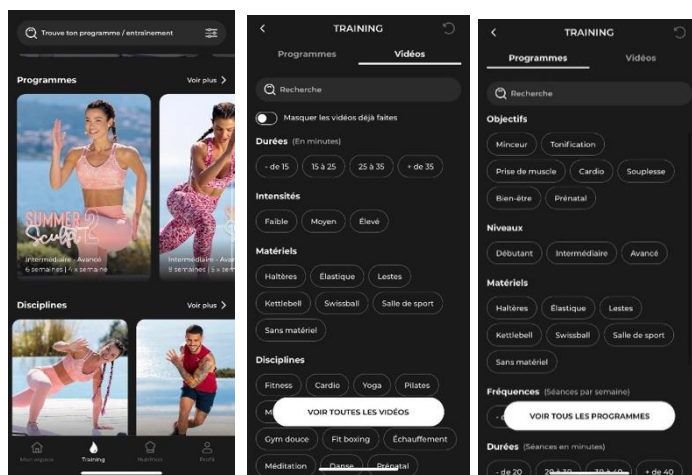
Figure 7: Screenshots taken from TSE app: training

There are 4 categories of trainings:

o **Train**: The section dedicated to musculation at home or the gym. This section has 4 different programs and hundreds of exercises.

- **Sweat**: The most important section of the platform with 23 programs. Each program has a specific theme or purpose (Cardio, Christmas, Boxing) and lasts on average 4 to 6 weeks with 4 to 5 sessions per week. New programs are regularly added so that users never run out of new training.
- **Flow:** That is a smaller section dedicated to Yoga and meditation
- **Move**: That is a small section dedicated to stretching and mobility

Nutrition: This section is dedicated to nutrition, it gathers hundreds of recipes, for various kinds of food (French, Italian, Asian, snacks, breakfast). Almost every recipe has vegetarian options. On top of that, there are nutrition recommendations and educative content. 5 nutrition guides are available with meal plans for different objectives a user may have.
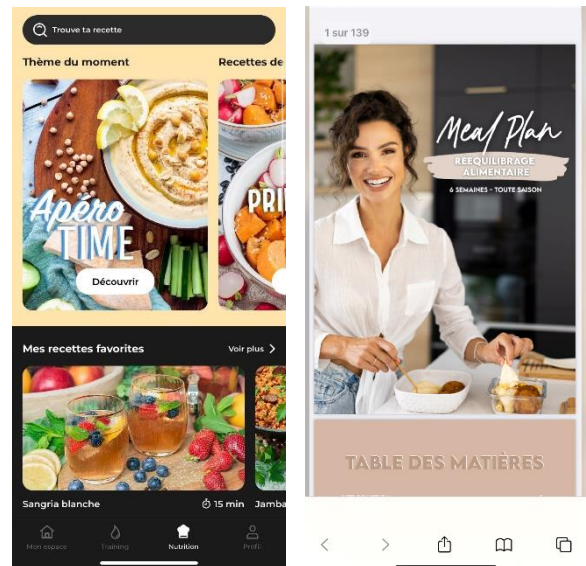
Figure 8: Screenshots taken from TSE app: Nutrition

My profile: In addition, each user has his own dashboard where he can follow his weekly and monthly training time, the number of sessions and programs finished and the evolution of his shape and plan his future trainings.

Figure 9: Screenshots taken from TSE app: Profile

A reason why the platform Train Sweat Eat is so popular is the quality of the content provided. The videos are of high and professional quality, they come out regularly, the aesthetic is consistent, the coaches are professionals and friendly.

Besides, the two co-founders have created a strongly engaged community through their social media. They operate on Instagram and Sissy Mua (co-founder) has 1.5 million followers

and the organization's account have 551K followers. They are also on Facebook, where they have support groups. They have a Youtube channel, with 1.89 million followers, where they offer 1 free 4-week program each year the "Bikini avec Sissy" but also more personal content, like "house tours", alimentation videos, sport and training advice, FAQ and talk videos...

One of the new features of the platform is the ability to work out in a video call with a friend, even though only one party is a user of TSE. This option is obviously limited in terms of number of sessions, but it allows one to test the platform for free and simulate the engagement as the referral friend acts like a sponsor for TSE.

Regarding the remuneration model of TSE, downloading the application and creating an account is free, however, to get access to the training programs, the user has to subscribe, the price is lowered as the engagement time increases:

	Monthly	**Trimonthly**	**Bi-yearly**	**Yearly**	**3 years**
Monthly price	14.9€	12.9€	9.9€	8€	5.5€
Subscription price	14.9€ automatic renewal	38.7€ automatic renewal	59.4€ automatic renewal	98€ automatic renewal	198€ in one time (no automatic renewal)

Table 4: TSE's pricing

Apart from the TSE platform, the founders have launched some nutritional products as well as clothing items.

b. Second-hand e-commerce: Vinted

With 45 million users, Vinted is a well-renowned second-hand platform. It operates in France, The Netherlands, Spain, Italy, Portugal, Belgium and Luxemburg (Vinted.fr, 2022). At first, Vinted was exclusively dedicated to fashion, now there are as many sellers as different products, including a large offer of horse-riding material.

Vinted is considered a convenient offer for the seller as the platform doesn't take any commission on their side and they can list as many articles as they want. The remuneration model only relies on buyers who pay a 3% to 8% "safety fee" of the item's price on top as well as a fixed fee of 70 cents per transaction (Bernetel, 2021). The added value of Vinted compared to traditional, and free second-hand e-commerce platforms is the safety guaranteed by Vinted.

Indeed, when receiving the article, the buyer has 48 hours to declare if the product is or isn't conforming to the description. In case the product isn't matching expectations, the buyer must send it back to the seller and can get the payment back as Vinted is keeping it. In addition, after they received their articles, the buyer can rate and give a review to the seller, which allows

to reward good advertisers, as the more positive reviews they get, the more trustworthy they look, which can stimulate sales (Vinted.fr, 2022).

The other revenue streams of Vinted rely on the seller's willingness to pay to enhance the visibility of their listings for a certain period (1€ to 10€); but also on advertising on the platform.

In order to make the shipment process as easy as possible, Vinted has developed four solutions (Vinted.fr, 2022):

Solution's name	Method used	Who pays the shipment?
Pre-paid label generated on Vinted	Vinted sends the seller a pre-paid shipping label, that they can just stick on the parcel and post from a drop-out point. Once sent, the parcel is trackable by the seller and buyer	Buyer
By shipping instructions from Vinted	For some mail services such as Colissimo International, the users can use this solution. The seller receives a step-to-step guide on how to send the parcel. The seller must pay the sending fees and will be refunded later.	Seller, when the parcel is sent, the buyer reimburses
Custom shipping	The seller can offer the buyer delivery via a carrier other than the ones available on Vinted. In this case, Vinted won't be able to support in case of a lost or damaged parcel. Pro sellers can't use this option.	Depending on seller buyer agreement
No shipping (pick-up in person)	This option can be chosen for heavy or bulky items from the Kids or Home categories if these items are difficult to ship. The seller can agree to meet the buyer in person to collect the items. Pro sellers can't use this option.	Free

Table 5: Vinted's shipment solutions

Vinted also has a solution allowing businesses (French only) to register, list and sell their products via Vinted for free. The most important condition is to sell second-hand products. This can be a convenient way for small brands to increase their online visibility.

c. Conclusion

The following tables provides an overview of the current state of direct and undirect competition of Equiworld, as well as a good source for benchmarking.

Competitor	Strengths	Weaknesses	Intended target
Direct competitors, horse riding segment			
Equisense	Large offer of exercises idea for free. Performance analysis that can be enhanced with Equisense's sensor. Celebrity endorsement.	Lack of improvement and new features Revenue mainly comes from the sales of sensors	Frequent riders or professionals, with high budget
Equilab	GPS tracker for safe outdoor rides. Premium option to let contacts follow a ride. Dashboard of trainings. Planning of future trainings.	Only a few features are available in the free version (GPS tracking and dashboard) No content proposition	Outdoor riders Low budget
FFE Reprise	All the official dressage programs are available, in one app. Ability to get the PDF version of the dressage program. Free.	Very basic display	Riders who do dressage, or hunter in competition
Reference online sports platform			
TrainSweatEat	High quality content (training program, nutrition eBooks…). New training programs are released frequently so that users always have something new to do. Continual improvement of the platform and the features	Some users get hurt by doing the programs alone: limit of eLearning	People who practice fitness regularly and prefer to train at home, with a low budget compared to a gym subscription. The target has a high interest in physical health and well being
Second-hand ecommerce platform			
Vinted	Leader platform for second-hand fashion in Europe. Safe process for the buyer and seller. Shipment is made easy and trackable. Large inventory of clothes, decoration items, books… in 15 countries.	Scammers Possibility to go around the platform	Millennials with ecological concerns, who wish to reduce their consumption and do savings.

Table 6: Competition benchmark overview

D. Consumer research

To enhance the quality and reliability of this business plan, it was chosen to collect primary data through a questionnaire. The studied universe was composed of French-speaking people who practice horse riding, independently of their gender, age, or other demographic factors. To collect the answers, the questionnaire was broadcasted on Facebook to five different groups dedicated to French equestrians. 340 participants responded. The first question of the questionnaire asked how long the respondent had been practising horse riding, if they answer "never", the questionnaire would stop immediately. The questionnaire is presented in Appendix E.

1. QUESTIONNAIRE RESULTS:

The quantitative data gathered through the questionnaire was analysed with SPSS, the detail of the data analysis can be found in Appendix A.

a. Sample characterisation

The first part of the analysis aimed to characterise the sample of 341 participants who answered the questionnaire.

It was found that the sample is composed of a large majority of women (92%), this result is judged representative of the usual gender repartition in horse riding schools.

The sample is composed of mainly experienced riders who have been practising horse riding for more than 15 years (48.1%).
Three-quarters of the respondents own a horse or share one with someone else.

Concerning the frequency of riding, nearly half of the respondents ride once to twice per week, and most of them have a mixed practice of horse riding, I.e., they ride in lessons and autonomy.

92 %

EXPERIENCED RIDER

48,1 %

OWN A HORSE

75 %

1 OR 2 RIDES PER WEEK

50 %
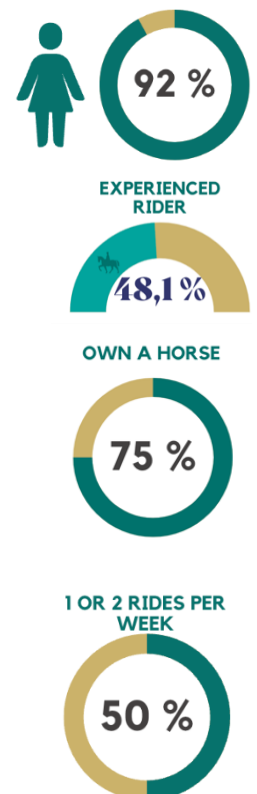
Finally, the respondents mainly work on the flat (67.2%), which means general training that can be done with or without floor poles. The second category is "outside work", with 181 respondents (53,1%), and the third one is jumping (51,3%). This is therefore important to offer exercises for these disciplines in priority.

67,2%   53,1%   51,3%

WORK ON THE   OUTSIDE WORK   SHOWJUMPING
FLAT

b. Parametric and non-parametric analysis

The second part of the analysis aims to identify the links between demographics and practice habits and the interest in the different features.

Two kinds of tests were conducted for the needs of this customer research:

- First, Parametric **T-Test** was used to determine whether there is a significant difference between the means of two groups. In this case, we wondered whether there was a significant difference between male's and female's interest for the four proposed features.

- Secondly, it was decided to run a one-way analysis of variance (**ANOVA test**) to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups. However, ANOVA analysis could not be conducted as the statistical criteria to get reliable results from this test were not met. Therefore, it was chosen to conduct a non-parametric analysis instead: **Kruskal-Wallis test.** Kruskal-Wallis test is used to establish the equality of the distribution of a variable in three or more independent groups. Here, we aimed to determine whether factors as Age group, length of horse-riding practice, number of rides per week, or type of ride, significantly affect one's interest in the platform's proposed features.

The following conclusions were drawn:

Feature of the platform	Demographic & riding habits
New exercises proposition	• **Women** seem to be more interested in new exercises proposition
Dashboard	• **People under 15 yo** are very interested in having a dashboard, on the contrary, people over 45 yo are not so interested in that feature
Dressage revision	• **People who don't own a horse** are more interested in revising dressage than horse owners • **People under 15 yo** are very interested in revising Dressage on the platform, on the contrary, people over 45 yo are not so interested in that feature • **Riders who have been practicing horse riding for a short period (1-5 years**) are the most interested in dressage revision, on the contrary, experienced riders (>15 years) are the les interested in that feature
Galops exam revision	• **People who don't own a horse** are more interested in revising Galops exams than horse owners • **People who are between 16 and 18 yo** are interested in revising Galops, on the contrary people over 45 yo are not. • **Riders who have been practicing horse riding for a short period (1-5 years**) are the most interested in Galops revision, on the contrary, experienced riders are the les interested in that feature • **People who ride 1 or 2 times** per week are the most interested in revising Galops, on the contrary, very frequent riders (6-7 rides per week) are less interested • **Riders who ride in lessons and in autonomy** are the most interested in Galops revision

Table 7: Consumer research: Link between demographic data and riding habits and features preferences

c. Cluster analysis

The aim of forming clusters is to create groups of potential users that are homogeneous concerning their interest in the 4 application's features.

The first analysis conducted was Complete Linkage/ Furthest Neighbour to have a first vision on the number of clusters to create.

In order to validate the solutions obtained previously, we conducted a non-hierarchical K-means analysis.

The analysis of the quantitative data allowed to identify 2 clusters of respondents and to characterise them as follow:
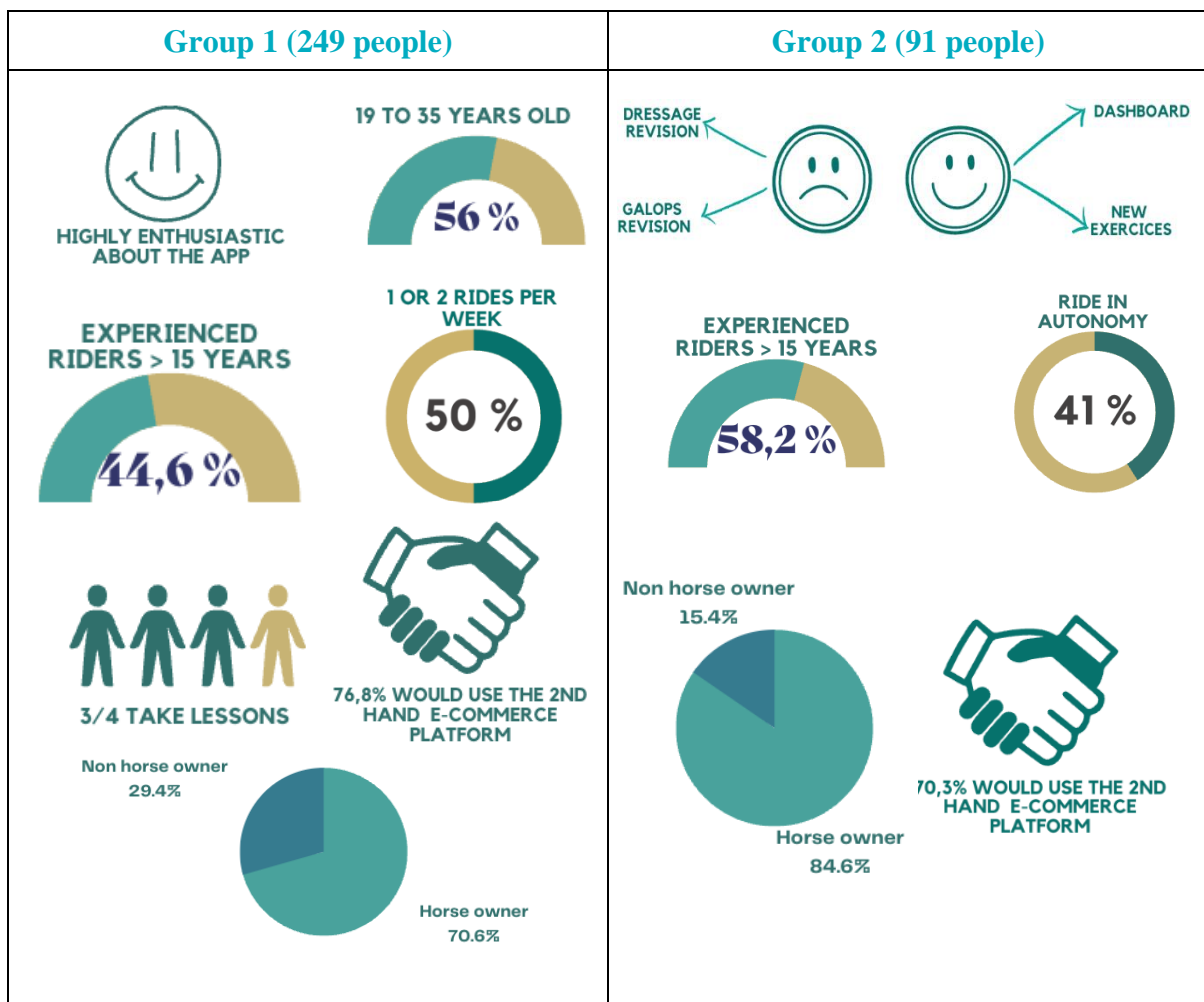
Table 8: Clusters characterisation

From the observations made, it is easy to conclude that group one is a more interesting target group.

2. CONSUMERS' INTEREST:

The last question of the questionnaire was an open question asking the respondent to talk about what they would expect from an application dedicated to equestrians. They were free to write what they wanted.

Out of 340 participants, 313 responses were exploitable, the researcher removed the blank answers.

All the responses were put in a spreadsheet, translated from French to English (Appendix A.1.6) Afterwards, a colour code (see below) was defined to highlight the recurring themes evoked by the respondents and be able to determine what is truly important for potential users.

Categories	Count	Percentage
Content, training ideas, professional advice	123	39,30%
Ease of use	45	14,38%
Performance tracking	38	12,14%
Social	29	9,27%
Price	25	7,99%
Second Hand platform	8	2,56%

Table 9: Consumers' interests based on their answer to the questionnaire's open question
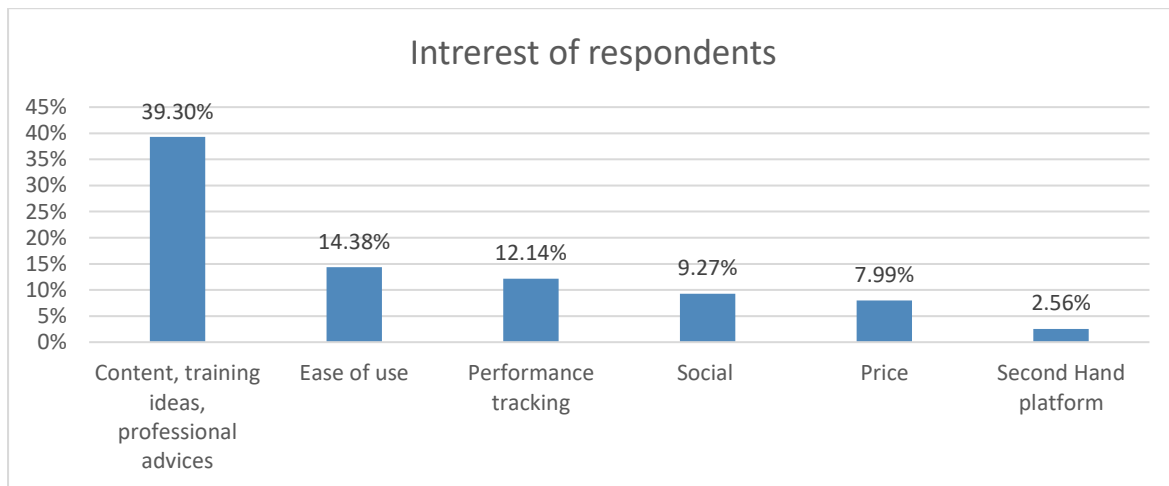
Figure 10: Frequency of consumer's interests quoted in the questionnaire's open question

The analysis of the responses showed that the quality of the content, the training ideas and advice were the most important characteristics for the potential users, 39,3% named it as something they expect from using an application dedicated to equestrians. The fact that potential users expect a "complete" platform, meaning a platform where they could find

exercises and training programs for all kinds of disciplines and adapted to the rider's level comes back often. For instance, participant n°111 stated, "Be able to have ideas for exercises with different levels of difficulty".

It is to be noted that solutions to specific problems are needed, participant n°30 said "I have a problem with my mare that lays a lot when galloping in circles. I would like the application to offer me solutions to this concern. Why not a ranking by concern type: balance, speed, flexibility, etc.". The respondents' answers also showed a strong interest in theoretical content: "Practical information on equestrian sports, innovations, news etc. ".

The second most important criteria for potential users seem to be the ease of use and the user-friendliness of the platform, 14,38% of the respondents mentioned it. Performance tracking seems to be almost equally important, for example, participant n°40 stated, "Easy follow up for my 2 daughters, they also go riding and a following-up of their developments on only one app would be great".

It is also important for horse owners to follow the daily care their horse needs: "I would be interested in an "owner" side that would allow me to follow my horse (dentist, osteo etc)" The interest in social media was only mentioned by 9,27% of the respondents, for most of them, it is important to be able to share advice and experiences with people that share their passion. For instance, participant n°288 said "which allows you to exchange constructively, have advice and be able to give it.".

An element that does not seem to be a big concern for the potential users is the price, only 7,99% of the respondents talked about it. Even though they come from a minority of respondents, these comments highlight the importance of offering an affordable product, some respondents require a free app or partially free.

The least important criteria seem to be the second-hand eCommerce platform, which was only mentioned in 2,56% of the responses, however, the comments about it were all optimistic. Participant n°180 said, "And if a second-hand space is set up would be a real plus.".
Among the responses, some participants made very insightful comments about the expected structure of the platform for instance.

It seems crucial that every part is separated from one another to enhance clarity. On the platform, as noted by participants n°74 "The most important thing is that the application is easy to use, readable tabs and easy to start" or by participant n°78 "A 3 -part application for example, the first to make a daily exercise program depending on the progress with our horses. We would record our progress and answer certain questions to know how to rework or how at the end of each session. Depending on what we say that we have successfully managed, the app would

adapt the exercises for the following courses. Also, a theory part to be able to train to revise alone. And a part to sell material because there is currently no application for that I believe.

V.   Internal Analysis

A. VRIN Analysis:

To establish the internal analysis of this business plan, it was chosen to conduct a VRIN analysis.

This framework relies on the idea that not all resources are equally valuable in a business and that some of them provide competitive advantages or even sustained competitive advantage.

A firm is said to have a competitive advantage when it is implementing a value-creating strategy that is not simultaneously implemented by any current or potential competitors.

Those resources include all assets, capabilities, organizational processes, and firm attributes controlled by a firm that can be used to conceive and implement strategies. These resources are believed to have the VRIN characteristics, that focus on 4 essential qualities (Barney, 1991) :

- **Value**: a resource is valuable when it enables a firm to increase its efficiency or effectiveness.

- **Rareness:** Resources that are available to all competitors rarely provide any significant competitive advantage. A firm enjoys a competitive advantage when it is implementing a value-creating strategy that is not implemented by many other firms.

- **Inimitability:** An ideal resource shall not be easily obtained by competing businesses, it should be hard to copy. Valuable and rare resources can only be sources of sustained competitive advantage if they are imperfectly imitable.

- **Non-substitutable**: An ideal resource cannot be substituted by any other resource that is not rare or imitable.

The VRIN analysis for Equiworld is as follows:

Resource	Valuable	Rareness	Inimitability	Non-Substitutable	Type of advantage
Innovative features, only platform incorporating features like Dressage session learning, "Galops" exams revisions	YES	YES	NO	YES	Competitive advantage
Quality substitute to several other platforms: - Social media - E-commerce - E-learning (equisense) - Dashboard (Equilab)	YES	YES	NO	YES	Competitive advantage
Price: Free trial with referral programs	YES	YES	NO	YES	Competitive advantage
Platform supported on several devices (Smartphones, computer, tablet)	YES	NO	NO	YES	Competitive parity
Gamified graphic charter and high user friendliness	YES	YES	YES	YES	**Sustained competitive advantage**
Diversified revenue sources (Subscription, advertising, commission)	YES	YES	YES	YES	**Sustained competitive advantage**
Offline access and downloading sessions	YES	YES	NO	YES	Competitive advantage
Shared content and dashboard between users	YES	YES	YES	YES	**Sustained competitive advantage**

Table 10: Equiworld's VRIN analysis

B. SWOT Analysis

	Advantages	Challenges
Internal	**Strengths** • Shared content and dashboards between groups or owners • Diversified, precise and clear content, exercise, and training proposition • Diversified revenue streams • User-friendliness and gamified charter • The platform is adapted to different levels and profiles of riders • Possibility to follow different riders from the same family in the same environment • Enthusiastic riders' community about the project, especially riders who are still learning with little experience • Free trial, referral program • Horse riding material brands potentially interested in sponsoring the platform • Researcher's network (horse-riding coaches, developers, accountants, lawyers) • Equiworld will be supported on several devices	**Weaknesses** • The platform utilization cannot be free • To stay engaging in the offered content, the platform cannot propose a large number of courses on every single discipline, which may discourage some potential users, there is room for improvement • Number of highly qualified associates needed to launch Equiworld (software developers, UX designers, professional horse-riding coaches) • High starting cost, the break-even point is hard to reach • In the beginning, Equiworld will have low brand equity
External	**Opportunities** • Direct competition is very limited and there is currently no platform integrating all the features • Horse Riding is the third biggest sports federation in France: large number of	**Threat** • Some competitors like Equisense rely on a different business model that allows them to offer a large inventory of exercises and training for free • Galops revision until Galop 4 is possible on the FFE's website for free

potential users, 600.000 licensed riders in 2020 • France today has the most accessible and most qualitative horse-riding teaching model in the world • Diverse possibilities offered by metaverse: shared online space that incorporates 3D graphics, either on a screen or in virtual reality. • French government "ACRE" (support for business creation) allows tax exoneration or limitation during the first year of activity • Due to the utilization of the French language, the platform can easily be made accessible for Belgium, Luxembourg, and Switzerland. • France provides a competitive environment for tech-oriented start-ups and scaleups • Learn from direct and indirect competitors' best practices (Equisense, Vinted, TrainSweatEat) • Increasing interest of younger generations in ecological concerns, waste reduction and money savings.	• Horse riding is a sport that requires real-life coaching, the platform is a complementary product • High rise in consumer price index in France (+4,5% in one year) is a threat for buying power • French children are at the bottom of the world rankings for sport practice • Strong regulation on GDPR and platform fiscality

Table 11: Equiworld's SWOT analysis

VI. Product presentation and goals

A. Mission, Vision, Value

1. MISSION

Equiworld is a platform-based company that provides horse-riding enthusiasts with all the important aspects of the stable' life in one app. It includes:

- Giving them access to a large range of specific and professional exercises, training programs, and theoretical content to help them to improve their riding skills and knowledge.

- Enabling them to monitor their training and their horse care, and to share this data with potential co-owners or family members

- Enjoy the equestrian social life through a dedicated social media area where they can exchange with other riders

- Buy and sell their horse-riding material through a secured second-hand platform.

It is crucial for Equiworld that the utilisation of the platform is highly enjoyable to the user, therefore, the graphic charter is gamified and intuitive, with the aim of recreating a horse riding stables with its different spaces:

- An arena to find the learning content

- The horses' boxes to monitor training and care history

- The clubhouse for the social interactions

- The locker room to buy and sell material

2. VISION

Equiworld intends to become the riders' favourite application, and the number one horse-riding platform.

3. VALUE

Corporate culture is defined as the group of beliefs and ideas that a company has and the way in which they affect how its way of doing business and its employees behave (Cambridge Dictionary, 2022). Corporate culture can influence the workplace environment, communication, and management practices.

<u>Corporate values of Equiworld</u>

- Entrepreneurship and proactiveness
- Creativity

- Integrity
- Kind and positive attitude

- Growth mindset
- Continuous improvement
- Animal respect
- Customer orientation

Code of ethics of Equiworld
- Transparency on salaries
- Non-discriminatory employment and management practices
- Healthy and optimized work environment
- Budget for learning and development
- Management practices that enhance career development

B. Strategic goals setting

1. OBJECTIVES

a. Customer objectives

Private users:

The development of the platform is expected to take 6 months, in the meantime, no employees will work for the company except for the founder who will not be paid.

- Equiworld expects to have 1,33% of French riders on the App (free model) after **one year (between June and December)** = 1.500.000 x 0,0133 = **20.000**
- After **2 years**, we expect around 3,33% of French riders to have at least the free version of the app = 1.500.000 x 0.035 = **50.000**
- After **3 years** we expect around **80.000** free users of the app in France, I.e., 5,3% of the French riders.
- Among all the users of the platform, we expect only **10% of them to pay a subscription**.
  - As described in the price part, the subscription models can be monthly, bi-yearly, yearly or 2 years. The following repartition of the premium customers is expected:
    - Monthly: 33%
    - Bi-yearly: 33%
    - Yearly: 23%
    - 2 years: 11%
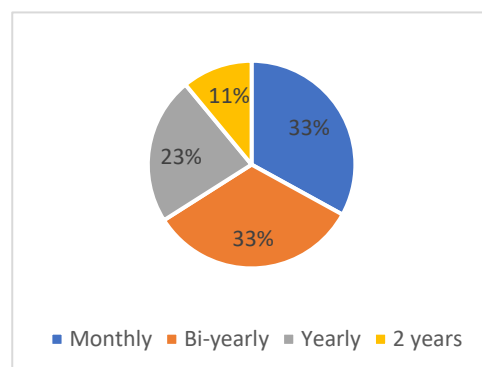
- Brand recognition needs to be a central topic, the aim is to make 80% of the potential users aware of the platform's existence 3 years from its creation (in 2026)
- Become the most recognized application to prepare for Galops exams as well as dressage competitions.

Ecommerce platform:

- Match Vinted's inventory in 2 years for horse riding material (+/- 25.000 listings)
- Generate in average 60 transactions (Completed purchase act) per day the first year, 100 the second year and 150 the third year, with an average 25€ basket.
- We expect the following sales repartition between private advertisers and professionals:

Year 1 (2023) = 60 transactions per day
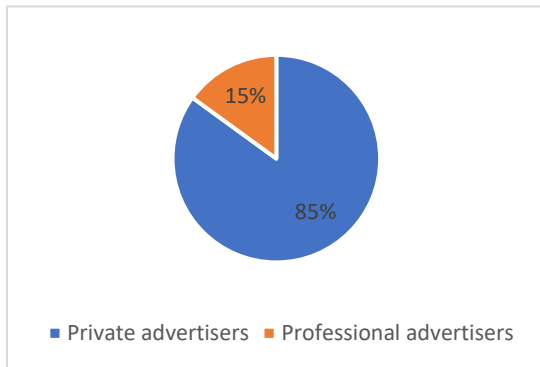
Year 2 (2024) = 100 transactions / day
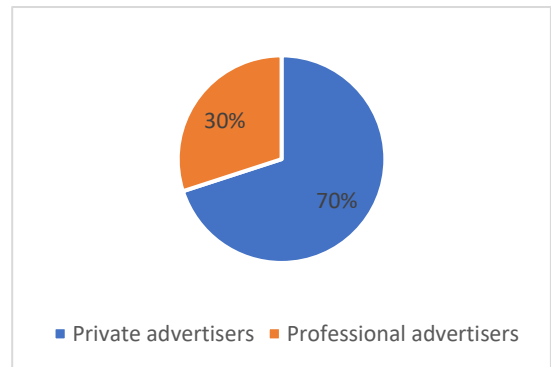
Year 3 (2025) = 150 transactions per day
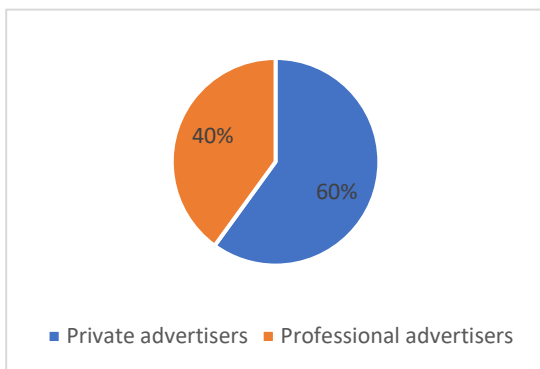
- Become the most used second-hand e-commerce platform in France for horse riding material

Horse riding stables

For Equiworld, there is a high interest to make professional advertisers use the platform as they also pay a commission for each sale, contrary to the private advertisers, that is why one of the objectives is:

- Convince at least 3 major brands to become sellers on Equiworld and to offer old collections or returned / slightly damaged items at discounted prices, after 1 year.

Advertising
- Get 10 brands to invest in advertisement on Equiworld after 1 year.
- Get 20 brands to invest in advertisement on Equiworld after 2 years.
- Get 30 brands to invest in advertisement on Equiworld after 3 years.

b. Financial objectives

- +140% monthly sales growth between years 1 and 2. This is optimistic though realistic prevision as Equiworld will only operate for six months during year 1 and will start will a low brand recognition. From year 2, Equiworld will have one more employee and a higher recognition, allowing the platform to develop quickly.
- +76% yearly sales growth between yeasr 2 and 3. All the tables allowing to make these forecasts can be found in Appendices 2 and 3.

c. Operational objectives

- Limit employee turnover, and enhance long-term collaboration
- Offer 2 six-month internships by semester
- Reach a grade of at least 4/5 on Glassdoor

d. Growth perspective

- Creation of content is niche horse-riding disciplines (treck, western…)
- Being in the top-ranked app on AppStore and Google Play in sports category after 1 year
- Reach an average of 60 transactions per day the 1st year on the second-hand platform, 100 in the second year and 150 in the third year.

2. CRITICAL SUCCESS FACTORS

- Marketing and communication strategy
- Build a strong customer relationship
- Production of innovation and interesting content
- Qualified business partners
- Partnerships with brands and advertisers
- Partnerships with horse riding stables
- Continual improvement
- Cost optimization

VII. Implementation Plan

A. Canvas Model

Figure 11 : Canvas Model

Key Partners

- Employees and interns
- Software and application **developpers**
- **Horse-riding professional**: precise and reliable content creation
- **Supply**: Customers who use the platform to sell their second-hand material
- **Customers:** People who are willing to pay to use the platform and/or buy their material on it
- **Brands** that are willing to advertise and provide supply to the platform

Key Activities

- Maintenance of the platform, optimization, bug resolution
- Content creation
- Management of the library
- Supply acquisition
- Community / social media management
- Communication
- Sales / partnership with brands and stables

Key Resources

- Personal professional network
- Content and continual improvement to keep high engagement
- User friendly platform / app

Value Propositions

USERS:
- Complete and precise training programs and exercises, adapted to level
- Social community of horse riding practitioners
- 2nd hand platform to sell and buy horse riding material
- Horse care management
- Theory learning, galops and dressage revision

HORSE RIDING STABLES:
- Training tool to improve riders level and allow to rework and the session
- Collaborative organization tool for horse sharing

ADVERTISERS:
- Specific user base
- Targeted advertising

Customer relationships

- Personalized experience
- Peer-to-peer community
- Support and advice
- Ecommerce

Channels

PRIMARY
- Mobile application
- Browser platform

SECONDARY
- Social Media
- World of Mouth / Referral programs
- Youtube channel

Customer segments

- **Free users**
- **Subscription users**

Both are rather inexperienced riders, between 16 an 35 yo, mainly women. They are looking for new exercises, training programs, monitoring their work with their horse, learn theory (for dressage and Galops) and sell or buy horse riding material. They enjoy social interaction with other riders.

- **Private advertisers**

Users that are not part of a business and use the platform to sell or buy material

- **Horse riding material brands (business advertisers)**

Brands that use the platform as a distribution channel

- **Horse riding stables**

Horse riding stables that want to use the platform to share content, information, sessions with their clients

Cost Structure

- Development
- Platform creation
- Employees / Salaries
- Sales and marketing cost

Revenue Streams

- Premium membership
- Commission on ecommerce
- Advertising

B. Marketing and communication

1. SEGMENTATION, TARGETING AND POSITIONING
a. STP Model

Segmentation is a crucial step in the marketing strategy of a company, it allows to tailor and target its products or service to fit perfectly the selected customer segment and their needs. However, as discussed in the literature part, the practice of horse-riding usually involves a large part of passion from the equestrian community, which can be called a consumer tribe.

Segmentation		Target	
Type of potential segments		**Who to target in the segment ?**	
Demographics		**Demographics**	
Gender		**Gender**	Women, as they represent 80% of French riders
Age		**Age**	Over 14 yo and under 45 yo
Occupation		**Occupation**	Students or working professionals
Family situation		**Family situation**	Single; married without children;or married with children under 14 yo
Geographical scope / language		**Geographical scope**	**French speaking countries in Europe:** France, Belgium, Luxembourg, Swizerland
Horse riding practice		**Horse riding practice**	
Experienced or unexperienced riders		**Experience**	Experience < 15 years ; or very experienced with management issues
Horse ownership		**Horse ownership**	Yes, or co-ownership
Frequency of horseriding practice		Frequency of riding	Any
Competitor or leisure rider		Competition/leisure	Both
Disciplines practiced		**Disciplines practiced**	Work on the flat, show jumping, Dressage, outdoor, foot work
Independent or lesson rider		**Disciplines practices**	Both lesson and autonomy rides

Table 12: Segmentation and targeting
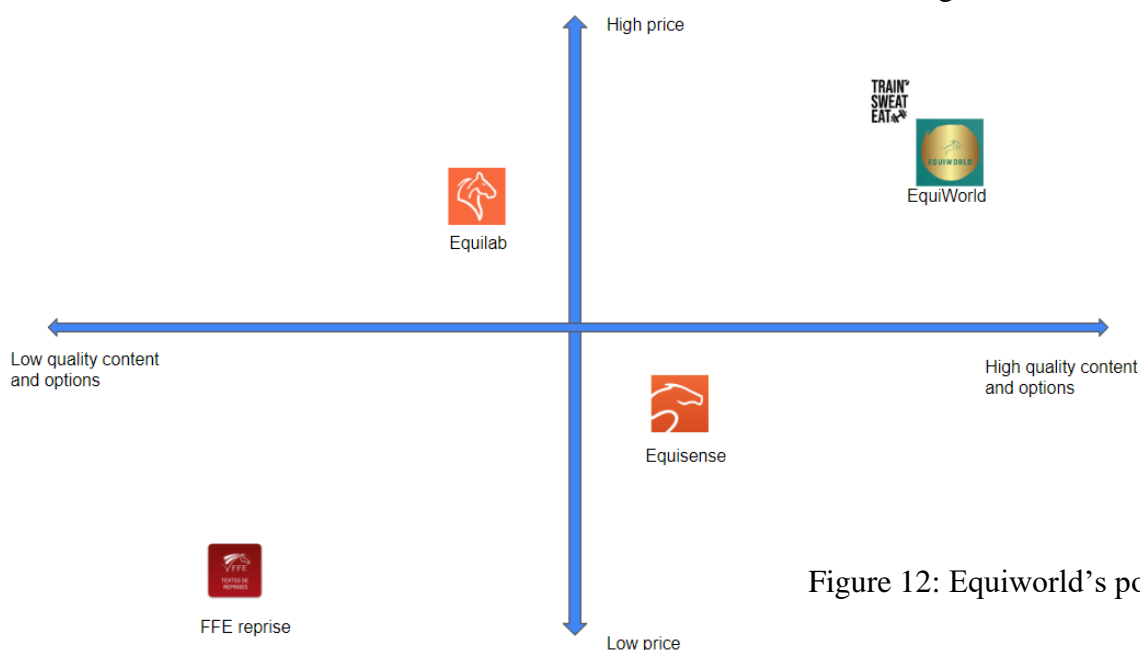
Figure 12: Equiworld's positioning

The targeting process has led to the elaboration of 3 different personas representing the 3 main kinds of users that Equiworld expects to have on its platform:

Persona 1: Marine, 16 years old

Marine is a high school student. She started horse riding at 11 years old and is passionate about it, she rides every Saturday in lessons and currently has her Galops 3, she is willing to sit for Galops 4 as soon as possible.

Marine is a perfectionist rider; she gets frustrated when she doesn't manage to do an exercise correctly and she likes to understand what she worked on during her lessons.

She has been doing show jumping and dressage competitions for 1 year.

She doesn't have her own horse but is often coming to the stable during her free time and takes care of her friend's horses. She also does photography and uses her Instagram account to post all the photos she takes at the stable

She has a limited amount of riding material but would like to get more, but her parents think riding material is overpriced and useless as she can easily use the one from the riding school. She has a lot of old riding clothes that are now too small for her, and she doesn't know what to do with them.

Persona 2: Louise, 27 years old

Louise is a young digital marketing manager in a Parisian Start-up, she has been riding for 18 years and bought her first horse 2 years ago, she's sharing it with another rider from her riding school as she can't come to ride more than 3 times per week. Her horse is young, and Louise is struggling with problems it has with its balance. She's very social and likes the stable's life.

She takes a lesson once per week but usually rides by herself, she often does the same exercises because she doesn't have new ideas. She's passionate about dressage and often does competitions. She also enjoys riding outside when the weather is nice.

She already has lots of materials for her horse and always likes to buy the last fashionable items, which can be costly and not very environmentally friendly behaviour.

Persona 3: Sandrine, 42 years old

Sandrine is the mom of Baptiste (13 years old) and Léa (8 years old) who both do horse-riding since they are 5 years old. Sandrine is also an experienced rider with her Galop 7.

Her and her 2 children share this passion and engage frequently in show jumping competitions. Sandrine is keen on looking at her children's progress, and she encourages them to pass their galops. Baptiste has his Galop 4 and Léa has just passed her Galop 2.

Sandrine has her own horse, she only rides in autonomy and tries to go to the stable 4 times per week. She usually goes after work, and she spends a long time there every Wednesday evening and Saturday during her children's lessons. She has a lot of material; she'd like to get rid of some items that are too small for the children or that she doesn't use anymore because her locker is full.

2. MARKETING MIX – 4PS
a. Product

Name: EquiWorld

The name EquiWorld is composed of two parts

<u>EQUI</u>: coming from the Latin root "Equus" which means horse, "Equi" or "equ" is the beginning of several words related to the practice of horse riding in France: "*Equitation*", "*Equestre*", "*Équidé*", "*Equin*" ... Therefore, by choosing a name starting with Equi, users are supposed to understand immediately the purpose.

<u>WORLD</u>: The platform aims to recreate all the elements of the rider's world, in a gamified manner, that is why it is important that this word appears in the platform's name.

Logo: Several elements were important for the creation of the logo:

Figure 13: Equiworld's Logo

- A horse and a rider are in the middle of the logo, in the middle of the circle. This central position aims to show that they are the main focus of the platform.
- The choice of representing a jumping horse is deliberate, it shows dynamism and the willingness to overcome challenges.
- The platform's name is also taking an important part of the logo, this is to increase brand recognition and create awareness to the users. As the brand becomes more known; the brand's name can occupy a smaller part.
- The circle represents the "World"
- Colours choice: Green/Blue tones were chosen for the background, to remember nature. Golden was selected for the circle to create a Premium feel.

The platform:

Equiworld, aims to recreate a riding school's life on a platform, in a gamified manner. To do so the first screen displays the map with the places where the user can go:
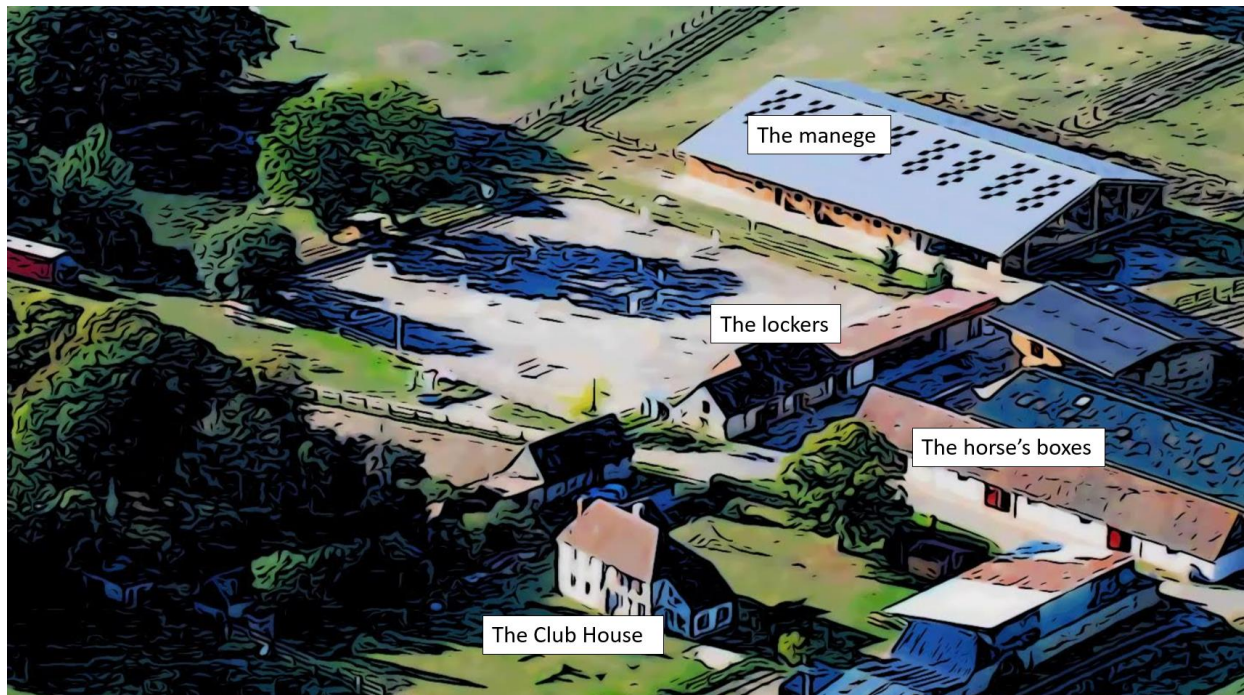
Figure 14: Riding school map

The four different spaces:

1: The Manege:

By clicking on the Manège, the user is led to the training part of the platform. There, they will have:

- Videos of exercises

- Training programs

- Galops learning contents

- Dressage competition learning

- Quiz

- Filers and categories

- Search bar

- Favourites

- Session creation and sharing

Figure 15: The manege

The free version only allows access to a restricted number of exercises, Galop 1,2 and 3 learning content, and 1 dressage script.

2: The lockers:
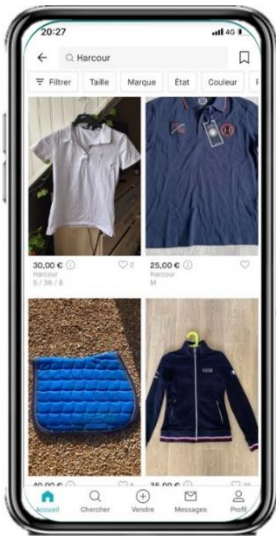
By clicking on the lockers, the user is led to the second-hand eCommerce platform of Equiworld. It contains:

- Search bar

- Categories

- Shopping basket

- Chat

- Closet, where the user can list its items

- Orders and history

Figure 16 : The lockers

3: The horses' boxes

By clicking on the boxes, the user is led to his personal dashboard. It contains:

- Monitoring of activities

- Training planning

- Observations

- Agenda for cares

- Notes

In the premium version the user can create as many horse profiles as needed, and all the information can be shared with another user, which facilitates horse sharing for instance.

4: The clubhouse:

The clubhouse is the social part of Equiworld, it includes a photo sharing platform, Q&As, group creation and chat.

b. Price

The pricing strategy of Equiworld is based on 3 main revenue streams.

The Freemium platform:
Downloading and creating an account on Equiworld is completely free, the free version also allows the user to use the basic functionalities of the platform and access a limited amount of content (cf. Product).

74

To access all the content available on the platform, and unblock every functionality, the user needs to subscribe to the Premium account. The price of the subscriptions goes as follows:

Price / Length	Monthly	Bi-yearly	Yearly	2 years
Month	14.99€	12.99€	10.99€	8.29€
Year	179.88€	155.88€	131.88€	99.88€

Table 13: Equiworld's pricing

To enhance long-term engagement, the pricing strategy is degressive, the longer the user is engaged with Equiworld, the cheaper the monthly subscription is.

Twice a year, there is going to be a special offer with a 30% discounted rate on long time subscriptions, in order to create "fear of missing out" for the users. The applied prices during the offer are:

Price / Length	Bi-yearly	Yearly	2 years
Month	9.50€	7.70€	5.80€
Year	114€	92.4€	69.6€
Yearly savings	*41.88€*	*39.48€*	*30.28€ pay*

Table 14: Equiworld's sales

Commission on the e-commerce platform:
The second source of revenue for Equiworld is the second-hand eCommerce platform. Here, the revenue will be obtained thanks to a commission taken on every transaction and only on the buyer's side.

The commission will **be 5% on the total amount of purchase**. This commission will be justified as it allows the buyer to be refunded and protected if they are faced with a scammer. The advertiser will be able to **pay 1€ to promote 1 item** for a length of 48h, they can also **pay 10€ to promote their whole locker for 1 week**. The promoted articles will be shown in every search.

The professional advertisers will be able to list all of their products for free as well, but they will also pay **a 2% commission on each sale.**

Advertising on the platform:
The third revenue stream of Equiworld will be advertising revenue. The platform will show advertising to the free users, they will also consent to watch video advertising in exchange for

more training credits. Depending on the kind of advertising; the advertisers will be charged 10€ to 16€ for 1000 impressions (cost per mile). The price is quite high but is justified by the highly targeted audience and the potential return on investment for the advertisers.

c. Place

Equiworld will be available on Internet browsers, and as an application supported by IOS and Android, on smartphones and tablets.

The platform will also have its own social media (Instagram, Facebook, Tiktok, LinkedIn) where it will be active to attract new users, advertisers, and employees. Equiworld will also have a YouTube channel.

d. Promotion

The promotion of Equiworld will take place on three distinct areas:

In-App promotion:

The platform itself will be used as a promotion tool for free users, a tool to enhance onboarding and adoption of the platform. The aim is to convince them to subscribe to the premium platform.

Sales:

For example, twice a year, for Black Friday and the "platform's birthday" the price special offer will be applied for 1 week and the users will be able to subscribe for long-term for a beneficial price.

Gift cards:

Equiworld also has a "gift card" promotion tool, allowing someone to buy a 6-month, 12-months or 24-months subscription to someone else. This is important especially around Christmas period or for a birthday.

Figure 17: Equiworlds gift cards

Referral program:

Lastly, users will be able to share a trial session with a friend who is not a premium user. A referral program will allow users to refer friends, through a promo code, and if the friend subscribes to a premium account for at least 6 months, the person who referred will get a free month.

Online promotion:

Email marketing:

The online promotion of Equiworld will partly rely on email marketing, especially to increase customers' engagement and keep them informed about the app's evolutions, new features, new programs and promotions. The objective is that even if a user starts leaving the app aside or doesn't use it frequently, showing the last news can keep his interest up.

Social media:

A large part of the online promotion of Equiworld will take place on social media, thanks to targeted marketing.

One part of the online promotion of Equiworld will be through **paid advertising** on social media (paid media).

This is made possible by "Meta Business", which enables businesses to plan and invest in their social media advertisement campaigns, one can define the maximum budget to spend per day or per month or per day (Meta, n.d.). The main advantage of this kind of paid advertising is the ability to choose your audience. According to Meta (n.d.-a), a business can define the audience it would like to reach in three ways:

- Core audience: Demographic criteria are considered (gender, age, geography…).
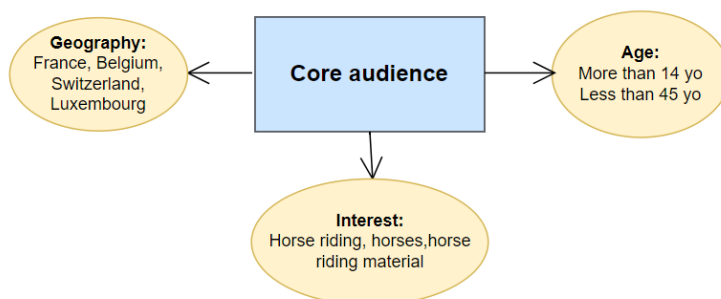
Figure 18: Equiworld's core audience

- Custom audience: Reach people who have been somehow engaged with your business
- Lookalike audience: reach people whose interest are similar to those of your current customers.

The advertised content published on Instagram will take the form of sponsored posts, stories, and reels. The point is to reach as impact as many potential users as possible, with posts and stories advertising presenting the features of the app and how it could help riders to improve their practice thanks to it. The point is to create customer awareness.
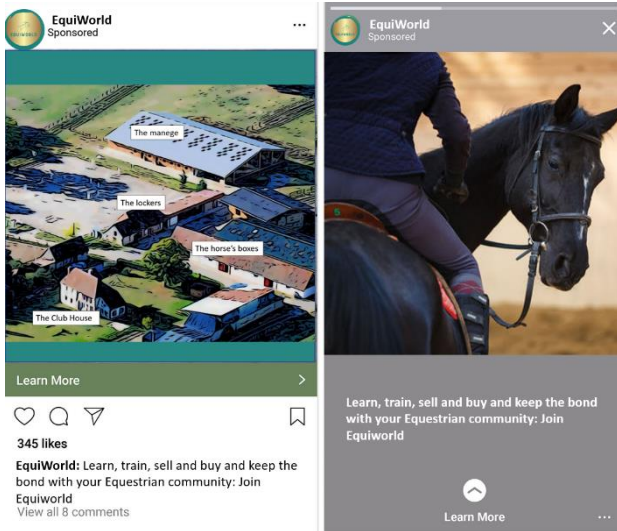
Figure 19: Equiworld's social media advertising

The most important part of Equiworld's online promotion will be made through **owned media,** with Instagram, the first interest for Equiworld will be to increase brand recognition.

The literature review highlighted that providing users with frequent, interesting, and diversified content was increasing consumer engagement. Moreover, Equiworld's social media will target a "tribe" of horse-riding enthusiastic followers. It is crucial that there is one post per day and stories every day.

Therefore, Equiworld's Instagram feed will showcase extracts of the platform's content, trailers of the upcoming programs with Instagram Reels (15-second videos), as well as equestrian actualities, fun facts, rider's tips, recipes, FAQ... The idea is to keep the followers engaged and make them willing to get on the platform or a subscription. The tone used to speak to Equiworld's followers on social media is friendly and humorous.

Here is an example of what would be Equiworld's Instagram feed:

Figure 20: Equiworld's Instagram feed

To increase brand recognition, some giveaways will also be organised with key partners. The followers will be encouraged to repost a post in their story, or tag friends in the post comments to participate. Besides, to encourage tribal marketing and a community to build around Equiworld, several filters will be developed so that Equiworld's fans can use them in their own stories and promote the platform to their friends.

The contact between Equiworld and its followers will be maintained by direct messages, as well as surveys and quizzes in story.

Another important part of Equiworld's online promotion strategy is the company's YouTube channel. It will contain interviews of horse-riding professionals, famous riders, some tips videos about how to prepare a horse's mane for a competition, or how to cut the mane...

On top of that, once a year, a 3-week training program with 3 videos per week will be posted on YouTube and accessible to anyone for free. To follow the YouTube program, users will be recommended to download the free eBook on Equiworld. The goal is to get riders involved with Equiworld with a free trial. If they want the eBook, they need to get on the platform, at least as free users, the end objective is to convince them to get the Premium version of the app to keep training with Equiworld.

Figure 21: Free yearly e-book, Equiworld

Offline promotion:

Participation in events:

The promotion of Equiworld will also be offline and will take place through participation in fairs, and horse-riding competitions.

Once a year, Equiworld will be present to:

- "Le Salon du Cheval de Paris" (Paris Horse Show), which is one of the most important events in the horse-riding industry. It occurs each year and gathers more than 100.000 visitors (JDS, 2022).
- "Longines Equita Lyon" is a major event and an international reference in the European equestrian calendar. It is an event dedicated to horses, an International Horse Show and a trade fair (Eurexpo, 2022).

Sales representatives:

Besides, sales representatives will regularly go and meet horse riding instructors to advertise Equiworld to them and show the benefit they could get from it if they were using it with their student riders:

- Creating sessions recaps with the exercises they worked on
- Planning and organizing Galops exams revisions
- Get better performances at Dressage competition
- Enhance good communication between horse's co-owners or teams for competition.

Sessions of cold calling will also be organized daily to call the people that are selling horse riding material online and convince them to list their articles on Equiworld.

To recapitulate the promotion and communication strategies of Equiworld, an experience map was created to emphasize the relevance of each solution in the customer journey:

Customer journey	Media	Solution	Objective
Customer awareness "*I know there is a platform that does all of that*"	Social media: Instagram	Social media paid advertising: stories and sponsored posts	Increase customer awareness for core audiene, custom audience, lookalike audience
	Offline promotion	Participation to specialised events like Salon du Cheval	
Brand recognition "*On EquiWorld I can do...*"	Social media: Instagram	Quality content on owned social media: present app's feature, give expert advice, share fun content	Let potential users know about Equiworld's value proposition
	Offline promotion	Participation to specialised events	
		Call and visit horseriding professionals and private sellers to tell them about Equiworld	
Onboarding and adoption "*I'm getting the app and I'm thinking about the premium version*"	In-App promotion	• Free version • Discounted subscription • Gift card	Convince free users of the value of Equiworld and convince them to try the premium version - Convince private and profesionnal sellers to use Equiworld as their main distribuion channel
	Social media: Youtube	Free 3 weeks program, and e-book downloadable on Equiworld only	
	Offline promotion	Follow-up and onboarding meetings with private and pro seller to educate them on the platform best use	
Engagement "*I really like this app and I'm following their development*"	Social media: Instagram	Create some give-aways, stories to be reposted, or friends to tag under a post by Equiworld's followers	Create a relationship between users and Equiworld, to keep a high interest in the App and it's developments
	Online promotion	emailing campaigns to announce new features, programs, promotions...	
Loyalty and referral "*Equiworld is the only app I'm using for my practice of horse riding, and I actively recommend it to my friends*"	In-App promotion	• Share a training with a friend • Referral program	Make users become brand ambassadors and let them advertise Equiworld to their friends
	Offline promotion	Account management and expertise, responsive customer service available on different channels (Phone, emails, social media)	

Figure 22: Communication and promotion experience map

C. Operations

In this section, the goal is to identify the procedures, the structures and goals of Equiworld's teams as well as the timelines. In brief, the objective of this section is to uncover the Who? What? Where? When? How?

1. WHO?

To understand who are going to be Equiworld's collaborators, the following organigram was created:
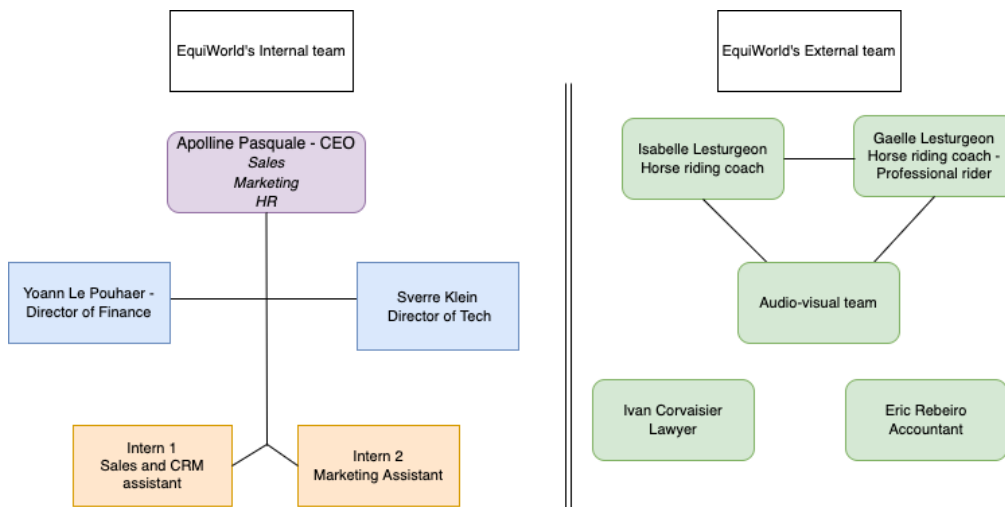
Figure 23: Equiworld's organigram Year 1

a. Full timers

For the conception and creation of the platform, an external company will be contracted. This is the most relevant solution as developing a platform from scratch requires the work of a full team for several weeks and it would not be cost-efficient to hire a full team, and not time-efficient to hire only one person.

In the first years, the full-time team of Equiworld will be composed of 3 people.

I (Apolline Pasquale) will oversee sales and after-sales, marketing operations and promotion.

One person, Yoan Le Pouhaer, will be in charge of finance and accounting.

Sverre Klein will oversee the maintenance, enhancement and bug fixing on the platform.

During year 2, a fourth full timer will be hired to work on the tech department, and during year 3, a fifth full-timer will be hired to oversee the Sales and CRM.

b. Interns

Equiworld will also contract 2 interns twice a year for 6 months, they will be assistants in digital marketing, and customer service.

The digital marketing intern will be responsible for the content creation and the management of social media of Equiworld, he will also work on the edition of the videos and training sessions and quiz.

The sales intern will oversee managing the questions of users, as well as identifying new potential partners and managing existing relationships with some riding schools.

c. Freelancers and independents

The lawyer of the company is independent and is not an employee of Equiworld, he will be invoiced monthly.

Regarding content creation, the professional riders and official horse-riding coaches from the "centre equestre de Verneuil sur Avre" will be external partners with whom the training programs will be elaborated.

To shoot the videos, an audio-visual freelance team will be contracted when needed.

2. WHAT?

The employees of Equiworld have different kinds of missions and tasks that are reparteed between departments as follows:

a. Sales and CRM

Sales:

- Identify and convince brands to advertise on Equiworld: Among them, horse riding material brands such as Harcour, Flex-on, Pomme, Kentucky… will be targeted. The only limit is that the brand doesn't belong to Voltaire Group which owns Equisense and is therefore a competitor.

- Get supply from privates and professional sellers on Equiworld: By doing competitive intelligence and finding new leads every day on free second-hand platforms such as Le Bon Coin.

- Manage the biggest accounts and upsell (integration of new adds)

- Advertise and sell Equiworld to horse riding-schools: this must be a big part of the sale's job as by onboarding riding schools, Equiworld can reach quickly and efficiently a large part of the riders. To do so, in-person visits to riding school will be planned as well as demo versions of the app to show Equestrian instructors how their riders could benefit from the app.

CRM

- Ensure the best possible user experience by providing fast and efficient answers

- Sell the premium version of Equiworld to users, by communicating with them on the phone, via email or social media. Free trials are possible

b. Marketing
- Social media management

- Content creation

- Elaboration of trainings in collaboration with horse riding professionals

- Data and trends analysis

- Identify and organise the participation of Equiworld in the most relevant events

c. Engineering
- Platform enhancement

- Bug fixing

- Integration

d. Finance
- Invoice generation

- Payroll

- Company accounting

- Refunds management

3. WHERE?

The offices of Equiworld will be located in Issy-les-Moulineaux, near Paris in France. The reason is that the rents of offices there are more affordable than in Paris, and the city is well connected to Paris and the suburb by public transportation, it is also easy to reach this city by car. The horse-riding school where most videos will be shot is located in Verneuil sur Avre. This place is easily reachable by taking the train from Paris for one hour, or by driving 1h30. The employees of Equiworld will be required to work from the office, with a flexibility of 5 days of home office per month. The working hours are 9 am to 6pm from Monday to Friday.

4. HOW?

To work efficiently, all the employees will be provided with a working laptop (A Mac book pro) as well as a mouse and a Jabra Headset.

Every employee has access to Microsoft office suite, and the marketing employees will have access to the Adobe suite.

VIII. Financial analysis

The following financial analysis is meant to be as accurate as possible to evaluate the potential of Equiworld project, however, it is crucial to bear in mind that this is built on estimations that can be inaccurate. Indeed, the expenses and the incomes can be underestimated or overestimated. For this business plan, the first year of activity considered is 2023.

A. CAPEX expenses:

The CAPEX investment in tangible fixed assets is presented in the table below:

CAPEX investment	Value (€)
Platform and Application development	75.000€
MacBook pro x 6	7.200€
Photoshop yearly license x 2	720€
Microsoft 365 yearly x6	367€
Desks, chairs, furniture	2.000€
Total	**85.287€**

Table 15: CAPEX Investment

The quotations used to make the CAPEX estimation can be found in Appendix D. A large range of prices were found for the creation and development of the App. The prices varied between 39.000€ and 200.000€. It was chosen to first invest 75.000€ in the app creation, and to reinvest at least 15.000€ each year to work on improvements.

The initial investment will be financed partly by the author herself (46.000€) and by family investment (44.000€) in exchange for 49% of the company shares. A bank loan of 100.000€, with an interest rate of 1,75% will be made and reimbursed fully in year 2.

B. Sales estimates:

According to the estimations made in the customer objective part, Equiworld should have 20.000 users after one year. The following sales estimates were made for the first year (2023), with in mind that the platform will only operate for 6 months in the year.

Description	Assumption	Total year 1 (6 months operating)	Notes
Subscription model			
Market estimate	20000	20000	Target of users for year 1
Premium Users	10%	2000	We expect 10% of the users to have premium subscription during the 1st year
Average subscription price	155,32€ / year	155,32 €	33% Monthly (179,88€ / year) 33% Bi-yearly (155,88€/year) 22% yearly (131,88€/year) 11% 2 years (99,88€ / year)
Total sales estimate from subscription model	**(1000 x 155,32)/2**	**155.320 €**	
Commission model			
Market estimate	20000	20000	Target of users for year 1
Users using the ecommerce platform	68%	13600	Questionnaire
Number of transactions per day	60	10920	60 x 182 days
Average basket	25 €	273.000 €	25€ x60 x 182
Revenue per transaction for private seller	5% x 25 1,25 €		
Daily revenue generated by private sellers (85% of transactions)	63,75 €	€ 11.602,50	63,75 x 182
Revenue per transaction for professional seller	5% x 25 + 2% x 25 = 1,75€		
Daily revenue generated by professional sellers (15% of transactions)	1,75 x 9 = 15,75€	€ 2.866,50	15,75 x 182
Seller customers using the locker boost	5%	680	5%x13600
Average yearly spending in locker boost	10 €	**6.800,00 €**	680 x 10
Total sales estimate from e-commerce model	186,95€ / day	**21.269 €**	
Advertising on the platform			
Market estimate	20000	20000	Target of users for year 1
Optimal number of exposures per user	7	7 x 20.000 = 140000	
Average cost per mile	13 €	13 x 140= **1820€**	Price varies between 10€ and 16€
Number of advertisers	10	**10**	Customer objectives
Total sales estimate from advertising		**18.200 €**	2.730 x 10
Total year 1			**194.789,00 €**

Table 16: Sales estimates computation Year 1

According to the objectives settled earlier, Equiworld expects an average 252% sales growths each year until year 3, the estimated sales would be as follow:

Year 2: 935.700 €

Year 3: 1.649.447 €

The sales estimate computation for years 2 and 3 can be found in Appendix B and C.

C. Costs estimates:

In order to conduct a financial analysis of Equiworld, it is necessary to prepare an accurate estimation of the types of costs:

1. HUMAN RESOURCES:

One of the most important expenses for Equiworld will be the Human resource costs.

The full-time employees at Equiworld are people with Master level of studies and at least 2 years of work experience, their work in the company will be a key to success, as a matter of fact, their gross yearly salary must be at least 35.000€ per year. Regarding the interns, the minimum wage in France for their contract type is 3,90€ per hour, with a normal week of 35 hours, therefore the minimum monthly wage is 546€. The advantage is that companies doesn't pay social contribution at this wage. During the first year, employees will be hired only for 6 months.

Payroll cost map	2023 (6 month)	2024	2025
Per full timer			
Yearly Wage	16 153,85	35,538.46 €	39,076.92 €
Organisational social contributions	45%	45%	45%
Yearly organisational social contributions	7 268,85 €	15,992.31 €	17,584.62 €
Yearly cost of one full timer	**23 423,08 €**	**51,530.77 €**	**56,661.54 €**
Number of full timers = 3 for Y1, 4 from Y2, 5 from Y3	**70 269 €**	**206,123.08 €**	**283,307.7 €**

Per intern			
Monthly Wages	546€	546 €	546 €
Organisational social contributions	0%	0%	0%
Yearly cost of 1 intern	**3 276€**	**6,552.00 €**	**6,552.00 €**
Number of interns = 2	**6 552 €**	**13,104 €**	**13,104 €**

Payroll cost map	**76 821 €**	**219,227.08 €**	**296,411.7 €**

Table 17: Payroll cost map

2. EXTERNAL SUPPLY AND SERVICES

As mentioned earlier, some expenses are externalised, they are presented in the table below:

Description	Total / month	Total / Year	Fixed or variable?
Electricity	€ 258,00	€ 3096,00	Fixed
Water	€ 15,00	€ 180,00	Variable
Internet	€ 43,00	€ 516,00	Fixed
Insurances	€ 120,00	€ 1440,00	Fixed
Maintenance	€ 60,00	€ 720,00	Fixed
Accountings	€ 200,00	€ 2400,00	Fixed
Lawyer	€ 150,00	€ 1800,00	Fixed
Audio-visual team	4000	48000	Variable
Professional coach and riders x 2	€ 2400,00	€ 28800,00	Variable
Other	€ 150,00	€ 1800,00	Fixed
TOTAL	**7.396,00€**	**88.752,00€**	

Table 18: External Supplies and services

The main external expenses are the audio-visual teams as well as the professional coaches. We need them approximately 3 to 5 days per month, 5 hours per day to shoot new videos and trainings. All the prices and estimations were retrieved from suppliers' website. It was established with professional horse-riding coaches that 1 hour of private lesson would cost 80€.

(Fournisseurs electricité, 2021)
(Orange, 2022)
(Coover, 2022)

3. PROFIT AND LOSS FORECAST

The point of preparing a profit and loss forecast is to enable a business to enhance financial planning, allow a clear vision of the investments one can make and at what stage.

Description	Year 1		Year 2		Year 3	
Gross revenue						
Sales	**194.789 €**		**935.700 €**		**1.649.448 €**	
Retained earnings			**3.029 €**		**100.000 €**	
Bank Loan	**100.000 €**					
Gross revenue	**294.789 €**		**938.729 €**		**1.749.448 €**	
Expenses						
Platform and Application development	€	75.000	€	15.000	€	17.000
Macbook pro x 6	€	7.200	€	-	€	-
Photoshop yearly license x 2	€	720	€	720	€	720
Microsoft 365 yearly x6	€	367	€	367	€	367
Desks, chairs, furniture	€	2.000	€	500	€	500
Rent	€	30.000	€	30.000	€	30.000
Wages / Salaries	€	76.821	€	219.227	€	296.411
Marketing cost	€	8.500	€	20.000	€	40.000
Utilities	€	8.352	€	9.000	€	9.100
Accountings	€	2.400	€	2.400	€	2.400
Lawyer	€	1.800	€	1.800	€	1.800
Audio-visual team	€	48.000	€	52.000	€	60.000
Professional coach and riders x 2	€	28.800	€	35.800	€	40.000
Other	€	1.800	€	2.000	€	2.200
Dividends	€	-	€	-	€	162.440
Loan payment	€	-	€	175.000	€	-
Total expenses	**€**	**291.760**	**€**	**563.814**	**€**	**662.938**
Profit before tax		**3.029 €**		**374.915 €**		**986.510 €**
Tax 30%		0 €		112.474 €		295.953 €
Before tax net margin		2%		40%		60%
Profit after tax		**3.029 €**		**262.440 €**		**690.557 €**

Table 19: Profit and loss forecast

According to the profit and loss forecast made, Equiworld should start to be profitable after year two and will pay dividends to its shareholders from year 3.

IX. Project timeline

A. Timeline

In order to successfully achieve the project, it is important to have a clear idea of the timeline to respect and the steps to follow. The predictions for the first year of operations are presented below:

	2023											
	January	February	March	April	May	June	July	August	September	October	November	December
Platform creation	▓	▓	▓	▓	▓	▓	▓					
Legal creation of the company	▓	▓	▓									
Recruitment of full timers employees						▓	▓					
Recruitement of Interns						▓	▓					
Creation of Equiworld's social media				▓	▓	▓	▓					
Platform testing and bug correction							▓					
Official lauch of the platform								▓				
Listings acquisitions for the ecommerce platform						▓	▓	▓	▓	▓	▓	▓
Writing and development of the programms				▓	▓		▓	▓		▓	▓	
Shooting of the training programs						▓			▓			▓
Development of the theoritical content of the platform		▓				▓	▓	▓		▓	▓	▓
Salon du cheval											▓	
Equita Lyon										▓		

Department	Colour
External contractor	▓
Supply; Marketing, HR	▓
All departments	▓
Horse riding professionals	▓

Figure 24: Project timeline of activities

The first seven months of activity will be dedicated to technical and strategic work like the development of the platform by professional developers, the acquisition of listings and the creation of content. The official launch of the platform will be in July 2023.

After this stage, the focus will be on creating new content for the platform, training programs as well as new theoretical content. The stress will also be put on the acquisition of new listings and advertisers for the eCommerce part.
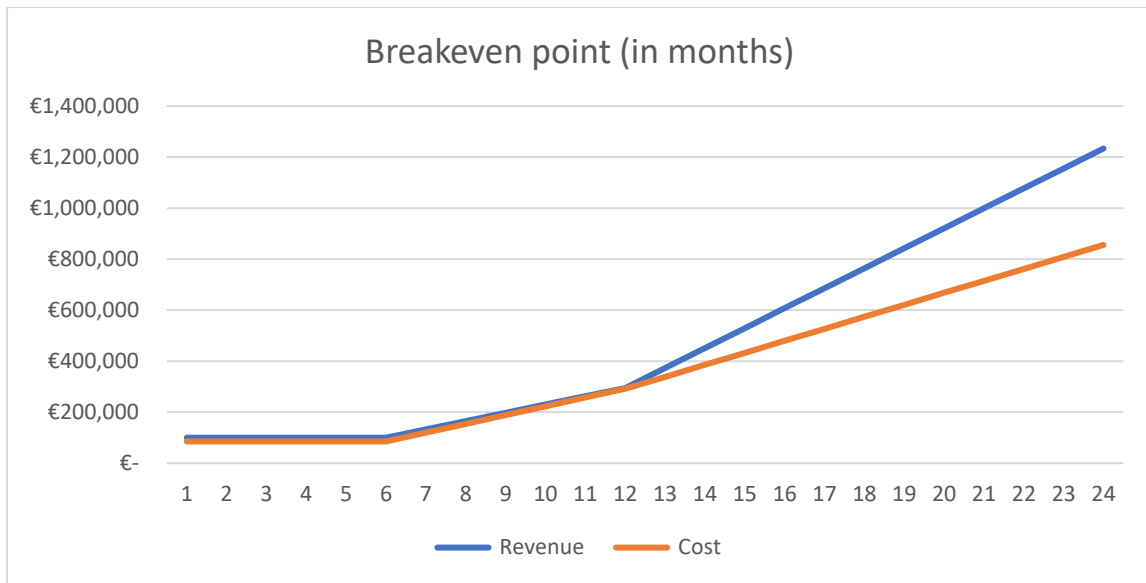
B. Breakeven point

Figure 25: Breakeven point (in days)

In order to breakeven, Equiworld would need approximatively **12 months (365 days)** in order to cover the starting costs and operating costs.

X. Conclusion

This business plan aims to guide the implementation of Equiworld: an innovative and disruptive platform dedicated to improving the practice of horse riding in each of its aspects. It can be used by any equestrian, thanks to the large variety of exercises proposed and the highly customizable and enjoyable customer experience brought by a gamified design.

This paper provides the founder and the stakeholders with clear guidelines and perspectives about the stakes of creating such a platform and the current state of the concerned industries.

Across this business plan, the literature was examined to gain sufficient theoretical knowledge on all the academic areas related to the creation of Equiworld. Besides, the external and internal factors likely to influence Equiworld's development were reviewed.

When coming up with the idea of a platform for equestrians, the author had lots of ideas in mind, but this business plan allowed her to create a focus and develop only relevant ideas. This was done by carefully benchmarking the competition and some reference platforms, to identify sources of sustainable competitive advantage were identified.

Even with a good idea, a business project cannot work without the right customers. It was therefore crucial to identify Equiworld's customers, understand them, their needs, and their interests. With that objective, customer research was carried out through a questionnaire.

Based on the obtained results, growth and marketing strategy was developed, and financial forecasts were made based on the market's data.
The financial forecast concludes that Equiworld's project is economically viable with a breakeven point reached after 1 year, and a profit after tax estimated around 3.029€ after the first year, which is very positive.

However, as always when starting a business, risks and uncertainties persist regarding the success of Equiworld, mainly regarding the number of riders that the platform will be able to involve the first year, when still missing recognition.

References:

Bain & Company. (2015). GLOBAL DIGITAL INSURANCE BENCHMARKING REPORT 2015. https://media.bain.com/Images/GLOBAL-DIGITAL-INSURANCE-2015.pdf

Baird, N. (2018, August 26). Tribal Marketing And The Need For A Radical Redefinition Of Brand. Forbes. Retrieved 7 January 2022, from https://www.forbes.com/sites/nikkibaird/2018/08/26/tribal-marketing-and-the-need-for-a-radical-redefinition-of-brand/?sh=50e36f8e7090

Batra, R., & Keller, K. L. (2016). Integrating Marketing Communications: New Findings, New Lessons, and New Ideas. Journal of Marketing, 80(6), 122–145. https://doi.org/10.1509/jm.15.0419

Belov, F. D. (2019). Monetization model of digital products: economic and marketing efficiency. Proceedings of the 1st International Scientific Conference 'Modern Management Trends and the Digital Economy: From Regional Development to Global Economic Growth' (MTDE 2019), 1. https://doi.org/10.2991/mtde-19.2019.99

Böhmer, M., Hecht, B., Schöning, J., Krüger, A., & Bauer, G. (2011). Falling asleep with Angry Birds, Facebook and Kindle. Proceedings of the 13th International Conference on Human Computer Interaction with Mobile Devices and Services - MobileHCI '11, 1. https://doi.org/10.1145/2037373.2037383

Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. Journal of Business Research, 66(1), 105–114. https://doi.org/10.1016/j.jbusres.2011.07.029

Cambridge Dictionary. (2020a, December 9). e-commerce définition, signification, ce qu'est e-commerce: 1. the business of buying and selling goods and services on the internet 2. the business of buying…. *En savoir plus.* https://dictionary.cambridge.org/fr/dictionnaire/anglais/e-commerce

Cambridge Dictionary. (2020b, December 9). gamification definition: 1. the practice of making activities more like games in order to make them more interesting or…. Learn more. https://dictionary.cambridge.org/dictionary/english/gamification

Cambridge Dictionary. (2022, January 5). tribe définition, signification, ce qu'est tribe: 1. a group of people, often of related families, who live together, sharing the same language. . .. En savoir plus. Retrieved 7 January 2022, from https://dictionary.cambridge.org/fr/dictionnaire/anglais/tribe

Chang, Y., & Fang, S. (2013). Antecedents and distinctions between online trust and distrust: Predicting high- and low-risk internet behavior. Journal of Electronic Commerce Research, 14(2), 146. https://web.csulb.edu/journals/jecr/issues/20132/paper2.pdf

Chawla, N., & Kumar, B. (2021). E-Commerce and Consumer Protection in India: The Emerging Trend. Journal of Business Ethics. https://doi.org/10.1007/s10551-021-04884-3

Childers, C., & Boatwright, B. (2020). Do Digital Natives Recognize Digital Influence? Generational Differences and Understanding of Social Media Influencers. Journal of Current Issues & Research in Advertising, 1–18. https://doi.org/10.1080/10641734.2020.1830893

Chu-May, A., & Carter, S. (2017). FROM HEDONISM AND UTILITARIANISM TO ANTICIPATED ACTUAL BEHAVIOR: DO UK AND MALAYSIAN POSTGRADUATE STUDENTS BEHAVE DIFFERENTLY TO MOBILE APPS? Economics, Management, and Financial Markets, 12(2), 11. https://doi.org/10.22381/emfm12220171

Coelho, P. S., Rita, P., & Santos, Z. R. (2018). On the relationship between consumer-brand identification, brand community, and brand loyalty. Journal of Retailing and Consumer Services, 43, 101–110. https://doi.org/10.1016/j.jretconser.2018.03.011

Coussement, K., Phan, M., de Caigny, A., Benoit, D. F., & Raes, A. (2020). Predicting student dropout in subscription-based online learning environments: The beneficial impact of the logit leaf model. Decision Support Systems, 135, 113325. https://doi.org/10.1016/j.dss.2020.113325

Cova, B., & Cova, V. (2002). Tribal marketing. European Journal of Marketing, 36(5/6), 595–620. https://doi.org/10.1108/03090560210423023

De Haan, E., Kannan, P. K., Verhoef, P. C., & Wiesel, T. (2018). Device Switching in Online Purchasing: Examining the Strategic Contingencies. Journal of Marketing, 82(5), 1–19. https://doi.org/10.1509/jm.17.0113

Dessart, L. (2017). Social media engagement: a model of antecedents and relational outcomes. Journal of Marketing Management, 1–25. https://doi.org/10.1080/0267257x.2017.1302975

Deterding, S., Dixon, D., Khaled, R., & Nacke, L. (2011). From game design elements to gamefulness. Proceedings of the 15th International Academic MindTrek Conference on Envisioning Future Media Environments - MindTrek '11, 1. https://doi.org/10.1145/2181037.2181040

Dholakia, U. M., Bagozzi, R. P., & Pearo, L. K. (2004). A social influence model of consumer participation in network- and small-group-based virtual communities. International Journal of Research in Marketing, 21(3), 241–263. https://doi.org/10.1016/j.ijresmar.2003.12.004

Dimock, M. (2019). Defining generations: Where Millennials end and Generation Z begins. Pew Research Center, 1. http://tony-silva.com/eslefl/miscstudent/downloadpagearticles/defgenerations-pew.pdf

Dugalić, S. (2018). SPORT, MEDIA AND DIGITALIZATION. SPORT – Science & Practice, 8(1), 56. http://sportnaukaipraksa.vss.edu.rs/pdf/SNP-08-01_EN/SPORT-MEDIA-AND-DIGITALIZATION.pdf

Eling, M., & Lehmann, M. (2017). The Impact of Digitalization on the Insurance Value Chain and the Insurability of Risks. The Geneva Papers on Risk and Insurance - Issues and Practice, 43(3), 359–396. https://doi.org/10.1057/s41288-017-0073-0

Ertemel, A. V., & Başçı, A. (2015). Effects of Zero Moment of Truth on consumer buying decision: An exploratory research in Turkey. International Journal of Social Sciences and Education Research, 1(2), 526. https://doi.org/10.24289/ijsser.106495

Evans, A. B., Blackwell, J., Dolan, P., Fahlén, J., Hoekman, R., Lenneis, V., McNarry, G., Smith, M., & Wilcock, L. (2020). Sport in the face of the COVID-19 pandemic: towards an agenda for research in the sociology of sport. European Journal for Sport and Society, 17(2), 85–95. https://doi.org/10.1080/16138171.2020.1765100

Evans, D. S., & Schmalensee, R. (2016). Matchmakers [E-book]. Reed Business Education.

First Round Review. (2021). The SEO Tips That Helped Tally 20 Million Visits A Month. Retrieved 18 February 2021, from https://review.firstround.com/the-seo-tips-that-helped-tally-20-million-visits-a-month

Fournier, S., & Avery, J. (2011). The uninvited brand. Business Horizons, 54(3), 193–207. https://doi.org/10.1016/j.bushor.2011.01.001

Gartner. (2014, January 22). Gartner Says by 2017, Mobile Users Will Provide Personalized Data Streams to More Than 100 Apps and Services Every Day. https://www.gartner.com/en/newsroom/press-releases/2014-01-22-gartner-says-by-2017-mobile-users-will-provide-personalized-data-streams-to-more-than-100-apps-and-services-every-day

Gentile, C., Spiller, N., & Noci, G. (2007). How to Sustain the Customer Experience: European Management Journal, 25(5), 395–410. https://doi.org/10.1016/j.emj.2007.08.005

Ghahtarani, A., Sheikhmohammady, M., & Rostami, M. (2020). The impact of social capital and social interaction on customers' purchase intention, considering knowledge sharing in social commerce context. Journal of Innovation & Knowledge, 5(3), 191–199. https://doi.org/10.1016/j.jik.2019.08.004

Gregory, G. D., Ngo, L. V., & Karavdic, M. (2019). Developing e-commerce marketing capabilities and efficiencies for enhanced performance in business-to-business export ventures. Industrial Marketing Management, 78, 146–157. https://doi.org/10.1016/j.indmarman.2017.03.002

Hasiloglu, M., & Kaya, O. (2021). An analysis of price, service and commission rate decisions in online sales made through E-commerce platforms. Computers & Industrial Engineering, 162, 107688. https://doi.org/10.1016/j.cie.2021.107688

Hennig-Thurau, T., Gwinner, K. P., Walsh, G., & Gremler, D. D. (2004). Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the Internet? Journal of Interactive Marketing, 18(1), 38–52. https://doi.org/10.1002/dir.10073

Hsu, C.-L., & Lin, J. C.-C. (2016). Effect of perceived value and social influences on mobile app stickiness and in-app purchase intention. Technological Forecasting and Social Change, 108, 42–53. https://doi.org/10.1016/j.techfore.2016.04.012

Huotari, K., & Hamari, J. (2016). A definition for gamification: anchoring gamification in the service marketing literature. Electronic Markets, 27(1), 21–31. https://doi.org/10.1007/s12525-015-0212-z

Hwang, J., & Seo, S. (2016). A critical review of research on customer experience management. International Journal of Contemporary Hospitality Management, 28(10), 2218–2246. https://doi.org/10.1108/ijchm-04-2015-0192

ICHI.PRO. (2020, December 18). 5 exemples de marques utilisant le marketing tribal. Retrieved 7 January 2022, from https://ichi.pro/fr/5-exemples-de-marques-utilisant-le-marketing-tribal-213957900974050

Kapinga, A. F., Suero Montero, C., & Mbise, E. R. (2019). Mobile marketing application for entrepreneurship development: Codesign with women entrepreneurs in Iringa, Tanzania. The Electronic Journal of Information Systems in Developing Countries, 85(2), e12073. https://doi.org/10.1002/isd2.12073

Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. Business Horizons, 53(1), 59–68. https://doi.org/10.1016/j.bushor.2009.09.003

Kaur, H., Paruthi, M., Islam, J., & Hollebeek, L. D. (2020). The role of brand community identification and reward on consumer brand engagement and brand loyalty in virtual brand communities. Telematics and Informatics, 46, 101321. https://doi.org/10.1016/j.tele.2019.101321

Kozinets, R. V., Ferreira, D. A., & Chimenti, P. (2021). How Do Platforms Empower Consumers? Insights from the Affordances and Constraints of Reclame Aqui. Journal of Consumer Research. https://doi.org/10.1093/jcr/ucab014

Kumar, J., & Nayak, J. K. (2019). Understanding the participation of passive members in online brand communities through the lens of psychological ownership theory. Electronic Commerce Research and Applications, 36, 100859. https://doi.org/10.1016/j.elerap.2019.100859

Lamberton, C., & Stephen, A. T. (2016). A Thematic Exploration of Digital, Social Media, and Mobile Marketing: Research Evolution from 2000 to 2015 and an Agenda for Future Inquiry. Journal of Marketing, 80(6), 146–172. https://doi.org/10.1509/jm.15.0415

Leitão, J. (2018). Open Innovation Business Modeling: Gamification and Design Thinking Applications (Contributions to Management Science) (1st ed. 2019 ed.). Springer.

Liang, T.-P., & Turban, E. (2011). Introduction to the Special Issue Social Commerce: A Research Framework for Social Commerce. International Journal of Electronic Commerce, 16(2), 5–14. https://doi.org/10.2753/jec1086-4415160201

Luo, N., Wang, Y., Zhang, M., Niu, T., & Tu, J. (2020). Integrating community and e-commerce to build a trusted online second-hand platform: Based on the perspective of social capital. Technological Forecasting and Social Change, 153, 119913. https://doi.org/10.1016/j.techfore.2020.119913

McLean, G., & Wilson, A. (2016). Evolving the online customer experience . . . is there a role for online customer support? Computers in Human Behavior, 60, 602–610. https://doi.org/10.1016/j.chb.2016.02.084

Nolan, T., Brizland, R., & Macaulay, L. (2007). Individual trust and development of online business communities. Information Technology & People, 20(1), 53–71. https://doi.org/10.1108/09593840710730554

OCDE. (2019). An Introduction to Online Platforms and Their Role in the Digital Transformation. OCDEiLibrary. https://doi.org/10.1787/53e5f593-en

Oxford Learner's Dictionaries. (2020). Digitalization. Oxford's Dictionaries. https://www.oxfordlearnersdictionaries.com/definition/english/digitalization

Parguel, B., Lunardo, R., & Benoit-Moreau, F. (2017). Sustainability of the sharing economy in question: When second-hand peer-to-peer platforms stimulate indulgent consumption. Technological Forecasting and Social Change, 125, 48–57. https://doi.org/10.1016/j.techfore.2017.03.029

Pirsl, D., Popovska, S., & Pirsl, T. (2021). HOW ESP SPORTS STUDENTS COPED WITH HYBRID E-LEARNING DURING CORONA CRISIS. Skup TRENDOVI RAZVOJA: "ON-LINE NASTAVA NA UNIVERZITETIMA. https://trend.uns.ac.rs/stskup/trend_2021/radovi/T1.2/T1.2-6.pdf

Ramasubramanian, S., & Murphy, C. J. (2014). Experimental Studies of Media Stereotyping Effects. Laboratory Experiments in the Social Sciences, 385–402. https://doi.org/10.1016/b978-0-12-404681-8.00017-0

Richardson, B. (2014). Tribal Marketing, Tribal Branding: Brand Co-Creation and the Future of Marketing [E-book]. Not Avail.

Robson, K., Plangger, K., Kietzmann, J. H., McCarthy, I., & Pitt, L. (2015). Is it all a game? Understanding the principles of gamification. Business Horizons, 58(4), 411–420. https://doi.org/10.1016/j.bushor.2015.03.006

Rock, A. J., Coventry, W. L., Morgan, M. I., & Loi, N. M. (2016). Teaching Research Methods and Statistics in eLearning Environments: Pedagogy, Practical Examples, and Possible Futures. Frontiers in Psychology, 7. https://doi.org/10.3389/fpsyg.2016.00339

Rockhill, C., Pastore, D., & Johnston, D. (2019). The effectiveness of podcasts in sport management education. Journal of Hospitality, Leisure, Sport & Tourism Education, 25, 100211. https://doi.org/10.1016/j.jhlste.2019.100211

Roma, P., & Ragaglia, D. (2016). Revenue models, in-app purchase, and the app performance: Evidence from Apple's App Store and Google Play. Electronic Commerce Research and Applications, 17, 173–190. https://doi.org/10.1016/j.elerap.2016.04.007

Rossato, C., & Castellani, P. (2020). The contribution of digitalisation to business longevity from a competitiveness perspective. The TQM Journal, 32(4), 617–645. https://doi.org/10.1108/tqm-02-2020-0032

Schwager, A., & Meyer, C. (2018, October 4). Understanding Customer Experience. Harvard Business Review. Retrieved 27 December 2021, from https://hbr.org/2007/02/understanding-customer-experience

Scott, D., & Meir, R. (2007). Tribalism: definition, identification and relevance to the marketing of professional sports franchises. International Journal of Sports Marketing and Sponsorship. https://www.emerald.com/insight/content/doi/10.1108/IJSMS-08-04-2007-B006/full/pdf?title=tribalism-definition-identification-and-relevance-to-the-marketing-of-professional-sports-franchises

Seaborn, K., & Fels, D. I. (2015). Gamification in theory and action: A survey. International Journal of Human-Computer Studies, 74, 14–31. https://doi.org/10.1016/j.ijhcs.2014.09.006

Shawky, S., Kubacki, K., Dietrich, T., & Weaven, S. (2019). Using social media to create engagement: a social marketing review. Journal of Social Marketing, 9(2), 204–224. https://doi.org/10.1108/jsocm-05-2018-0046

Shunmuganathan, D., & Rajkumar, R. (2019). CUSTOMIZED SPORTS E-LEARNING PLATFORM: FOR MAKING TEACHING AND LEARNING MOBILE BASED APPLICATION. International Journal of Pure and Applied Mathematics, 119(16).

Smith, T. M., Gopalakrishna, S., & Chatterjee, R. (2006). A Three-Stage Model of Integrated Marketing Communications at the Marketing-Sales Interface. Journal of Marketing Research, 43(4), 564–579. https://doi.org/10.1509/jmkr.43.4.564

Tang, A. K. Y. (2016). Mobile App Monetization: App Business Models in the Digital Era. International Journal of Innovation, Management and Technology, 7(5), 224–227. https://doi.org/10.18178/ijimt.2016.7.5.677

Tang, T. Y., Fang, E. E., & Wang, F. (2014). Is Neutral Really Neutral? The Effects of Neutral User-Generated Content on Product Sales. Journal of Marketing, 78(4), 41–58. https://doi.org/10.1509/jm.13.0301

Tarute, A., Nikou, S., & Gatautis, R. (2017). Mobile application driven consumer engagement. Telematics and Informatics, 34(4), 145–156. https://doi.org/10.1016/j.tele.2017.01.006

Tong, S., Luo, X., & Xu, B. (2019). Personalized mobile marketing strategies. Journal of the Academy of Marketing Science, 48(1), 64–78. https://doi.org/10.1007/s11747-019-00693-3

Toth, A., & Logo, E. (2018). The Effect of Gamification in Sport Applications. 2018 9th IEEE International Conference on Cognitive Infocommunications (CogInfoCom), 1. https://doi.org/10.1109/coginfocom.2018.8639934

Tynan, C., & McKechnie, S. (2009). Experience marketing: a review and reassessment. Journal of Marketing Management, 25(5–6), 501–517. https://doi.org/10.1362/026725709x461821

Van den Broeck, E., Zarouali, B., & Poels, K. (2019). Chatbot advertising effectiveness: When does the message get through? Computers in Human Behavior, 98, 150–157. https://doi.org/10.1016/j.chb.2019.04.009

Vohra, A., & Bhardwaj, N. (2019). Customer engagement in an e-commerce brand community. Journal of Research in Interactive Marketing, 13(1), 2–25. https://doi.org/10.1108/jrim-01-2018-0003

Wagner, G., Schramm-Klein, H., & Steinmann, S. (2020). Online retailing across e-channels and e-channel touchpoints: Empirical studies of consumer behavior in the multichannel e-commerce environment. Journal of Business Research, 107, 256–270. https://doi.org/10.1016/j.jbusres.2018.10.048

Wei, K., Li, Y., Zha, Y., & Ma, J. (2019). Trust, risk and transaction intention in consumer-to-consumer e-marketplaces. Industrial Management & Data Systems, 119(2), 331–350. https://doi.org/10.1108/imds-10-2017-0489

Wichmann, J. R., Wiegand, N., & Reinartz, W. J. (2021). The Platformization of Brands. Journal of Marketing, 86(1), 109–131. https://doi.org/10.1177/00222429211054073

Xiao, X., Clemmensen, T., Hedman, J., Tan, C.-W., Clemmensen, T., & Ter Chian Tan, F. (2017). Sports Digitalization: A Review and A Research Agenda. Internation Conference on Information Systems, 1. https://www.researchgate.net/publication/321081719_Sports_Digitalization_Sports_Digitalization_An_Overview_and_A_Research_Agenda_Completed_Research_Paper/stats

Appendices:

Appendix A. Data analysis – questionnaire

1.1 Sample description:

The questionnaire was created on Google form, it was distributed via 4 Facebook groups dedicated to French equestrians:

- Cavaliers FFE – petites annonces
- Cavaliers, chevaux, pensions et matériel dans le 78
- Aide entre cavaliers et cavalières
- Tous les cavaliers/cavalières on se rejoint ici

341 responses were collected.

Gender:

The sample is composed in **large majority of women (92%),** and of 8% of men. This is representative of the average gender repartition in horse riding clubs

.

Vous êtes:
339 réponses
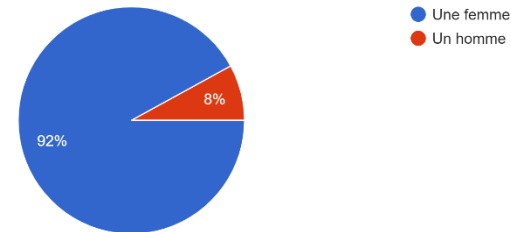
Age:

Participants were reparted in 6 age groups. The repartition is almost homogenic in term of size of the groups, however**, the largest groups are the one with respondents between 19 and 25 years old (33,7%)**, followed by the group 26 – 35 yo (18,5%) and the group 16-18 yo (16,4%).

The smaller group is the one composed by people under 15 years old.

Votre âge:
341 réponses
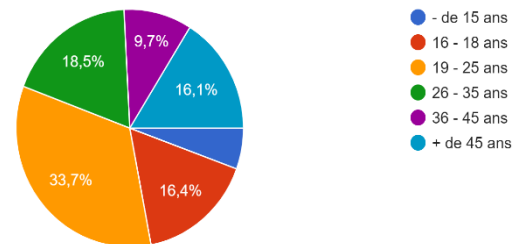
For how long have you been practising horse riding?

This question was eliminatory if the participant answered "Never". The responses collected show clearly that most respondent have been horse riding practitioners for more that 15 years (48,1%), after that comes the group with respondents that have been practicing horse riding for 11 to 15 years (22,9%). The people who responded the questionnaire are mainly very experienced riders.

Depuis combien de temps pratiquez vous l'équitation ?
341 réponses
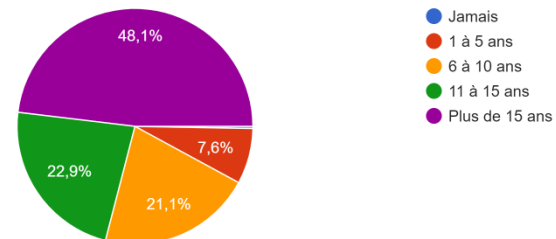
Do you own a horse or are you sharing one?

¾ of the participants owns a horse or shares one with other people. The 25% left probably are riders from clubs where they practice horse riding.

Possédez vous un cheval ou avez vous une pension ?
341 réponses
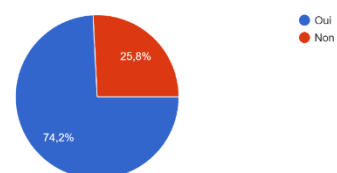
How many times per week do you do horse riding?
Almost **half of the participants (47,5%) only ride 1 to 2 times per week**. The second largest group composed of 28,7% of the respondents ride 3 to 4 times per week.

Do you ride in autonomy, or do you take lessons?
52,2% of the respondent have a hybrid practice of horse riding, and ride by themselves in autonomy but also take lessons with a horse riding professional. 28,7% ride only in autonomy, and19,1% only take lessons and never ride alone.

Montez-vous en cours ou en autonomie ?
341 réponses

- En cours
- En autonomie
- Les deux

52,2%
28,7%
19,1%

What do you mainly work on?
(3 responses)
When asked what respondents mainly work on in their horse-riding practice, **the largest part (229 people - 67,2%) answered work on the flat,** which means general training that can be done with or without floor poles.   The second category is "outside work", with 181 respondents (53,1%), and the third one is jumping (175 – 51,3%).
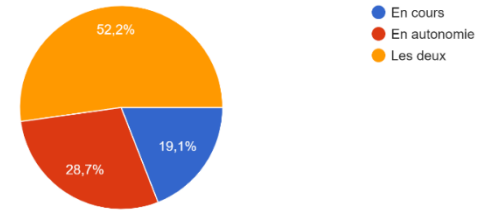
Que travaillez vous le plus (3 réponses possibles)
341 réponses

Catégorie	Valeur
Travail sur le plat	229 (67,2 %)
Saut d'obstacles	175 (51,3 %)
Dressage	161 (47,2 %)
Exterieur	181 (53,1 %)
Travail à pieds	123 (36,1 %)
Cross	21 (6,2 %)
Cordelette	1 (0,3 %)
Mixte plat , obstacle	1 (0,3 %)
pony games	1 (0,3 %)
Voltige	1 (0,3 %)
Faisant du concours complet…	1 (0,3 %)
Travail en main et liberté	1 (0,3 %)
Tout	1 (0,3 %)

Do you sell the material you are no longer using?
68,8% of the respondents sell their material when they don't use it anymore. Those 232 people are potential advertisers that could provide Equiworld ecommerce platform with supply.

Vendez-vous le matériel que vous n'utilisez plus ?
338 réponses

- Oui
- Non

31,4%
68,6%

Do you buy second-hand material?
76,2% of the respondents buy second-hand material, those are 259 potential buyers for Equiworld ecommerce platform.
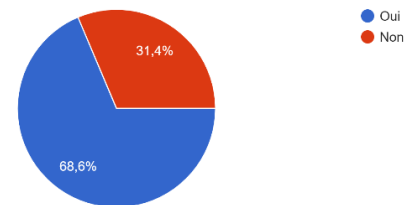
Achetez-vous du matériel de seconde main ?
340 réponses
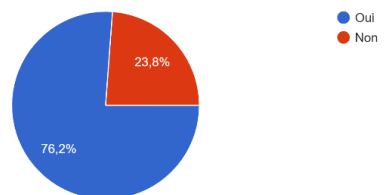
- Oui
- Non

23,8%
76,2%

Would you use a new platform allowing you to buy and sell second-hand horse-riding material?

Utiliseriez-vous une plateforme permettant d'acheter et vendre du matériel d'équitation d'occasion?
341 réponses

- Oui
- Non
- Je ne sais pas

17,3%
11,4%
71,3%
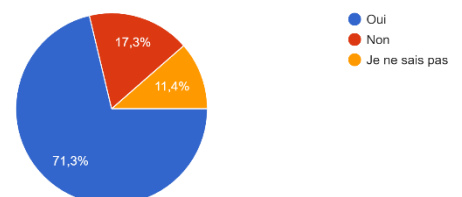
71,3% (243 people) of the respondents answered that they **would use such a platform.** 11,4% (39) are not sure, and 17,3% (59) wouldn't use it.

Are you a member of groups dedicated to horse riding on social media, or do you follow any equestrian influencer? 94,7% of the respondents are part of an online community dedicated to horse riding.

Faites vous partie de groupes dédiés à l'équitation sur les réseaux sociaux ou suivez-vous des influenceurs équestres ?
341 réponses

● Oui
● Non

94,7%
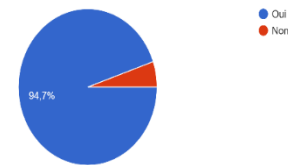
Would you be interested in a platform integrating Dashboard / Dressage learning / Galops learning / New exercises ideas? (1 not at all – 5 very interested) The respondents are interested in all the feature proposed, but mainly the dashboard (4,34/5) and the new exercises propositions (4,33/5).

Means of expressed interested in the proposed features

Interested Dashboard	4.34
Interested Dressage	3.96
Interested Galops	3.95
Interested new exercices	4.33
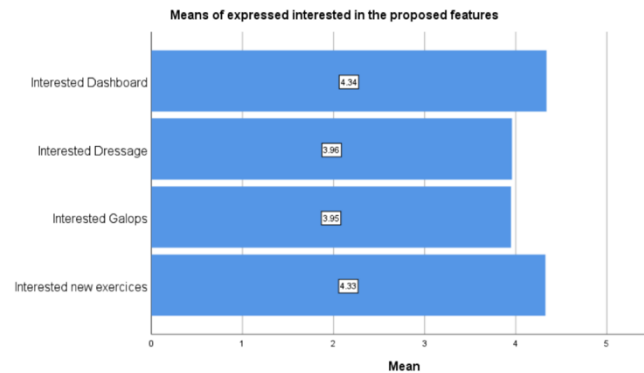
Mean

A.1.2 Parametric Analysis: T Test

In this research, T –test is used to determine whether there is a significant difference between the means of two groups. In this case, we would like to know whether there is a significant difference between male and female interest for the four proposed features.
Does gender influence the interest in proposed features?

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower	Upper
Interested new exercices	Equal variances assumed	1.517	.219	-1.968	336	.050	-.394	.200	-.788	.000
	Equal variances not assumed			-1.628	28.942	.114	-.394	.242	-.889	.101
Interested Galops	Equal variances assumed	.000	.996	.062	336	.951	.018	.284	-.542	.577
	Equal variances not assumed			.059	30.092	.954	.018	.301	-.596	.632
Interested Dashboard	Equal variances assumed	3.211	.074	-1.740	336	.083	-.363	.209	-.774	.047
	Equal variances not assumed			-1.385	28.677	.177	-.363	.262	-.900	.173
Interested Dressage	Equal variances assumed	3.339	.069	-1.565	336	.119	-.428	.274	-.967	.110
	Equal variances not assumed			-1.432	29.775	.162	-.428	.299	-1.039	.183

▸ **T-Test**

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Interested new exercices	Un homme	27	3.96	1.224	.236
	Une femme	311	4.36	.976	.055
Interested Galops	Un homme	27	3.96	1.506	.290
	Une femme	311	3.95	1.410	.080
Interested Dashboard	Un homme	27	4.00	1.330	.256
	Une femme	311	4.36	1.013	.057
Interested Dressage	Un homme	27	3.56	1.502	.289
	Une femme	311	3.98	1.352	.077

Levene test to the Equality of variances of the variable under analysis (interest 4 potential features of the app (New exercises, Galops revision, Dashboard, Dressage revision) in the two groups (here defined by gender)
Hypotheses:
H0= $\sigma^2 1 = \sigma^2 1$
H1 = $\sigma^2 1 \neq \sigma^2$
Here, Sig > 0.05 for every feature of the application, therefore, H0 is accepted, do not reject that samples come from populations with equal variance of the variable. To test the equality of means, choose the test statistics that assumes the equality of variances of the variable under analysis in the two groups (first line of the table: equal variances assumed).
t-test to the equality of means of a variable in two independent groups:
Hypotheses:
H0: $\mu 1 = \mu 2$
H1= $\mu 1 \neq \mu 2$
Feature 1: new exercises
(Sig=0.050) $\leq$ (σ=0,05) Reject H0, and conclude that the interest in new exercises is not the same for women and men. The result suggest that Women tend to be more interested than men in this feature.
Other features:
σ > 0,05, Accept H0 and conclude that thar the interest revising galops, having a dashboard and revising dressage does not depend on the participant's gender.

Does being a horse owner influence the interest in proposed features?

T-Test

Group Statistics

	Horse owner	N	Mean	Std. Deviation	Std. Error Mean
Interested new exercices	Non	88	4.19	1.081	.115
	Oui	252	4.37	.967	.061
Interested Galops	Non	88	4.53	1.005	.107
	Oui	252	3.74	1.481	.093
Interested Dashboard	Non	88	4.43	1.015	.108
	Oui	252	4.30	1.051	.066
Interested Dressage	Non	88	4.33	1.162	.124
	Oui	252	3.83	1.409	.089

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Interested new exercices	Equal variances assumed	1.726	.190	-1.455	338	.147	-.180	.124	-.423	.063
	Equal variances not assumed			-1.379	138.688	.170	-.180	.130	-.438	.078
Interested Galops	Equal variances assumed	39.883	.000	4.677	338	.000	.796	.170	.461	1.131
	Equal variances not assumed			5.602	224.281	.000	.796	.142	.516	1.076
Interested Dashboard	Equal variances assumed	.614	.434	1.010	338	.313	.130	.129	-.123	.384
	Equal variances not assumed			1.027	156.715	.306	.130	.127	-.120	.381
Interested Dressage	Equal variances assumed	11.372	.001	3.017	338	.003	.504	.167	.175	.833
	Equal variances not assumed			3.309	182.615	.001	.504	.152	.204	.805

Here, Sig > 0.05. H0 is accepted, do not reject that samples come from populations with equal variance of the variable. To test the equality of means, choose the test statistics that assumes the equality of variances of the variable under analysis in the two groups (first line of the table: equal variances assumed).
Feature 2: Galops revision

Here, Sig < 0.05. H0 is rejected, we assume that samples come from populations with unequal variance of the variable. To test the equality of means, choose the test statistics that assumes the inequality of variances of the variable under analysis in the two groups (second line of the table: equal variances not assumed).

Feature 3: Dashboard
Here, Sig > 0.05. H0 is accepted, do not reject that samples come from populations with equal variance of the variable. To test the equality of means, choose the test statistics that assumes the equality of variances of the variable under analysis in the two groups (first line of the table: equal variances assumed).

Feature 4: Dressage revision
Here, Sig > 0.05. H0 is accepted, do not reject that samples come from populations with equal variance of the variable. To test the equality of means, choose the test statistics that assumes the equality of variances of the variable under analysis in the two groups (first line of the table: equal variances assumed).

t-test to the equality of means of a variable in two independent groups:

Hypotheses:
H0: $\mu 1 = \mu 2$
H1= $\mu 1 \neq \mu 2$

Feature 1: new exercises
$\sigma > 0,05$, Accept H0 and conclude that that the interest in new exercises does not depend on horse ownership

Feature 2: Galops revision
$(Sig=0.00) < (\sigma=0,05)$ Reject H0, and conclude that the interest in Galops revision is not the same depending on horse ownership. The result suggests that participants who doesn't own a horse are more interested in revising Galops

Feature 3: Dashboard
$\sigma > 0,05$, Accept H0 and conclude that thar the interest in dashboard does not depend on horse ownership

Feature 4: Dressage revision
$(Sig=0.03) < (\sigma=0,05)$ Reject H0, and conclude that the interest in Dressage revision is not the same depending on horse ownership. The result suggests that participants who doesn't own a horse are more interested in revising dressage.

A.1.3 Parametric Analysis: ANOVA and Kruskal-Wallis test

It was decided to run a one-way analysis of variance (ANOVA test) to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups.
Here, we want to know whether the interest for the proposed future is different according to each age group, to the start date of horse-riding practice, and the number of rides per week.
The aim of this analysis is to compare the distribution of the interest given to each attributes according to: Gender, age group, time of practice of horse riding, horse ownership, number of rides per week, riders that practice in lessons or in autonomy.
ANOVA analysis could not be conducted as for each studied variable, we one obtained Sig > 0,05, the assumption of equality of variances is rejected, therefore, the ANOVA analysis cannot be pursued, and the researcher conduct a non-parametric analysis: Kruskal-Wallis test.

Kruskal-Wallis test is used to establish the equality of the distribution of a variable in three or more independent groups.

Factor n°1: Age Group

Ranks

	Age	N	Mean Rank
Interested new exercises	de 15 ans	19	158.45
	de 45 ans	55	130.72
	16 - 18 ans	56	160.07
	19 - 25 ans	115	159.43
	26 - 35 ans	63	160.12
	Total	308	
Interested Galops	de 15 ans	19	179.37
	de 45 ans	55	108.62
	16 - 18 ans	56	185.79
	19 - 25 ans	115	161.79
	26 - 35 ans	63	145.93
	Total	308	
Interested Dashboard	de 15 ans	19	182.87
	de 45 ans	55	130.37
	16 - 18 ans	56	161.56
	19 - 25 ans	115	165.09
	26 - 35 ans	63	141.40
	Total	308	
Interested Dressage	de 15 ans	19	184.92
	de 45 ans	55	126.49
	16 - 18 ans	56	174.04
	19 - 25 ans	115	154.24
	26 - 35 ans	63	152.88
	Total	308	

Test Statistics[a,b]

	Interested new exercises	Interested Galops	Interested Dashboard	Interested Dressage
Kruskal-Wallis H	6.268	29.828	12.530	12.465
df	4	4	4	4
Asymp. Sig.	.180	.000	.014	.014

a. Kruskal Wallis Test

b. Grouping Variable: Age

Hypotheses:

H0: the distribution of the interest in 4 potential features of the app (New exercises, Galops revision, Dashboard, Dressage revision) is the same for each of the 6 studied age groups

H1: of the interest on 4 potential features of the app (New exercises, Galops revision, Dashboard, Dressage revision) is different for at least one of the 6 defined age groups.

Significance level = 0,05

Decision:

Feature	Sig	Decision	Comment
New exercises	**Sig = 0,180 >** 0,05	**Accept H0**	The distribution of the interest in being proposed new exercises is the same for each of the 6 studied age groups
Galops revision	**Sig = 0,00 < 0,05**	**Reject H0**	The distribution of the interest in Galops revision is different for at least one of the 6 populations defined by age group. If we look at the sample mean ranks, we conclude there is evidence from the sample that revising Galops exams is lower for participants over 45 years old and higher for people between 16 and 18 years old.
Dashboard	**Sig = 0,014 <** 0,05	**Reject H0**	The distribution of the interest in Dashboard is different for at least one of the 6 populations defined by age group. If we look at the sample mean ranks, we conclude there is evidence from the sample that Dashboard feature interest is lower for participants over 45 years old and higher for people under 15 years old.
Dressage revision	**Sig = 0,014 <** 0,05	**Reject H0**	The distribution of the interest in Dressage revision is different for at least one of the 6 populations defined by age group. If we look at the sample mean ranks, we conclude there is evidence from the sample that dressage revision feature interest is lower for participants over 45 years old and higher for people under 15 years old.

<u>Factor n°2: Length of horse-riding practice</u>

Ranks

	Depuis combien de temps pratiquez vous l'équitation ?	N	Mean Rank
Interested new exercices	1 à 5 ans	26	181.40
	11 à 15 ans	78	170.22
	6 à 10 ans	72	178.88
	Plus de 15 ans	164	165.23
	Total	340	
Interested Galops	1 à 5 ans	26	207.23
	11 à 15 ans	78	188.10
	6 à 10 ans	72	183.94
	Plus de 15 ans	164	150.41
	Total	340	
Interested Dashboard	1 à 5 ans	26	166.31
	11 à 15 ans	78	164.59
	6 à 10 ans	72	185.90
	Plus de 15 ans	164	167.22
	Total	340	
Interested Dressage	1 à 5 ans	26	200.98
	11 à 15 ans	78	176.38
	6 à 10 ans	72	191.74
	Plus de 15 ans	164	153.55
	Total	340	

Test Statistics[a,b]

	Interested new exercices	Interested Galops	Interested Dashboard	Interested Dressage
Kruskal-Wallis H	1.716	17.282	3.067	13.138
df	3	3	3	3
Asymp. Sig.	.633	.001	.381	.004

a. Kruskal Wallis Test

b. Grouping Variable: Depuis combien de temps pratiquez vous l'équitation ?

Decision:

Feature	Sig	Decision	Comment
New exercises	Sig = 0,633 > 0,05	Accept H0	The distribution of the interest in being proposed new exercises is the same for all groups independently of when they started horse riding
Galops revision	Sig = 0,01 < 0,05	Reject H0	The distribution of the interest in Galops revision is different for at least one of the 5 populations defined by practice length. If we look at the sample mean ranks, we conclude there is evidence from the sample that interest in revising Galops exams is lower for participants that are experienced (ride for more than 15 years), and higher for unexperienced riders (1 to 5 years)
Dashboard	Sig = 0,381 < 0,05	Accept H0	The distribution of the interest in a dashboard is the same for all groups independently of when they started horse riding

Dressage revision	**Sig = 0,004 < 0,05**	**Reject H0**	The distribution of the interest in dressage revision is different for at least one of the 5 populations defined by practice length. If we look at the sample mean ranks, we conclude there is evidence from the sample that interest in revising dressage lower for participants that are experienced (ride for more than 15 years), and higher for unexperienced riders (1 to 5 years)

Factor n°3: Number of rides per week

Kruskal-Wallis Test

Ranks

	Number of ride per week	N	Mean Rank
Interested new exercices	1 à 2 fois	162	171.82
	3 - 4 fois	97	180.09
	4 - 5 fois	45	151.70
	6 - 7 fois	36	162.24
	Total	340	
Interested Galops	1 à 2 fois	162	188.78
	3 - 4 fois	97	162.61
	4 - 5 fois	45	157.03
	6 - 7 fois	36	126.32
	Total	340	
Interested Dashboard	1 à 2 fois	162	174.76
	3 - 4 fois	97	168.25
	4 - 5 fois	45	166.83
	6 - 7 fois	36	161.96
	Total	340	
Interested Dressage	1 à 2 fois	162	173.98
	3 - 4 fois	97	168.64
	4 - 5 fois	45	178.32
	6 - 7 fois	36	150.07
	Total	340	

Kruskal-Wallis Test

Test Statistics^{a,b}

	Interested new exercices	Interested Galops	Interested Dashboard	Interested Dressage
Kruskal-Wallis H	3.719	17.306	.928	2.477
df	3	3	3	3
Asymp. Sig.	.293	.001	.819	.479

a. Kruskal Wallis Test

b. Grouping Variable: Number of ride per week

Decision:

Feature	Sig	Decision	Comment
New exercises	**Sig = 0,293 > 0,05**	**Accept H0**	The distribution of the interest in being proposed new exercises is the same for all groups independently of how many rides they have per week
Galops revision	**Sig = 0,01 < 0,05**	**Reject H0**	The distribution of the interest in Galops revision is different for at least one of the 4 populations defined by frequency of riding. If we look at the sample mean ranks, we conclude there is evidence from the sample that interest in revising Galops exams is lower for participants that ride 6 to 7 times per week, and higher for participant that ride 1 to 2 times per week.
Dashboard	**Sig = 0,819 < 0,05**	**Accept H0**	The distribution of the interest in a dashboard is the same for all groups independently of how many rides they have per week

Dressage revision	Sig = 0,479 < 0,05	Accept H0	The distribution of the interest in dressage revision is the same for all groups independently of how many rides they have per week

Factor n°4: Type of ride

Kruskal-Wallis Test

Ranks

	Class or autonomy	N	Mean Rank
Interested new exercices	En autonomie	97	163.46
	En cours	65	158.86
	Les deux	178	178.58
	Total	340	
Interested Galops	En autonomie	97	148.97
	En cours	65	210.83
	Les deux	178	167.50
	Total	340	
Interested Dashboard	En autonomie	97	162.85
	En cours	65	183.72
	Les deux	178	169.85
	Total	340	
Interested Dressage	En autonomie	97	144.40
	En cours	65	209.72
	Les deux	178	170.40
	Total	340	

Test Statistics[a,b]

	Interested new exercices	Interested Galops	Interested Dashboard	Interested Dressage
Kruskal-Wallis H	3.406	19.010	2.384	20.487
df	2	2	2	2
Asymp. Sig.	.182	.000	.304	.000

a. Kruskal Wallis Test
b. Grouping Variable: Class or autonomy

Decision:

Feature	Sig	Decision	Comment
New exercises	Sig = 0,182 > 0,05	Accept H0	The distribution of the interest in being proposed new exercises is the same for all groups independently of how they ride
Galops revision	Sig = 0,00 < 0,05	Reject H0	The distribution of the interest in Galops revision is different for at least one of the 3 populations defined by type of ride. If we look at the sample mean ranks, we conclude there is evidence from the sample that interest in revising Galops exams is lower for participants that ride in autonomy, and higher for participant that ride in lessons. That's probably because the rider who can ride alone are more likely to have already passed their Galops.
Dashboard	Sig = 0,304 < 0,05	Accept H0	The distribution of the interest in a dashboard is the same for all groups independently of how they ride
Dressage revision	Sig = 0,00 < 0,05	Reject H0	The distribution of the interest in Dressage revision is different for at least one of the 3 populations defined by type of ride. If we look at the sample mean ranks, we conclude there is evidence from the sample that interest in revising Dressage is lower for participants that ride in

			lessons, and higher for participant that ride in lessons and autonomy. That's probably because the riders riding in lessons and autonomy is experienced and thus, likely to engage in dressage shows.

A.1.4 Cluster Analysis

The aim of forming clusters is to create groups of potential users that are homogeneous concerning their interest in the 4 application's features.

Hierarchical Cluster

The first step is hierarchical cluster analysis, because we don't know how many groups to form.
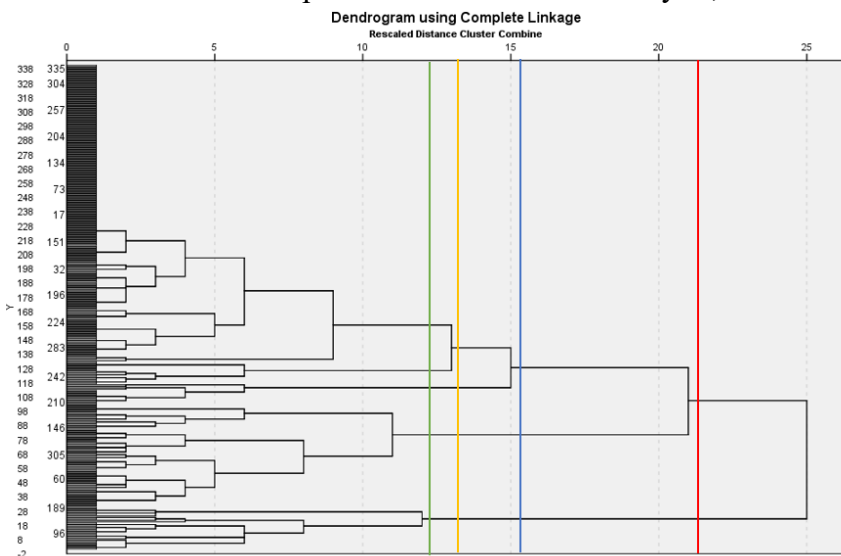
The first analysis conducted is Complete Linkage/ Furthest Neighbour.
Solutions with 2, 3, 4, and 5 groups From the Dendogram obtained suggest solutions with 2, 3, 4 and 5 clusters, and we can observe that the largest jump suggests 3 groups (blue line).

In order to get more interpretable results, we conducted a Ward's method cluster analysis.

Ward Analysis shows that the largest jump is between groups 2 , 3 or 4 groups
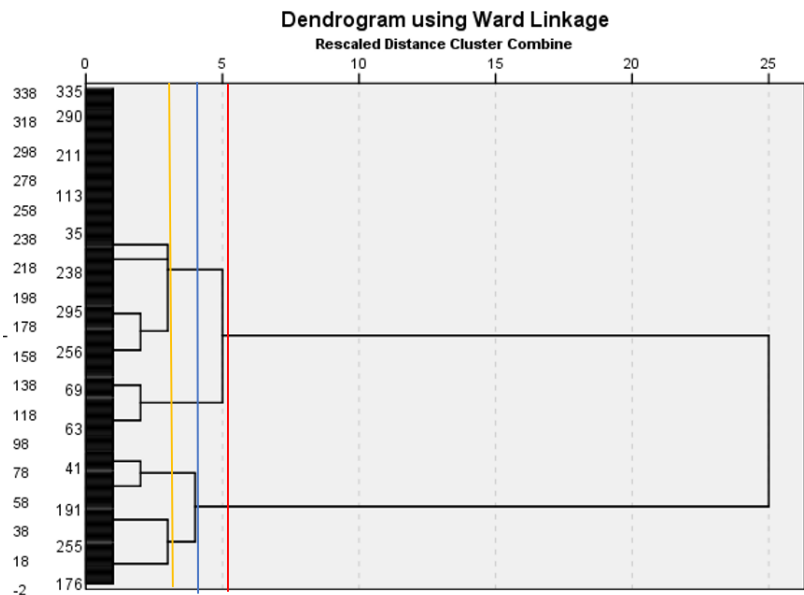
Non-hierarchical K-Means Cluster Analysis:

In order to validate the solutions in 2, 3 or 4 clusters obtained with Ward's method, we will conduct a non-hierarchical K-means analysis.

Below are the solutions obtained for 2, 3 and 4 groups with Ward's methods

2 solutions:

Ward Method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	249	73.2	73.2	73.2
	2	91	26.8	26.8	100.0
	Total	340	100.0	100.0	

3 solutions:

Ward Method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	198	58.2	58.2	58.2
	2	91	26.8	26.8	85.0
	3	51	15.0	15.0	100.0
	Total	340	100.0	100.0	

4 solutions:

Ward Method

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	198	58.2	58.2	58.2
	2	39	11.5	11.5	69.7
	3	51	15.0	15.0	84.7
	4	52	15.3	15.3	100.0
	Total	340	100.0	100.0	

Below are the solutions obtained for 2, 3 and 4 groups with K-means methods

2 solutions:

Cluster Number of Case

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	247	72.6	72.6	72.6
	2	93	27.4	27.4	100.0
	Total	340	100.0	100.0	

3 solutions:

Cluster Number of Case

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	196	57.6	57.6	57.6
	2	78	22.9	22.9	80.6
	3	66	19.4	19.4	100.0
	Total	340	100.0	100.0	

4 solutions:

Cluster Number of Case

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	36	10.6	10.6	10.6
	2	186	54.7	54.7	65.3
	3	50	14.7	14.7	80.0
	4	68	20.0	20.0	100.0
	Total	340	100.0	100.0	

By cross tabulating the solution in 3 groups from Ward's method with the solution in 3 groups from K-Means, it is possible to conclude that the proportion of individuals equally grouped in the two procedures equals (163 + 7 + 54) / 340 = 0.659

Ward Method   Kmeans - 3 groups

Count

		Cluster Number of Case			
		1	2	3	Total
Ward Method	1	164	34	0	198
	2	0	37	54	91
	3	32	7	12	51
Total		196	78	66	340

By **cross tabulating the solution in 4 groups from Ward's method with the solution in 4 groups from K-Means**, it is possible to conclude that the proportion of individuals equally grouped in the two procedures equals (33 + 160 + 19 + 24) / 340 = 0.694

Ward Method   KMeans - 4 groups

Count

		Cluster Number of Case				
		1	2	3	4	Total
Ward Method	1	0	160	0	38	198
	2	33	0	6	0	39
	3	0	26	19	6	51
	4	3	0	25	24	52
Total		36	186	50	68	340

By **cross tabulating the solution in 2 groups from Ward's method with the solution in é groups from K-Means**, it is possible to conclude that the proportion of individuals equally grouped in the two procedures equals (241+85) / 340 = 0,959

Ward Method   KMeans - 2 groups Crosstabulation

Count

		Cluster Number of Case		
		1	2	Total
Ward Method	1	241	8	249
	2	6	85	91
Total		247	93	340

In brief: it is possible to conclude that the solution in **2 groups** is the one that has the highest proportion of individuals equally grouped when using a non-hierarchical and a hierarchical cluster analysis procedure, and therefore is the one that is going to be preferred and chosen.

A.1.5 Characterizing the 2 groups that were obtained

We will characterize the groups that were obtained in the solution we have chosen with 2 clusters using Ward's method. To characterize each of the groups we use information about the grouping variables, as well as about other characteristics of the respondents.

Groups 1 is the largest, with 249 respondents, and group 2 is the smallest, with 91 respondents.

- Plot with the means of the grouping variables (the score for interest in the 4 features) for each group:

Average score, per group

Stacked Bar Count of Ward Method by Age

Stacked Bar Count of Ward Method by Depuis combien de temps pratiquez vous l'équitation ?

Stacked Bar Count of Ward Method by Number of ride per week
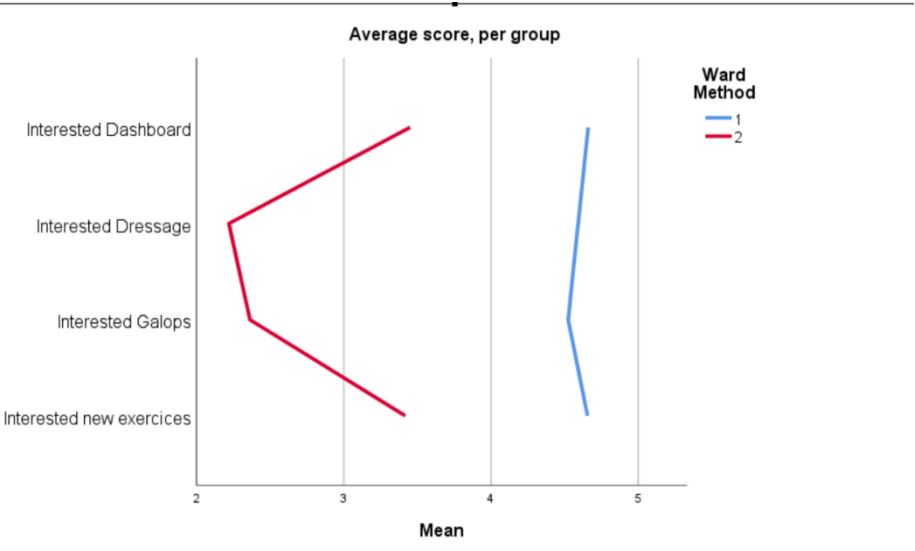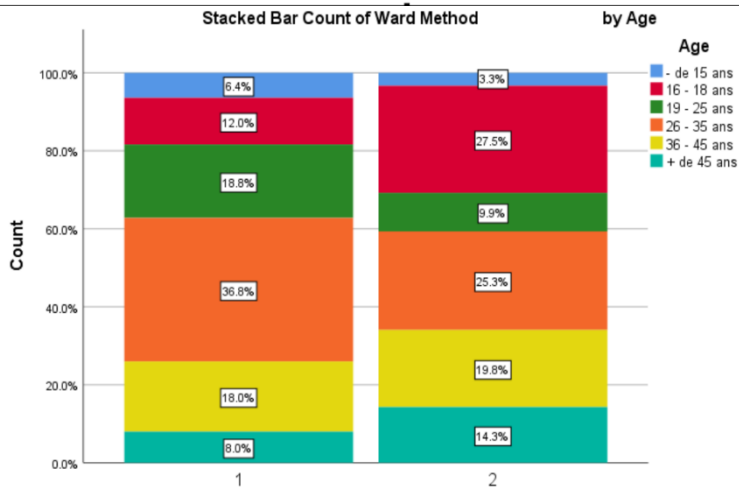
Group 1 participants are really interested in every feature of the app, with a mean over 4,5/5 for every feature.

Group 2 is composed by participants who are slightly less interested in the feature. They don't want to use the Galops and Dressage revision feature

- Characterizing the 2 groups using information about other characteristics of the respondents

Age group:

There is no extremely clear pattern regarding the repartition of ages in the groups. However, it can be noted that:

56% of group 1 is composed by people between 19 and 35 yo, 2/3 of them being between 26 and 35 yo.

In group 2, the largest group is the one composed by respondents between 16 and18 yo.
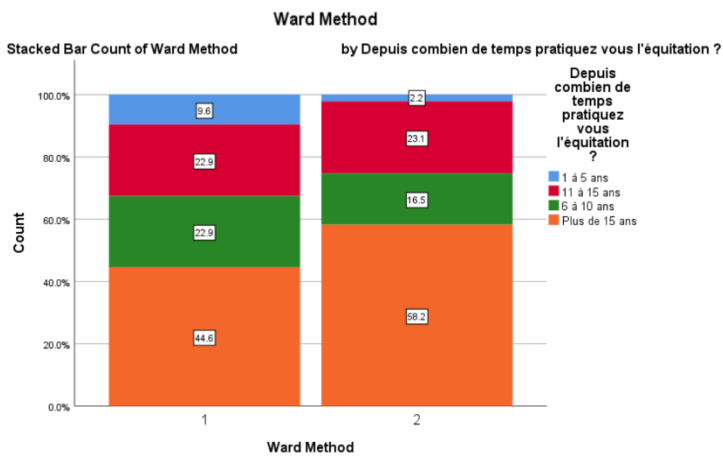
Practice length:

The main information brought is that in group 1, there are riders from every group, on the contrary, group 2 is largely focused on experienced riders with 58,2% of people riding for more than 10 years. This group almost doesn't have beginners with only 2,2%.

Number of rides per week:

In group 1, there are 50% of equestrians that ride 1 to 2 times per week. Only 21% can be considered very frequent riders with more than 4 rides per weeks
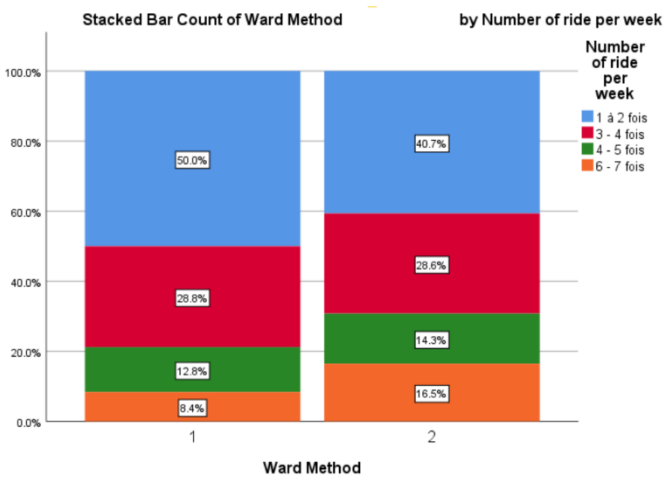
In group 2, there are 30,8% of riders that ride more than 4 times per week and only 40% that ride 1 or 2 time.

Stacked Histogram Count of Ward Method by Gender
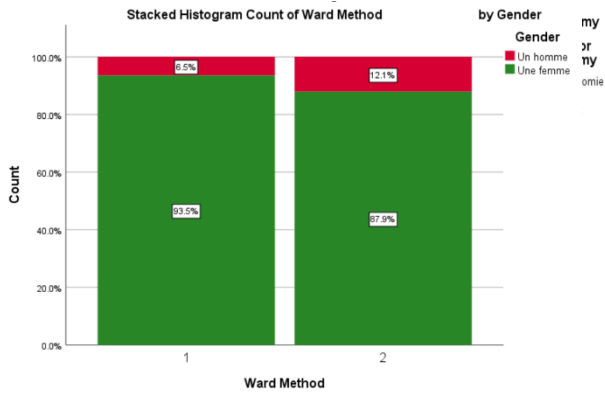
Ride in lessons or in autonomy:

In both groups, nearly 40% of the participant have a mixed practice of horse riding, meaning that they ride both in lessons and in autonomy. The most striking difference between the two groups is that 40,7% of the participants in group 2 only ride in autonomy. In group 1, that is only 24,4%. Again, that shows that group 2 is composed of more experienced or independent riders who do not take lots of lessons.

Stacked Histogram Count of Ward Method by Intersted second hand ecommerce
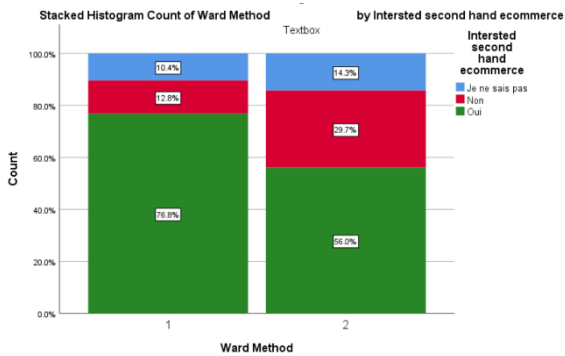
Second Hand platform:

The result show that participants of group 1 are largely more interested in using a second-hand platform to sell and buy horse riding material. In group 2, 29,7% of the respondent claimed that they would not use such a service.

Stacked Histogram Count of Ward Method by Horse owner
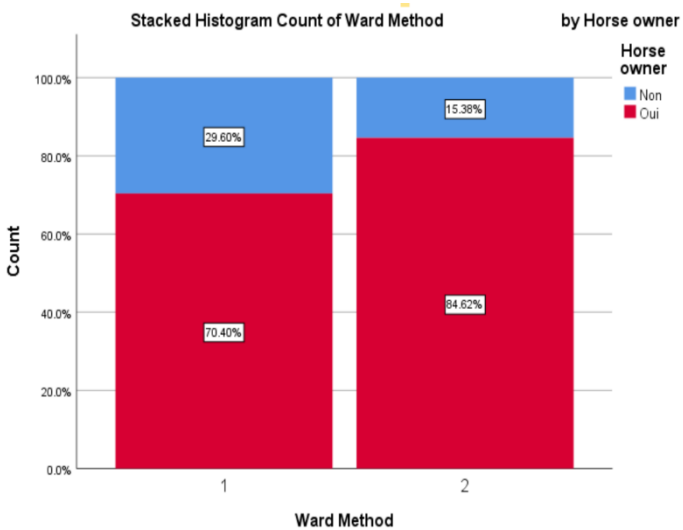
Horse ownership:

Before interpreting these results, it is important to note that the initial sample of 341 respondents had a strong majority of horse owners (75%).

Here we can see that group one is composed by 29,6% of non-horse owner and only 70,4% of horse owners, which is less in proportion than in the initial sample.

On the contrary, group 2 is composed of 84,6% of horse owners which is proportionally more than in the initial sample.

114

A.1.6 Open question data analysis:

The next pages contain the exhaustive list of the answered to the question: What do you expect from a platform dedicated to equestrians

Qu'attendez-vous d'une application dédiée aux cavaliers ?	What do you expect from an application dedicated to riders?
Un support ludique et des bon conseils et une manière plus sympa de réviser ma théorie et le dressage	A fun medium and good advice and a more nice way to revise my theory and dressage
Des vidéos explicatives des exercices et des pas à pas	Explanatory videos of exercises and step by step
Des conseils de professionnels	Professional advice
Je n'en utilise pas... Pas d'attente particulière	I don't use it ... no special waiting
Pouvoir nous aider sur toutes les questions que l'on peut se poser	Be able to help us on all the questions that we can ask ourselves
Fiabilité	Be able to help us on all the questions that we can ask ourselves
Qu'elle soit simple, pratique. De nouveaux exercices d'équitation chaque jours, des questions tous les jours pendant 5min environ pour réviser les galops.	May it be simple, practical. New riding exercises every day, questions every day for about 5 minutes to revise the gallops.
Des astuces idées d'entraînement	Training ideas tips
Tout	All
Qu'elle soit pratique et qu'elle soit utilisable partout où on va	That it is practical and that it is usable wherever we go
Simple d'utilisation, sécurisé et bien organisé	Easy to use, secure and well organized
Des petites astuces pour arriver à faire par exemple des épaules en dedans quand on est un peu coincé	Small tips to get to do for example shoulders inside when you are a little stuck
Des conseils principalement pour les débutants.	Advice mainly for beginners.
Quelle soit gratuite le plus possible et facile	Whatever free and easy
Des nouvelles rencontres des conseils du soutien	New meetings of support advice
Simplicité d'utilisation	Ease of use
Sa gratuité	Its free
Du contenu de qualité. Pas d'hyperflexion dans les cours, pas de muserolle serrée, du bon sens et du respect envers les chevaux. On veut voir de belles choses avec les chevaux qui peuvent inspirer les jeunes cavaliers, malheureusement les modèles qu'ils ont actuellement ce sont des chevaux enfermés, travaillés sur les épaules et sans équilibre. à la question de la discipline pratiquée, je ne comprends pas la différence entre "travail sur le plat" et "dressage".	Quality content. No hyperflection in the courses, no tight Muserolle, common sense and respect for horses. We want to see beautiful things with the horses that can inspire young riders, unfortunately the models they currently have are locked up horses, worked on the shoulders and without balance. To the question of the discipline practiced, I do not understand the difference between "work on the flat" and "dressage".
Un suivi des montes, des apprentissages.	Montes monitoring, learning.
Il existe des capteurs type Seaver qui enregistre nos bilans de séances avec des résultats concrets (rectitude, cardio, rebond...) Les reprises de dressage et galops sont disponibles sur la ffe en accès libre Il existe des plateformes avec pratiques, exercices, savoirs a lire ou en video pour réellement progresser selon la discipline (80% payant), ex Pierre beaupere Je ne serais pas intéressée par une application regroupant ceci, mais peut être ceux débutant l'équitation	There are Seaver type sensors that record our sessions with concrete results (rectitude, cardio, rebound ...) Dressage and galloping recovery are available on the FFE in free access There are platforms with practices, exercises, knowledge to read or in video to really progress according to the discipline (80% payable), ex Pierre Beaupere I would not be interested in an application grouping this, but maybe those starting to horse riding
Ludique et simple	Fun and simple
Objectivité progression accessible à tous	Objectivity progression accessible to all
Des exercices différents de ce qu'on peut faire	Different exercises from what we can do

116

Qu'elle soit accessible à tous les niveaux	That it is accessible at all levels
Des exercices nouveaux tout niveau, des tests ou quiz pour réviser la théorie, et éventuellement quelques conseils "soins de tous les jours"	New exercises all levels, tests or quiz to revise the theory, and possibly some advice "everyday care"
Sais pas	Not know
Simple d'utilisation	Easy to use
Que ça réponde à des interrogations. Par exemple : j'ai un soucis ma jument se couche beaucoup sur les cercles au galop. J'aimerai que ça me propose des solutions à ce soucis Pourquoi pas un classement par soucis : équilibre, vitesse, souplesse, etc	That it answers questions. For example: I have a problem my mare sets a lot on galloping circles. I would like it to offer me solutions to this concern Why not a ranking for worries: balance, speed, flexibility, etc.
Qui peut nous permettre de voir l'évolution de notre cheval 😊	Which can allow us to see the evolution of our horse 😊
Je ne sais pas	I do not know
J'attend qu'elle soit précise dans les donnés	I wait for it to be precise in the data
rien	nothing
des entraînements ludiques et clairs	fun and clear training
Conseils - Entraînements - Astuces	Tips - Training - Tips
Que ce soit fluide, simple pour et rapide	Whether fluid, simple for and fast
Avoir des exercices de base, de travail à pied et des explications de soin et de maladies	Have basic exercises, work on foot and explanations of care and disease
Ras	Ras
Suivie facile petit plus pour les fratries mes 2 filles font également de l'équitation et un suivis de leurs évolutions sur 1 seul appli serait top	Followed easy little more for siblings my 2 daughters also go riding and a follow -up of their developments on only 1 app would be top
des idees, l organisation de ballades	Idees, the organization of ballads
Pouvoir enregistrer un planning de travail et statistiques de fréquence des différentes sortes de travail	Be able to record a work schedule and frequency statistics of different kinds of work
Simple d'utilisation, gratuite ou en partie que tout le monde puisse l'utiliser	Easy to use, free or in part that everyone can use it
Conseils et informations	Advice and information
Des exercices, cours, centres sur l'équitation western	Exercises, courses, Western riding centers
J'attend des quizz sur les galops , le dressage,le saut	I expect quiz on gallops, dressage, jump
Un appli gratuité ça ferai pas de mal de temps en temps	A free app will not hurt from time to time
Du pratique, des infos sur les sports équestres, les innovations, l'actualité etc	Practice, information on equestrian sports, innovations, news etc
qu'elle puisse nous aider pour nos reprises , nos cours et qu'on puisse aussi avoir une partie pour communiquer avec d'autre personne	that she can help us for our covers, our lessons and that we can also have a part to communicate with other people
je ne sais pas	I don't know
Géo-localisation du matériel, journal de bord	Equipment geo-localization, logbook
du concret	concrete
Une application avec qui on peut tout faire et tout enregistrer gratuitement	An application with whom you can do everything and save everything for free
Qqch de complet	Full

Qu'elle soit accessible à tous les niveaux	That it is accessible at all levels
Des exercices nouveaux tout niveau, des tests ou quiz pour réviser la théorie, et éventuellement quelques conseils "soins de tous les jours"	New exercises all levels, tests or quiz to revise the theory, and possibly some advice "everyday care"
Sais pas	Not know
Simple d'utilisation	Easy to use
Que ça réponde à des interrogations. Par exemple : j'ai un soucis ma jument se couche beaucoup sur les cercles au galop. J'aimerai que ça me propose des solutions à ce soucis Pourquoi pas un classement par soucis : équilibre, vitesse, souplesse, etc	That it answers questions. For example: I have a problem my mare sets a lot on galloping circles. I would like it to offer me solutions to this concern Why not a ranking for worries: balance, speed, flexibility, etc.
Qui peut nous permettre de voir l'évolution de notre cheval 😊	Which can allow us to see the evolution of our horse 😊
Je ne sais pas	I do not know
J'attend qu'elle soit précise dans les donnés	I wait for it to be precise in the data
rien	nothing
des entraînements ludiques et clairs	fun and clear training
Conseils - Entraînements - Astuces	Tips - Training - Tips
Que ce soit fluide, simple pour et rapide	Whether fluid, simple for and fast
Avoir des exercices de base, de travail à pied et des explications de soin et de maladies	Have basic exercises, work on foot and explanations of care and disease
Ras	Ras
Suivie facile petit plus pour les fratries mes 2 filles font également de l'équitation et un suivis de leurs évolutions sur 1 seul appli serait top	Followed easy little more for siblings my 2 daughters also go riding and a follow -up of their developments on only 1 app would be top
des idees, l organisation de ballades	Idees, the organization of ballads
Pouvoir enregistrer un planning de travail et statistiques de fréquence des différentes sortes de travail	Be able to record a work schedule and frequency statistics of different kinds of work
Simple d'utilisation, gratuite ou en partie que tout le monde puisse l'utiliser	Easy to use, free or in part that everyone can use it
Conseils et informations	Advice and information
Des exercices, cours, centres sur l'équitation western	Exercises, courses, Western riding centers
J'attend des quizz sur les galops , le dressage,le saut	I expect quiz on gallops, dressage, jump
Un appli gratuité ça ferai pas de mal de temps en temps	A free app will not hurt from time to time
Du pratique, des infos sur les sports équestres, les innovations, l'actualité etc	Practice, information on equestrian sports, innovations, news etc
qu'elle puisse nous aider pour nos reprises , nos cours et qu'on puisse aussi avoir une partie pour communiquer avec d'autre personne	that she can help us for our covers, our lessons and that we can also have a part to communicate with other people
je ne sais pas	I don't know
Géo-localisation du matériel, journal de bord	Equipment geo-localization, logbook
du concret	concrete
Une application avec qui on peut tout faire et tout enregistrer gratuitement	An application with whom you can do everything and save everything for free
Qqch de complet	Full

une application en 3 parties par exemple, la première pour faire un programme d'exercices par jour en fonction de l'avancée des progrès avec nos chevaux ou on enregistrerait nos progrès et répondrait à certaines questions pour savoir quoi retravailler ou comment à la fin de chaque séance, et en fonction de ce qu'on dit qu'on a plus ou moins bien réussi, que l application adapté les exercices pour les cours d'après, également une partie théorie pour pouvoir s'entraîner à réviser seule et une partie pour vendre des affaires car il n existe pas vraiment d applications je crois… voila	A 3 -part application for example, the first to make a daily exercise program depending on the progress with our horses. We would record our progress and answer certain questions to know how to rework or how at the end of Each session, and depending on what we say that we have more or less successfully managed, the app would adapt the exercises for the following courses, also a theory part to be able to train to revise alone, and a part To sell material because there are not really applications for that I think ... here is
Je ne sais pas trop	I do not know
suivi de progression, beaucoup d'exercices	progression monitoring, many exercises
Une application gratuite ou peu chère afin de diversifier son travail ainsi qu'un vétérinaire qui répondrait au question que l'on peut se poser sur un symptôme ou bien une blessure	A free or inexpensive application in order to diversify your work as well as a veterinarian who would answer the question that can be asked about a symptom or an injury
Tt ce que vous pouvez proposer	All you can offer
Des conseils, des informations	Advice, information
D'avoir tout ce que vous proposez sur la plateforme et qu'il y ait des explications simples et que les explications pour les galops soit synthétique	To have everything you offer on the platform and that there are simple explanations and that the explanations for gallops are synthetic
Je ne sais pas…	I do not know…
Des nouveautés	Novelties
Quelle soit simple d'utilisation	Ease of use
Pouvoir avoir accès a toutes les fonctions de l'application sans payer un abonnement a plus de 100euros par ans avoir un cheval ne veut pas dire être riche ...	Being able to have access to all the functions of the application without paying a subscription to more than 100 euros per year having a horse does not mean being rich ...
Apprendre	To learn
Je ne sais pas	I do not know
Respecte le bien-être des chevaux et les cavaliers. Elle nous aide à progresser à cheval et même dans nos connaissance	Respects the well-being of horses and riders. It helps us progress on horseback and even in our knowledge
Une vraie aide pour apprendre la théorie de façon pédagogique et des démos bien expliquer	A real help to learn theory in an educational way and demos well explain
Avoir un large choix dans les propositions d'exercices	Have a wide choice in exercise proposals
Rien en particulier	Nothing in particular
facilité d'utilisation, proposition d'exercices originaux, un forum pour l'entraide	Ease of use, proposal of original exercises, a forum for mutual aid
Des conseils pratiques en fonction de son équitation	Practical advice according one's horse riding practice
Quelle introduise le mieux possible les cavaliers	What best possible the riders
Carnet de bord suivi du cheval de propriétaire. Planificateur, etc	On -board book followed by the owner's horse. Planner, etc
Aider dans le travail de mon cheval	Help in my horse's work
Suivi, nombreux exercices de différents niveaux	Follow -up, many exercises of different levels
Une aide au quotidien	Daily help
Intuitive, simple d'utilisation, avec toutes les demandes des questions précédentes	Intuitive, easy to use, with all requests from previous questions
Une application qui regroupe les cavalier où on peu discuter et donner des astuces par exemple	An application that brings together the riders where we can discuss and give tips for example

Partage d'expérience	Experience sharing
Suivi, idée d exercices, facilité de communication	Monitoring, exercise idea, ease of communication
Qu'elle soit accessible pour les personnes en situation de handicap	That it is accessible for people with disabilities
Beaucoup de nouveautés	A lot of novelties
Un bon suivi gps en extérieur	Good GPS monitoring outdoors
Randonnée equestre	Horseback riding
Pratique	Convenience
Pouvoir avoir des idées d'exercice à cheval avec différents niveaux de difficulté	Be able to have ideas for exercise on horseback with different levels of difficulty
Que l'équitation redevienne l'art équestre dans le respect du cheval.. que les cavaliers restent humbles car en une vie,on ne sait pas grand-chose.. et faire comprendre que la théorie n'est rien sans la pratique.. que le feeling naturel est presque un don.. et surtout,que l'on fasse tout pour remonter le niveau car il a atteint,autant chez les cavaliers en herbe que chez certains enseignants,un niveau affligeant..	That horse riding becomes equestrian art again with respect for the horse .. that the riders remain humble because in a life, we do not know much .. and make people understand that theory is nothing without practice. that the natural feeling is almost a gift .. and above all, that we do everything to go up the level because it has reached, as much in budding riders as in some teachers, an distressing level.
Une possibilité de communiquer entre Cavaliers afin de donner ses expériences, idées..	A possibility of communicating between riders in order to give your experiences, ideas.
pouvoir échanger avec les autres cavaliers	be able to exchange with other riders
Qu'elle propose des exercices pour le cavalier	That she offers exercises for the rider
Suivi du couple cheval/cavalier	Horse/Cavalier's follow -up
Qu'elle soit clair et fonctionnelle	That it is clear and functional
De l'efficacite	Efficiency
Une application facile a utilisé, et polyvalente	Easy application used, and versatile
Un échange d informations fiables sans publicités !!	An exchange of reliable information without advertisements !!
Des conseils sur le bien-être des chevaux	Advice on the well-being of horses
Ludique et facile d'utilisation avec un tarif raisonnable !	Playful and easy to use with a reasonable price!
De la nouveauté un ton un peu décalé	New a little offbeat tone
La théorie	The theory
De la maturité et du respect	Maturity and respect
Je ne sais pas trop tout dépendra du type de l'application	I don't really know everything will depend on the type of application
Qu'elle soit simple d'utilisation	That it is easy to use
Du vécu sans prétention	Unpretentious experience
Qu'elle soi plus performante comme equilab mets avec plus de choix et sans avoir besoin des données mobiles en extérieur	That it is more efficient as Equilab put with more choice and without needing mobile data outdoors
Qu'elle soit abordable par tous et surtout que tous soient respectueux des choix des autres pour tel ou tel décision avec les chevaux mais avec respect du cheval.	That it is affordable by all and especially that everyone is respectful of the choices of others for such or such decision with horses but with respect for the horse.
Entraide	Mutual aid
Quelle soit pour tout niveau	Adapted for any level

Des aides personnalisées	Personalized aid
Du nouveau	New
D'être simple à utiliser	To be simple to use
Qu'elle soit simple et pratique à utiliser et compatibles dans plusieurs pays (je suis en Suisse).	Whether it is simple and practical to use and compatible in several countries (I am in Switzerland).
Support de suivi	Monitoring
Des quiz pour tout les galops en théorie. Et des exercice à faire en monté pour chevaux qui on l'habitude de travailler et les jeunes chevaux	Quiz for all gallops in theory. And exercises to be done as horses that are used to working and young horses
Du partage	Sharing
Facile d'utilisation et complète	Easy to use and complete
Surtout qu'elle nous permettent de connaitre la théorie pour chaque galop gratuitement	Especially since it allow us to know the theory for each gallop for free
Pratique	Practice
Rien !!	Nothing !!
Des exercices adaptés aux chevaux	Exercises adapted to horses
Avoir plus de connaissances sur le cheval sur tous les domaines possibles en pratique équestre, éthologique, bien être, astuces pour tous informations, aussi sur du matériel, etc...	Have more knowledge of the horse on all possible areas in equestrian, ethological, well -being, tips for all information, also on equipment, etc ...
Un peu de tout	A little bit of everything
D'y partager et y apprendre pleins de chose	To share and learn lots of things there
Une aide pour m'améliorer	Help to improve me
Hormis un contenu cohérent et précis, une bonne précision pour enregistrer les entraînements. J'utilise actuellement equilab en version gratuite et je trouve qu'elle manque de précision	Apart from coherent and precise content, good precision to record training. I am currently using Equilab in free version and I find that it lacks precision
Une vérification de la solvabilité et réputation du vendeur et acheteur. Pas de cours en ligne ! Que les conseils soient donner que par des vétérinaires	A verification of the solvency and reputation of the seller and buyer. No online lessons! That the advice is given only by veterinarians
Facilite et economie	Facilitates and economics
Le plus important est que l application soit facile à utiliser, des onglets lisible et facile à mettre en route L idée de regrouper l entraîne et la vente de matériel d equitation me semble une bonne idée Un plus serait d avoir des statistiques sur la locomotion des chevaux en fonction de leur morphologie et voir en plus des statistiques de l influence du matériel (modèle et marque) sur la locomotion du cheval Vous pouvez me contacter sur Facebook si mes idées vous intéresse, je suis actuellement en apprentissage en DEJEPS Equitation Spécialité CSO Bonne réception, Laurine Demarest	The most important thing is that the application is easy to use, readable tabs and easy to start The idea of bringing together the trainer and the sale of riding equipment seems to me a good idea A plus would be to have statistics on the locomotion of horses according to their morphology and to see in addition to the statistics of the influence of the material (model and mark) on the locomotion of the horse You can contact me on Facebook if my ideas are interested in, I am currently learning in dejeps Equitation CSO specialty Good reception, Laurine DEMAREST
Un véritable suivi pour qu'on puisse voir nos progrès 😁	Real follow -up so that we can see our progress 😁
Une application a notre écoute et celle du cheval afin de nous aider à progresser avec des informations et des aides	An application listens to us and that of the horse to help us progress with information and aid
Quelle puisse correspondre tant aux cavaliers de clubs qu'aux cavaliers pro.	What can correspond both to club riders and to pro riders.

Que sa sois simple a utiliser qui puisse aider que l'on sois cavalière de club, propriétaire ou demi pensionnaire (avec une dp).	May it be simple to use who can help you be club rider, owner or half boarder (with a DP).
De la simplicité	Simplicity
je suis curieuse de voir pour l'extérieur ou le TREC	I am curious to see for the outside or the Trec
Bon suivi du travail de mon cheval, exemples d'exercices adaptés	Good follow up of my horse's work, examples of suitable exercises
Qu'elle soit facile d'utilisation	That it is easy to use
Facile d'utilisation, pas très chère, et adaptable à ma pratique d'extérieur	Easy to use, not very expensive, and adaptable to my outdoor practice
De l'entraide	Mutual aid
Une application qui peut aider à apprendre pour la théorie du mécanisme du cheval et de l'anatomie et les théorie galop	An application that can help learn for the theory of horse and anatomy mechanism and gallop theory
Des exercices de travail au sol, notamment pour les chevaux en pâture.	Floor work exercises, especially for pasture horses.
Des conseils	Advices
Surtout de la théorie	Especially theory
Conseils, échanges, infos, suivi personnel.	Advice, exchanges, info, personal follow -up.
Voir pour tester	See to test
Oui	Yes
Des échanges, des exercices innovant pour les enseignants	Exchanges, innovative exercises for teachers
qu elle m informe sur des sujets précis et des questions précises	that it informs me about specific subjects and specific questions
Simple d'utilisation	Easy to use
je ne sais pas trop	I do not know
De vrais conseils, sans jugements, que chacun fasse part de son expérience sur des difficulté ou autres parmis les exercices	Real advice, without judgments, that everyone will share their experience on difficulties or other among the exercises
Des services me permettant d'améliorer ma pratique et mon approche de l'équitation. Avec de l'échange entre les propriétaires, cavaliers amateurs et de plus faibles niveau. Et si un espace seconde main est mis en place se serait un vrai plus.	Services allowing me to improve my practice and my horse riding approach. With exchange between owners, amateur riders and lower level. And if a second -hand space is set up would be a real plus.
Pratique et pas hors de prix	Practical and not overpriced
Elles sont malheureusement souvent très cher pour l'utilisation que je pourrais en faire sacnaht que je ne monte pas à cheval autant qu'avant	They are unfortunately often very expensive for the use that I could make of it Sacnaht that I do not ride a horse as much as before
Proche de moi et de la réalité	Close to me and reality
pouvoir trouver des exercices adapté à tout les niveaux que ce soit du cavalier ou du cheval	be able to find exercises suitable for all levels whatsoever of the rider or the horse
Qu'elle soit complète	That it is complete

122

Quelle puisse m'aider au quotidien dans la gestion de l'écurie (stocks, vaccins, verfimuges...) Mais aussi dans les exercices. Une vrai application complète !	What can I help me every day in the management of the stable (stocks, vaccines, verfimoges ...) but also in the exercises. A real complete application!
Tout ce que vous prévoyez Continuez vous étes sur la bonne voie	Everything you plan Continue are on the right track
Qu'elle nous aide à réviser la théorie dès galop	That she helps us to revise the theory galloping
Qu'elles soient a l'écoute du client peut importe sa façon de voir le monde du cheval	That they are listening to the customer no matter his way of seeing the world of the horse
Intuitif	Intuitive
Qu'elle soit simple d'utilisation et ouverte à tous	That it is easy to use and open to all
Pourquoi pas des fiches sur les programmes des galops et/ou éventuellement des conseils sur tous les types de sujets concernant l'équitation en général.	Why not files on gallops programs and/or possibly advice on all types of subjects concerning horse riding in general.
simplicité	simplicity
Un mixe de tout	A mix of everything
Progresser	Progress
Rien de particulier	Nothing in particular
Gratuite et sans part de vente revenant a l'application	Free and without sale returning to the application
D être autonome dans le travail , trouver des idées d exercice	To be independent in work, find exercise ideas
De nous aider	To help us
Simple	Simple
des quizz	quizzes
Qu'elle soit gratuite	Let it be free
Le partage et l'apprentissage pour tous dans la bonne cohésion entre les utilisateurs	Sharing and learning for all in the right cohesion between users
je ne sais pas	I don't know
Source d'info, partage d'ecoerience	Source of info, sharing of experience
Exercices pratiques et faciles à mettre en œuvre ; astuces et entraide bienveillante	Practical and easy to implement exercises; Benevolent tips and mutual aid
Astuces et entraide bienveillante exercices faciles à mettre en œuvre	Benevolent tips and mutual aid easy to implement
Concours à aller regarder	Competition to go watch
Des conseils, exercices, soins	Advice, exercises, care
Une appli permettant facilement de planifier et de suivre la préparation à une compétition importante de suivre les soins type vermifuge ferrures etc.	An app allowing to plan and monitor the preparation for a significant competition to follow deworming fittings, etc.
De se retrouver entre passionnés et pratiquants et pouvoir tous se transmettre nos expériences et savoirs dans le domaine de l'équitation	To be between enthusiasts and practitioners and all being able to convey our experiences and knowledge in the field of horse riding
Précise et nette	Precise and clear
Qu'elle m'aide dans la pratique	That she helps me in practice
Qu'elle soit utile et pratique d'utilisation	That it is useful and practical to use

Je serais intéressé par un côté « propriétaire » qui permettrait de suivre mon cheval (dentiste, osteo etc)	I would be interested in a "owner" side that would allow you to follow my horse (dentist, osteo etc)
Rien de spécial	Nothing in particular
D'en apprendre davantage et d'échanger avec les cavaliers sur les différentes pratiques	To learn more and to exchange with riders on the different practices
Une aide type fil conducteur afin d etre aider dans le travail seul	A driver's typical help in order to be helped in work alone
Tout ce qui est cité au dessus	Everything cited above
super idée	great idea
Quelle soit gratuite	Whatever
Très bien	Very well
Pas d'idées	No ideas
Praticité, simplicité	Convenience, simplicity
Des proposions de balades autour de chez moi	Offerings of walks around with my house
Rien	Nothing
Des conseils avec des vidéos, dès avant-après de nos chevaux, des images des résultats des exercices, et même des vidéos d'exercices à accomplir, des plannings « veto » « maréchal » « vermifuge »…	Advice with videos, from before-after our horses, images of the results of the exercises, and even videos of exercises to be accomplished, "veto" "marshal" "dewormous" schedules ...
Qu'elle soit pratique , complète et gratuite .	Practical, complete and free.
De nouvelles méthodes de travail, des expériences de professionnelles ou tout simplement de cavalier	New working methods, professional experiences or simply a rider
Qu'elle soit pratique simple d'utilisation et complète	That it is easy to use and complete
Quel soit facile d'utilisation	What is easy to use

Idée d'exercice nouveau
  Des différents tutos...
	New exercise idea
	  Different tutorials ...

Voir la progression du cheval et du cavalier	See the progress of the horse and the rider
Appli gratuite, et juste dans le suivi gps par ex, traçage pour partir seule en balade et prévient en cas de chute, ex d'exercice	Free app, and just in GPS follow -up for example, tracing to go alone on a ride and warns in the event of a fall, ex of exercise
Un GPS et un avertissement en cas de chute des proches serait génial	A GPS and a warning in the event of a fall in loved ones would be great
De la nouveauté	Novelty
J'attends des échanges entre cavaliers de l'entraide	I await exchanges between Cavaliers
Apprendre de nouvelles choses afin de ne pas se sentir seul avec sont cheval	Learn new things so as not to feel alone with a horse
Simple et avec un bon historique. Des capteurs pour un retour terrain. Précision	Simple and with a good history. Sensors for a field return. Accuracy
La localisation des cavaliers pour se mettre en contact plus facilement. La possibilité d'achat ou de revente de produits de seconde main. La possibilité de voir l'évolution du travail.	The location of riders to get in touch more easily. The possibility of purchase or resale of second -hand products. The possibility of seeing the evolution of work.

Plein de choses	Lots of things
Je ne sais pas	I do not know
des exos originaux et tous niveaux	Original exos and all levels
Un lieu d'échanges	A place of exchange
Je ne sais pas	I do not know
Facile d'utilisation et assez complète	Easy to use and quite complete
A voir	Tosee
Qu'elle soi pratique	That it convenient
Le suivi de l'évolution de mon cheval et aussi celui du cavalier	Monitoring the evolution of my horse and also that of the rider
Une application qui nous permettent de progresser en autonomie grâce à une bonne diversité d'exercices proposer.	An application that allows us to progress independently thanks to a good diversity of exercises offer.
Qu elle soit fonctionnelle, intuitive et inovante	Whether it is functional, intuitive and inovancing
Plusieurs conseils sur la nutrition ou les plantes/produits qui aide vraiment les chevaux, ont en parler pas assez	Several tips on nutrition or plants/products that really help horses, have not spoken enough
Pas d'idée particulière	No special idea
Pouvoir faire le suivi de mon cheval autre que sur papier, appli sauvegardant bien le dossier de notre cheval, les fonctionnalités importantes gratuites (qq cours, suivi, etc) pouvoir avoir des idées d'exercice innovantes selon le niveau que l'on a et les besoins de notre cheval (plutôt muscu, plutôt détente, plutôt travail, nouveau apprentissage etc)	Being able to follow up on my horse other than on paper, applies to safeguarding the file of our horse, the important free features (qq courses, follow -up, etc.) be able to have innovative ideas of exercise depending on the level that we have and The needs of our horse (rather muscular, rather relaxation, rather work, new learning, etc.)
Du nouveau	New
Pouvoir suivre notre parcours équestre, avoir des conseils et des idées de parcours à faire!	Being able to follow our equestrian journey, have advice and ideas for the course!
Du sérieux	Serious
Qu'elle nous donnes des idées d'exercices, de jeux, mais aussi qu'elle soit 100% personnalisable	That it gives us ideas for exercises, games, but also that it is 100% customizable
Une application avec des mises à jour régulières histoire que celle ci ne soit pas à l'abandon au bout de quelques mois. Dans le cas où l'achat seconde main serait possible, un système de payement parfaitement sécurisé sera indispensable. Concernant les reprises et les exercices je pense que ça peut être une très belle découverte et une très bonne aide pour les personnes travaillant en autonomie. Néanmoins si une application de vente et de conseils d'exercices etc... Vient à venir, il serait préférable à mon sens de faire 2 applications distinctes histoire de ne pas faire trop fouillit et que l'on s'y retrouve plus facilement ! J'espère que cela aura pu vous aider. 😁	An application with regular updates history that it is not abandoned after a few months. In the event that the second -hand purchase is possible, a perfectly secure payment system will be essential. Regarding the covers and the exercises I think it can be a very nice discovery and a very good help for people working independently. Nevertheless if an application of sales and exercise advice etc ... comes to come, it would be preferable in my sense to make 2 separate applications just to do not excavate too much and that we find ourselves more easily! I hope this could have helped you. 😁
donner des astuces/conseils	Tips/Tips
Des conseils, des informations, des réponses	Advice, information, answers
Principalement des exercices et des ventes	Mainly exercises and sales
Une appli avec des exercices ou des solutions face aux difficultés rencontrees	An app with exercises or solutions in the face of difficulties encountered
Qu'elle puisse être utilisée dans toutes les disciplines.	That it can be used in all disciplines.
Une entraide/des conseils	Assistance/advice

Une continuité pédagogique	Educational continuity
J'aimerais bien qu'on puisse parler entre nous	I would like us to speak between us
Plus de connaissances sur les chevaux	More knowledge of horses
d'avoir des exercices et conseils	to have exercises and advice
Des réponse a mais question	Answers A but question
Application complète pour toutes les disciplines et plateforme de vente type vinted uniquement pour l'équitation	Complete application for all disciplines and Vinted type sales platform only for horse riding
Qu'on puisse trouver des exercices, des choses adaptées à chacun !	That we can find exercises, things adapted to each!
Facilité d'utilisation, bien mis en page (pas comme equivintage.....)	Ease of use, well put on (not as equivintage .....)
Des propositions d'exercices pour une séance complète par ex :)	Exercise proposals for a full session eg :)
sortir des carcans dogmatiques malsains de la FFE pour retourner à une équitation authentique et respectueuse.	Get out of the unhealthy dogmatic shackles of the FFE to return to an authentic and respectful horse riding.
Facilité d'utilisation, suivi entrainement cheval (pour l'extérieur notamment)	Ease of use, horse training follow -up (for the outside in particular)
tout	everything
Je n'attends pas d'application	I don't expect an application
Une appli qui propose des exercices pour toutes disciplines avec un espace d'échanges entre les membres par thème pour s'entraider	An app that offers exercises for all disciplines with a space for exchanges between members by theme to help each other
D'avoir des professionnels qui puissent nous donner des astuces ou des exercices à faire pour travailler notre cheval.	To have professionals who can give us tips or exercises to do to work on our horse.
Gratuite	Free
Qu'elle puisse nous donner des exercices en fonction du niveau du cavalier et du cheval et donner les concours se trouvant dans les environs	That she can give us exercises according to the level of the rider and the horse and give the competitions in the surroundings
Je ne sais pas	I do not know
Qu'elle soit d'un niveau suffisant. Pas d'amateurisme !	May it be sufficient level. No amateurism!
Facile d'utilisation, proposant du contenu intéressant et régulièrement	Easy to use, offering interesting and regularly content
Des idées de travail, vendre son matériel etc	Work ideas, sell your equipment etc
Qu'elle me permette de suivre et d'enregistrer notre progression mutuelle. Et de suivre nos séances	That it allows me to follow and record our mutual progress. And follow our sessions
Qu'elle permettent d'échanger de manière constructive, avoir des conseils et pouvoir en donner.	That it allows you to exchange constructively, have advice and be able to give it.
Il en existe déjà beaucoup...	There are already many ...
De suivre les progrès de mon cheval. Avoir des nouvelles idées pour le travailler	To follow the progress of my horse. Have new ideas to work it
Du partage et de la prise de connaissance	Sharing and consciousness
Aide et conseils pour progresser, notamment sur des séances en autonomie	Help and advice to progress, especially on independent sessions
Des idées d'exercices pour progresser	Exercise ideas to progress
Trouver des infos précises et fiables lors de recherches précises (ex ; santé, médicaments, compétitions..)	Find precise and reliable information during specific research (eg health, drugs, competitions, etc.)
Un suivi personnalisé, les indications des écuries à proximité de mon domicile et les dates des concours	Personalized follow -up, the indications of the stables near my home and the dates of the competitions

Pouvoir solutionner les problèmes rencontrés, former des groupes pour travailler ensemble ou partie en balade	Be able to solve the problems encountered, train groups to work together or part in a ride
Proposition d'exercices, suivi des chevaux (exercices et santé), forum,…	Exercise proposal, horses monitoring (exercises and health), forum, ...
De la simplicité d'utilisation. Des possibilités de personnalisation complète. Un tarif abordable : avoir un cheval est onéreux, une application ne remplacera jamais un bon coaching, pour ma part ce genre d'application serait un complément dans lequel je ne pourrai mettre beaucoup de budget	Simplicity of use. Complete personalization possibilities. An affordable price: having a horse is expensive, an application will never replace a good coaching, for my part this kind of application would be a complement in which I will not be able to put a lot of budget
Je ne sais pas trop	I do not know
Pour avoir plus d'informations sur l'équitation	To have more information on horse riding
Utile, pratique et qui fonctionne sans avoir à payer la base de l'appli	Useful, practical and that works without having to pay the base of the app
D'avoir un meilleur suivi des chevaux que j'ai en charge et de ma pratique	To have a better follow -up of the horses I am in charge and my practice
apprentissage	learning
De la nouveauté, les actualités et surtout une application pratique.	New, news and above all a practical application.
Partages des sentiers de randonnées avec traceur GPS reliée au téléphone de tiers permettant la géo-localisation en cas de problème	Sharing of hiking trails with GPS tracker connected to the phone of third parties allowing geo-localization in the event of a problem
utilisation simple intuitive et ludique	simple intuitive and fun use
De la rigueur	Rigor
Que soit une application gratuite	Whatever a free application
Tout	All
Une aide un support des conseils pour moi qui suis en total autonomie avec mon cheval	Help a support for advice for me which is in total autonomy with my horse
Tout ce qui est cité au dessus :)	Everything cited above :)
Plein de choses	Lots of things
Aide a la gestion	Management assistance
Plus de conseil sur la santé des chevaux	No more advice on horse health

adapté aux débutants comme aux confirmés	adapted to beginners and confirmed
Du pratique	Convenient
La fiche suivie entraînement me semble être une bonne idée !!	The sheet followed training seems to me to be a good idea !!
Pouvoir échanger entre cavalier, avoir diverses informations utile, avoir des idées d'exercices (gratuit)	Being able to exchange between rider, having various useful information, having exercise ideas (free)
J attendrais une plateforme qui pourrait nous donner des exercices à pied avec notre cheval car il n y en a ps assez ou de liberté sur du saut ou du plat je manque d idée et une appli de confiance pour du matériel équestre 🤩	I would wait for a platform that could give us exercises on foot with our horse because there is no ps enough or freedom on jump or dish I lack idea and a confidence app for equestrian equipment 🤩
Achat vente de matériel	Purchase sale of equipment
Nous aider pour retenir nos reprise ,nous faire réviser pour nos theories de galops ,la vente et la mise en vente de notre matériel d'équitation que ns n'utilisons plus	Help us to remember our resumptions, make us revise for our theories of gallops, the sale and the sale of our riding equipment that we no longer use
De l'aide, un pense bête	Help, a reminder
Voir l'evelution de ma cheval..des exercices à faire	See the evolution of my horse ... Exercises to do
Apprentissage ludique de la théorie	Playful theory learning
Une aide pour les cavaliers	Help for riders
Je préfère voir ce que l'on me propose	I prefer to see what I am offered
Des exercices concrets, des outils pour aider à mettre en place une progression dans le travail à pied et ou monté	Concrete exercises, tools to help set up a progression in work on foot and or mounted
Du respect	Respect
Je ne sais pas	I do not know
tout et rien	all and nothing
Des idées d'exercices, des conseils, le suivi,...	Exercise ideas, advice, follow -up, ...
Donner des conseils en général sur le cheval, son environnement,...	Give advice in general on the horse, its environment, ...
rien	nothing
connaissances équestres	equestrian knowledge
Qu'elle regroupe plusieurs domaines et qu'elle permette d'échanger	That it brings together several areas and that it allows to exchange
Quizz theorie conseils	Quiz Theory Tips
Des renseignements, conseils ou quizz sur la théorie galop 5,6 ou 7	Information, advice or quiz on the theory Galop 5.6 or 7
Un prix bas	A low price
Que c'est une super idée	That it's a great idea
Pouvoir travailler les galops	Being able to work gallops
Utile-facile à utiliser- gratuit ou pas trop cher	Useful-e-facilitated to use- free or not too expensive
Quelle soit facile à utiliser et Quelle explique bien le pourquoi, comment, à quel fréquence....pour chaque exercice à pied, monté sur le plat, à l'obstacle et pourquoi pas en extérieur. Merci	easy to use and that explains why, how, at what frequency .... for each exercise on foot, mounted on the flat, at the obstacle and why not outdoors. Thank you

Appendix B. Sales computation year 2

Description	Assumption	Total year 1	Notes
Subscription model			
Market estimate	50000	50000	Target of users for year 1
Premium Users	10%	5000	We expect 10% of the users to have premium subscription during the 1st year
Average subscription price	155,32€ / year	155,32 €	33% Monthly (179,88€ / year) 33% Bi-yearly (155,88€/year) 22% yearly (131,88€/year) 11% 2 years (99,88€ / year)
Total sales estimate from subscription model	**1500 x 155,32**	**776.600 €**	
Commission model			
Market estimate	50000	50000	Target of users for year 2
Users using the ecommerce platform	68%	34000	Questionnaire
Number of transactions per day	100	36500	100 x 365 days
Average basket	25 €	912.500 €	25€ x 100 x 365
Revenue per transaction for private seller	5% x 25 1,25 €		
Daily revenue generated by private sellers (70% of transactions)	87,50 €	€ 31.937,50	
Revenue per transaction for professional seller	5% x 25 + 2% x 25 = **1,75€**		
Daily revenue generated by professional sellers (30% of transactions)	52,50 €	€ 19.162,50	
Seller customers using the locker boost	5%	1700	5%x44200
Average yearly spending in locker boost	10 €	**17.000,00 €**	17.000 x 10
Total sales estimate from e-commerce model	**186,95€ / day**	**68.100 €**	
Advertising on the platform			
Market estimate	50000	50000	Target of users for year 2
Optimal number of exposures per user	7	7 x 50.000 = 350000	
Average cost per mile	13 €	13 x 350= **4550€**	Price varies between 10€ and 16€
Number of advertisers	20	**20**	Customer objectives
Total sales estimate from advertising		**91.000 €**	2.730 x 10
Total year 2			**935.700,00 €**

Table: Sales computation Year 2

Appendix C. Sales computation year 3

Description	Assumption	Total year 3	Notes
Subscription model			
Market estimate	80000	80000	Target of users for year 3
Premium Users	10%	8000	We expect 10% of the users to have premium subscription during the 1ˢᵗ year
Average subscription price	155,32€ / year	155,32 €	33% Monthly (179,88€ / year) 33% Bi-yearly (155,88€/year) 22% yearly (131,88€/year) 11% 2 years (99,88€ / year)
Total sales estimate from subscription model	**1500 x 155,32**	**1.242.560 €**	
Commission model			
Market estimate	80000	80000	Target of users for year 3
Users using the ecommerce platform	68%	54400	Questionnaire
Number of transactions per day	150	54750	150 x 365 days
Average basket	25 €	1.368.750 €	25€ x 150 x 365
Revenue per transaction for private seller	5% x 25 **1,25 €**		
Daily revenue generated by private sellers (60% of transactions)	112,50 €	€ 41.062,50	
Revenue per transaction for professional seller	5% x 25 + 2% x 25 = **1,75€**		
Daily revenue generated by professional sellers (40% of transactions)	105,00 €	€ 38.325,00	
Seller customers using the locker boost	5%	2720	5% x 115600
Average yearly spending in locker boost	10 €	**27.200,00 €**	3740 x 10
Total sales estimate from e-commerce model	**186,95€ / day**	**106.588 €**	
Advertising on the platform			
Market estimate	80000	80000	Target of users for year 3
Optimal number of exposures per user	7	7 x110.000 = 560000	
Average cost per mile	13 €	13 x 770= **10010€**	Price varies between 10€ and 16€
Number of advertisers	30	**30**	Customer objectives
Total sales estimate from advertising		**300.300 €**	2.730 x 10
Total year 3			**1.649.447,50 €**

Table: Sales computation Year 3

Appendix D. Expenses quotation, platform creation

▼	Conception et réalisation	38930 € - 46720 €

(Sergent Web, 2022)

	Application mobile basique	Application mobile moyennement complexe	Application mobile complexe
Caractéristiques	› Ensemble de fonctionnalités de base › 1 plateforme	› Plus de fonctionnalités et une conception plus complexe › 1-2 plateformes	› Conception, développement et support complexes › 2 plateformes
Coût total	7 000 à 10 000€	~ 25 000€	60 000 à ~ 200 000€

(La fabrique du net, 2022)

Appendix E. Questionnaire

Une application dédiée à l'équitation

Bonjour à tous, j'ai besoin de votre aide pour répondre à ce questionnaire pour un projet scolaire. Cela porte sur la création d'une application dédiée à améliorer la pratique et l'apprentissage de l'équitation. Le questionnaire vous prendra très peu de temps mais vos réponses me seront d'une grande aide. Merci !

a.pasquale@housinganywhere.com (not shared)
Switch accounts

*Required

Depuis combien de temps pratiquez vous l'équitation ? *

◯ Jamais

◯ 1 à 5 ans

◯ 6 à 10 ans

◯ 11 à 15 ans

◯ Plus de 15 ans

Votre âge:

○ - de 15 ans

○ 16 - 18 ans

○ 19 - 25 ans

○ 26 - 35 ans

○ 36 - 45 ans

○ + de 45 ans

Possédez vous un cheval ou avez vous une pension ? *

○ Oui

○ Non

Combien de fois par semaine montez-vous à cheval ? *

○ 1 à 2 fois

○ 3 - 4 fois

○ 4 - 5 fois

○ 6 - 7 fois

Que travaillez vous le plus (3 réponses possibles) *

☐ Travail sur le plat

☐ Saut d'obstacles

☐ Dressage

☐ Exterieur

☐ Travail à pieds

☐ Cross

☐ Other:

Montez-vous en cours ou en autonomie ? *

○ En cours

○ En autonomie

○ Les deux

Seriez-vous intéressé par une application proposant de nouveaux exercices *
adaptés à votre pratique de l'équitation et à vos objectifs ?

	1	2	3	4	5	
Pas du tout	○	○	○	○	○	Très intéressé

13

Seriez-vous intéressé par une application proposant de la théorie et des quizz sur *
l'équitation et les programmes des Galops

	1	2	3	4	5	
Pas du tout	◯	◯	◯	◯	◯	Très intéressé

Seriez-vous intéressé par une application vous permettant d' apprendre et de *
réviser les reprises de dressage plus facilement ?

	1	2	3	4	5	
Pas du tout	◯	◯	◯	◯	◯	Très intéressé

Seriez-vous intéressé par une application vous permettant d' enregistrer vos *
entrainements et de suivre les progrès de vos chevaux ?

	1	2	3	4	5	
Pas du tout	◯	◯	◯	◯	◯	Très intéressé

Achetez-vous du matériel de seconde main ?

◯ Oui

◯ Non

Vendez-vous le matériel que vous n'utilisez plus ?

◯ Oui

◯ Non

Utiliseriez-vous une plateforme permettant d'acheter et vendre du matériel *
d'équitation d'occasion?

◯ Oui

◯ Non

◯ Je ne sais pas

Faites vous partie de groupes dédiés à l'équitation sur les réseaux sociaux ou *
suivez-vous des influenceurs équestres ?

◯ Oui

◯ Non

Qu'attendez-vous d'une application dédiée aux cavaliers ? *

Your answer

Appendix F: Evaluation criteria Galop 3

GALOP® 3: CONDUITE, CONTROLE ET SAUT

Le Galop 3 se compose de la partie spécifique du Galop® 3, plus de la partie commune à tous les Galops® 3.

Dans le respect de la charte du cavalier de la FFE :
Effectuer un pansage complet, entretenir les harnachements, la litière, les sabots.
A pied : mener son cheval ou son poney sur des courbes serrées au pas, le faire reculer droit et déplacer ses épaules et ses hanches sur plusieurs pas.
En selle :
▶ Évoluer aux trois allures dans une bonne posture assise ou en équilibre sur ses étriers suivant les situations.
▶ Trotter enlevé sur un diagonal défini et partir au Galop® sur le bon pied.
▶ Enchaîner un parcours avec des contrats d'allures et de tracé précis, aux trois allures.
▶ Enchaîner des obstacles isolés de 50 cm et des dispositifs simples de sauts rapprochés.

PARTIE SPECIFIQUE GALOP®3 : MODULE 1

PRATIQUE EQUESTRE

A cheval
Trotter enlevé sur un diagonal défini et en changer à volonté.
Déchausser et rechausser ses étriers au trot et au galop.
Être stable en équilibre sur ses étriers au trot.
Maintenir son équilibre sur ses étriers au pas et au galop.
Être assis au trot et au galop en cherchant à conserver une bonne posture.
Changer d'allure sur des transitions simples en un point précis : arrêt ⇔ pas ; pas ⇔ trot ; galop ⇨ trot.
Partir au galop sur le bon pied du pas ou du trot sur une courbe.
Accélérer et ralentir aux trois allures.
Obtenir une vitesse adaptée dans chaque allure.
Diriger au trot sur un tracé précis comprenant des courbes serrées et au galop sur un tracé défini.
Sauter un obstacle isolé de 60 cm environ en contrôlant l'allure et la direction à l'abord et à la réception.
Enchaîner des obstacles isolés de 50 cm environ sur un tracé simple.
Sauter sur la piste des dispositifs simples d'obstacles rapprochés d'environ 60 cm dans une bonne posture.
Aller en extérieur et en terrain varié.

➔ *Réaliser un parcours type Galop® 3*

S'OCCUPER DU CHEVAL

Ajuster le harnachement.
Démonter, remonter et entretenir un filet.

CONNAISSANCES

Connaissances générales
Expliquer les aides pour tourner
Expliquer comment partir au galop par aides diagonales.
Expliquer les conditions élémentaires du bon abord d'un obstacle: tracé, vitesse, équilibre.
Dessiner sur un papier et nommer la demi- volte et la demi-volte renversée.
Décrire la posture du cavalier assis et expliquer l'assiette.
Expliquer la raison du changement de diagonal au trot enlevé.

(FFE.com, 2022)

134

MODULE 2 : MODULE COMMUN A

PRATIQUE EQUESTRE

À pied

Mener son cheval ou son poney en main en enchaînant des courbes serrées au pas des deux cotés.
Reculer avec lui droit sur quelques foulées.
Déplacer ses épaules ou ses hanches sur plusieurs pas.

S'OCCUPER DU CHEVAL

Effectuer un pansage complet de son cheval ou de son poney.
Curer les pieds postérieurs.
Doucher les membres.
Graisser les pieds.
Entretenir la litière.
Entretenir l'abreuvoir ou le lieu d'abreuvement.

MODULE 3 : MODULE COMMUN B

CONNAISSANCES

Connaissances du cheval

Expliquer la répartition des activités du cheval à l'état naturel.
Expliquer ce que sont : le troupeau, la hiérarchie, la dominance, les affinités, l'instinct grégaire et leurs conséquences.

Expliquer les différentes litières.
Nommer et situer les parties extérieures du cheval.
Nommer et situer les parties du sabot.
Expliquer le rôle de l'entretien des pieds et de la ferrure.
Expliquer le mécanisme du pas et du trot.
Reconnaître et nommer les différentes marques blanches :
  ▶ liste,
  ▶ en tête,
  ▶ balzane.
Reconnaître et nommer les différents épis :
  ▶ de tête,
  ▶ de crinière.
Reconnaître, nommer et décrire :
  ▶ les déclinaisons du bai : isabelle et souris,
  ▶ les déclinaisons de l'alezan : alezan brûlé, café au lait, palomino.
Nommer et reconnaître 3 races de poneys et 3 races de chevaux minimum.

Connaissances générales

Expliquer l'action des aides : agir, résister, céder.
Identifier quelques disciplines équestres sportives et leurs caractéristiques, dont celles pratiquées dans son club.

(FFE.com, 2022)