Business Plan For Innovative Project: Development of the Roommates app 'Hatch'

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October, 2022

Department of Marketing, Strategy and Operations

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Acknowledgements

I would like to acknowledge and give my warmest thanks to my supervisor Inês Teixeira de Sousa Messias who helped me to make this work possible. Her guidance and advice carried me through all the stages of writing the business plan. Much appreciated is her endless support, kind and understanding spirit during the online meetings.

I would also like to thank my other supervisor Isabel Soromenho Sequeira for helping me to set up the outlines of the business idea and who helped me to get more inspired.

Finally, I would like to give a special thanks to my parents. I am deeply grateful for their support, encouragement, appreciation and keen interest in my academic achievements.

Abstrato

A digitalização avançou a nível industrial e organizacional durante a COVID-Crisis. As empresas que oferecem incentivos ao trabalho a partir de casa são comuns (McKinsey, 2020). Milenares, Gen Z, nómadas digitais, e estudantes estão a tirar partido da constante recuperação da indústria turística. Com a liberdade de movimento restaurada e os valores da casa a aumentar, a partilha de apartamentos para dividir os custos cresce. Segundo Malet Calvo (2021), é difícil encontrar um companheiro de quarto adequado em Portugal. A razão é que eles não conhecem o seu companheiro de quarto com antecedência ou se se vão dar bem. Devido às políticas de privacidade, as plataformas de alojamento não podem fornecer tal informação. Portugal carece de uma aplicação ou plataforma para encontrar um companheiro de quarto. Uniplaces e Airbnb são plataformas habitacionais bem conhecidas. Mas se alugar um quarto e o partilhar, a pessoa que o reservou não sabe quem será o seu companheiro de quarto. Neste contexto, esta tese apresenta o plano de negócios para uma nova aplicação inovadora que visa encontrar potenciais companheiros de quarto que correspondam à preferência do utilizador. Utilizando filtros e a funcionalidade de deslizar como se vê nas aplicações de encontros, o software promove o utilizador com base no tipo de companheiro de quarto que ele deseja.

Palavras-chave: Digitalização, Estudantes em Lisboa, Trabalho à distância, Colegas de quarto, Viagens, Plataforma de alojamento

Abstract

Digitalization has advanced at the industrial and organizational levels during the COVID-Crisis. Companies offering work-from-home incentives are common (McKinsey, 2020). Millennials, Gen Z, digital nomads, and students are taking advantage of the tourist industry's steady recovery. With freedom of movement restored and house values rising, apartment sharing to divide costs grows. According to Malet Calvo (2021) it is difficult to find a suitable roommate in Portugal. The reason is, they do not know their roommate in advance or if they will get along. Due to privacy policies, housing platforms cannot provide such information. Portugal lacks a roommate-finding app or platform. Uniplaces and Airbnb are well known housing platforms. But If you rent a room and share it, the person who booked it doesn't know who their roommate will be. In this context, this thesis presents the business plan for a new innovative app that aims to find potential roommates that match the user's preference. Using filters and the swipe functionality as seen on dating apps, the software promotes the user based on the sort of roommate they desire.

Keywords: Digitalization, Students in Lisbon, Working Remotely, Roommates, Travel, Housing platform

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1. Executive Summary

The author chose for a Business Plan as part of her Master's degree in Management at ISCTE Business school located in Lisbon, Portugal. The program consists of creating an innovative app called 'Hatch' to search for potential roommates in Lisbon. A market gap was detected, as no housing platform is user-centric. Only the rooms or apartments themselves are the main factor of business.

As first academic literature studies have been analyzed regarding the most important aspects that helped to understand the environment of the business idea. Millennials and Gen Z are generations who are incredibly diversified, tech-savvy, more adaptable, and are frequently exposed to new ideas as a result of the internet's increased worldwide connectivity. Following this, field research has been undertaken, which has revealed the main target's preferences and needs.

This business plan also considers the demand of the target market (Portugal, European market), global trends regarding the target customer, and the Tinder mobile app as a benchmark. In addition, the business plan contains analyses of the environment, industry, firm, and competitors. A competent SWOT analysis identified obstacles, cautions, dangers, and restrictions, providing the program with a clearer direction for formulating a strategy. The strategy of Hatch is a 'people focused' approach and focuses on establishing a sense of uniqueness and brand recognition. By making the app as simple as possible just like the dating app Tinder. Hatch's mission is to match users with possible roommates whose interests precisely match their own, hence improving the living environment. Through the marketing mix, Hatch provides a clearly defined route, promotes marketing, and improves a flexible pricing approach for direct and indirect market distribution.

The financial analysis concluded that the project plan for establishing Hatch is financially sustainable and profitable in the long run. It may be argued that if Hatch continues the proposed strategy, it will contribute to creating a sustainable housing market worldwide

2. The proposed business

2.1. Promoter

This business plan is produced by Romy Alexandra Timmer, a student pursuing a master's degree in management who works as a sales representative for a tech startup, in order to determine the potential of a new innovative app called "Hatch." She is convinced that this technology not only makes finding homes more efficient, but also improves the living conditions of its users. The author intends to create instruments with a constructive influence on society, starting with the establishment of the company Hatch in Lisbon.

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2.2 Proposed business

Digitalization has taken a quantum leap during the COVID-Crisis at both industry and organizational levels. With incentive, companies offering the ability to work from home has become the norm (McKinsey, 2020). Now that the tourism industry is gradually returning to normal, millennials, Gen Z, digital nomads, and students are seizing on this opportunity. With their freedom of movement restored and housing market values growing, the necessity for apartment sharing to split expenses increases.

With that being said, finding roommates in Portugal is, according to Malet Calvo (2021) not an easy task. For example, students use two tactics to discover accommodations in Lisbon. 1. booking a room in advance through online platforms. 2. directly visiting numerous rooms to find an ideal place to reside. In both circumstances, they will have no idea who their roommate will be or whether they will get along. The housing platforms, on the other hand, are not allowed to offer such information due to its privacy policy.

This is where a market gap is detected; there is no app or platform in Lisbon for finding just roommates. There are various platforms for finding homes, including the popular Uniplaces and Airbnb. However, if you reserve a room and share it with another person, the person who booked the room has no idea who his or her future roommate will be. Apart from that, not everyone is looking for a roommate concurrently. As a result, your friends may not require a roommate when you do. In this instance, it is more common to have someone you don't know living with you (JLL Consultants, 2019).

That's why an innovative Business idea has been chosen for the problem detected. Therefore, the purpose of this business plan is to outline an innovative app in Lisbon that is created especially for finding roommates and goes under the name 'Hatch'.

Why is this app unique? Other apps allow users to advertise their available rooms in order to locate roommates. This app portrays roommates as individuals. The program is mostly focused on matching users with potential roommates who share their preferences. With the help of specific filters and the swipe feature that is common in dating apps, the app will promote the actual person in terms of the type of roommate they desire and the type of roommate they are.

2.3 Research Aim and Research Questions

The purpose of the Business Plan is to identify, describe and analyze the business opportunity and examine its technical, economic and financial feasibility. To do this, it is critical to outline the Business Plan's research aim, followed by research questions and objectives.

2.3.1 Research Aim

The goal of this dissertation is to develop an innovative Business Plan for 'Hatch'. By creating such a platform for people looking for a place to rent in Lisbon to connect with each other. The app will be focused on matching users with roommates who share their preferences. With the help of specific filters, the app will promote the actual person in terms of the type of roommate they desire. The goal is to create a better living environment with roommates that match their own preferences. And besides that, make potential roommates more accessible in order to split the cost of housing.

2.3.2 Research Questions

- What are the main demographic and psychographic characteristics of the consumer of housing rentals with roommates?
- Who are the competitors for housing rentals and what degree of rivalry is there?
- What are the weaknesses, threats, strengths, and opportunities of the business?
- What areas or processes are critical for the development of the business?
- How will the financial sustainability of the Business Plan be measured?
- Which aspect does the ideal customer value the most?
- Which brands can the company partner with in the future?

2.3.3 Objectives

The research objectives will concisely state what the Business Plan is attempting to accomplish. It explains the objectives of the project and serves as a guide for the Business Plan:

1. Conduct the Literature Review. To review the main concepts of the Digital world, Consumer behaviour and a business model for creating apps.
2. Conduct a Market Research in the specific area and define the value proposition. This to decide the sustainability of the innovative idea.
3. Conducting a strength and weakness analysis
4. Thereafter, the competitive analyses will be performed
5. Defining the goals and the Buyers Personas
6. Developing a sustainable strategy that works for the App
7. Elaborating on the plans that includes marketing, operations, organizational structure and finance-including costs analysis
8. Analyze the financial results generated by the app's forecast

3. Literature review

The following chapter establishes familiarity with and understanding of current research in the field of developing an innovative app in Lisbon. And this will address the fact that there is a market gap, which contributes to further discussion. In annex 1 the summary of Empirical studies is shown. The research aim is divided into three major topics:

3.1.   Digital world

3.2.   Consumer behaviour

      3.2.1)   Millennials & Gen Z

      3.2.2)   Digital nomads

      3.2.3)   Students in Lisbon

3.3   Business model for creating apps

      3.3.1)   Dating apps

3.1 Digital world

The digital world consists of the availability and utilization of digital tools to communicate via the Internet, digital gadgets, smart devices, and other technology. Global political and commercial leaders have been paving the way towards a totally digital economy for some years. This is known as the Fourth Industrial Revolution, and it is built on extremely inventive and disruptive technological advancements that have led to the Internet of Things (IoT).

The fourth industrial revolution will affect every element of life and society. Connectivity will be a vital and important requirement for full participation in this new society for every citizen. The growth and expansion of the advantages of the digital economy will rely heavily on mobile platforms, gadgets and applications will be a vital component of the digital infrastructure. The capacity of enterprises and governments to develop and deploy digital solutions is enhanced by mobile ecosystems. To meet these new market expectations, mobile application development will need to evolve just as quickly (Anandan et al. 2022).

Therefore, digitalization has a significant effect on the cultural tourism segment, both on demand and supply. On one hand, it caused the improvement of new business models by virtual enterprises, on the other hand, progress in digital technologies provided people with new mobile services to increase the travel experience (Ammirato et al., 2021). Besides that, the current circumstance has changed, where Covid played a part, where most individuals were constrained to work from home. Resulting in requesting this the norm for future purposes.

Post-pandemic travel behaviour is different from pre-pandemic travel. A study shows that public transport declined steeply during the pandemic. Public transport will return, but not to pre-

pandemic levels. Working from home expanded considerably amid the pandemic. This will decrease after the pandemic and will be replaced by voluntary working from home. Resulting in the ability to work remotely in a different country or city (Currie, 2021). Digital technologies assist tourism with a wide range of functionalities and therefore react to particular and unexpected limitations, like Covid-19 (Cristofaro, 2019). Hence becoming a key resource for the worldwide tourism re-launch. When it comes to generation Z and millennials, they are the tourist customers who seek richer digital experiences.

The modern market paradigm that shifts in the direction of a digital consumer society is leading new digital agencies to go into the marketplace of tourism-associated services. Therefore, the IoT and mobile-based technologies made the development of new services possible, providing value to tourists alongside the tourism experience lifecycle (Ammirato et al., 2021). Digitalization, augmented technologies, and technologies in general have the potential to create new forms of unused tourist experiences. And on the other hand, create new business models with huge market potential for companies.

Cultural tourism is rapidly growing in importance in terms of business and employment in today's economy. Electronic word-of-mouth communication is encouraging travelers to share their thoughts and experiences with each other. It's all about making cultural tourists feel like they're part of a larger community by participating in events and socializing with them. Recently, the Internet of Things, geo-referenced data, and big data, in combination with mobile-based technologies and artificial intelligence, have become critical components of delivering customized and proactive cultural tourism experiences and facilitating the transition to smart and competitive destinations (Femenia-Serra, 2021). Another study concludes that tourist rentals have been mistaken for the underlying issue: large and rapid increases in demand that are difficult to manage, compounding rental market mismatches caused by digitalization (Ramón Cardona, 2021).

3.1.1 Effect on real estate markets

The pandemic accelerates digitization throughout all real estate markets, acting as a stimulus for the whole economy and, in particular, the banking and real estate sectors. For instance, during the initial wave of infections, outdated information technology in the banking industry resulted in lengthier loan processing delays and missed transactions harmed property valuation. These challenges underscore the need of digitization and the use of artificial intelligence, machine learning, data analytics, as well as collaboration with Fintech businesses and technology providers to streamline existing operations. Enhanced use of digital platforms across all real estate industries will result in increased market transparency and efficiency (Balemi et al., 2021).

3.2 Consumer behaviour

3.2.1 Millennials using digital tools to travel

Millennials travel more than any previous generations, accounting for almost 40% of all outbound travel in Europe. The Millennial generation, alternatively referred to as Generation Y or Gen Y, is a group of consumers that grew up during the millennium, a time of tremendous change (Ketter, 2020). They place a high value on travel and tourism, and they place it at the top of their list of priorities. If anything, millennials travel more frequently than any other generation, even the Baby Boomers, and this trend is expected to continue (Cavagnaro et al., 2018). Millennials specifically in Europe travel four to five times a year, making them a huge economic force in the tourist industry, according to Ketter (2020).

The current study aims to focus on European Millennials, their characteristics as well as travel behaviors, and how their travel trends are influencing the present – and future – of the tourism industry, as Millennial's travel peaks. Millennials are an active audience who, when compared to previous generations, are more likely to travel independently and are open to new tourism products and experiences. They make their entire travel journey digital and mobile in the world of travel, as they perform all travel stages on their smartphones. Millennials get their travel inspiration from travel blogs and social media, plan their trips using user-generated content, customer reviews and travel websites, and book flights and accommodations through booking apps and online travel agencies (Central Bureau of Investigation, 2019).

Various studies reveal that Millennial travelers' have similar features and travel habits, which can be induced to travel behaviour micro-trends. Despite being a diverse group of people with varying life phases, careers, and discretionary income, European Millennials seem to share several ideals and practices (Visit Scotland, 2017). These similarities stem from their shared history, as they were born at the same time period and experienced distinct events that influenced their shared values (Cavagnaro et al., 2018).

The internet and smartphone revolutions are two important life events for them. They are the first generation of "digital natives" and the first "always connected" generation. Technology is important in their lives, and they are tech-savvy, hyper-connected, and utilize mobile phones, social media, and internet-based technology on a regular basis (Central Bureau of Investigation, 2019). Another distinguishing feature of this age group is its preference for experiences over goods.

Garikapati et al. (2016) argue that Millennials prioritize experiences and the "here-and-now" over ownership and a "save-for-a-rainy-day" mentality. Additionally, individuals frequently choose to

spend money on experiences such as travel rather than material items, and their preference for experiences is expected to grow (Cavagnaro et al., 2018).

3.2.2 Gen Z and social media

Gen Z is the first generation to have direct access to smartphones, which has had a profound effect on the dynamics and types of communication. Social media is a constant presence in their life, serving as the preferred vehicle for exchanging information, feelings, responses, and goals. Virtually everything occurs instantaneously for Generation Z, making its members digital technology experts. According to a study from Cismariu (2020) enhances the understanding of how Gen Z, a largely online generation, expresses its preferences and choices for platforms and applications. YouTube appears to have the upper hand over Facebook, which may result in market shifts and a reorganization of how young people generate, retrieve, and share information. Influencers, who are beginning to stand out in Gen Z's life, appear to be an additional factor of significance (Cismariu, 2020).

3.2.3 Digital Nomads

Digital nomads are characterized as young professionals who work only online and lead a location-independent and frequently travel-dependent lifestyle in which the lines between work, leisure, and travel appear to blur. They appear to be young professionals whose ICT-related jobs enable them to work remotely. A significant benefit when traveling great distances, frequently, and perhaps indefinitely while earning the requisite revenue (Reichenberger, 2017).

According to media reports and blog posts, the primary motivation for embracing this travel-based lifestyle is a desire to escape the confining structures of a typical, location-dependent work existence (Reichenberger, 2017). This study reveals that one of the possible motivations for adopting a digital nomad lifestyle is the desire to escape the constraints of a traditional location-based working style. And this was mentioned in the introduction and emerged as a primary motivator throughout the online content analysis and subsequent interviews. All participants used the term 'freedom' to describe their individual reasons for adapting to a location-independent lifestyle through online-based work, thereby utilizing an expression that also emerged during the theoretical discussion as a prerequisite for intrinsically motivating, fulfilling, and enjoyable activities – in both the work and leisure realms. Freedom then manifested itself in several circumstances, including freedom within paid employment, location independence, and self-development (Reichenberger, 2017).

The growing popularity of the digital nomad lifestyle demonstrates that ICTs may have a far-reaching influence on travel, even to the degree that they spawn new sorts of travelers. While

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discussing the type and manner of travel in the digital nomad context is outside the scope of this study, it is crucial for examining the tourism industry's potential for digital nomads.

Nonetheless, it has been demonstrated that this new expression may constitute a new type of 'tourism' that, due to its frequently non-existent constraints and frequent absence of a return environment, deviates from traditional conceptions of tourism and tourists.

3.2.4 Students in Lisbon

Many foreign middle- and upper-class residents, as well as students from other countries, have been drawn to Lisbon by the city's global recognition and played a significant role in transforming its urban economy. However, as the number of international students continues to expand, many owners and investors are switching their homes from Airbnb to Uniplaces, a web-based platform for renting student accommodation (França, 2021) Nonetheless, even among transnational European middle classes with university degrees, Lisbon's present housing situation remains exclusive and tough. Given the near impossibility of finding a place in state-run student housing, the great majority of students must enter the private sector, whether in pricey residences or private flats located via sites such as Uniplaces (Malet Calvo, 2021).

The financial crisis, like it was in other Southern European cities, was a major element in the rise of short-term rentals (STR) in Lisbon. However, another critical issue is the pre-crisis transformation strategy for the city. STRs became a public problem because of the affordability crisis in housing (Marques Pereira, 2020). Two of STRs' beneficial effects entail enhancing the economic capability of native peoples. Directly, the STR can operate as a support/supplement to household expenditure and help jobless or underemployed individuals to engage in entrepreneurial activities. Indirectly, another significant effect is the development of tourism and consequent employment generation (Marques Pereira, 2020).

Another study shows that when it comes to residential transitions, the last few decades have seen an increase in the popularity of extended stays in the family home, with young people either deferring their exit until an indefinite point in the future or oscillating between living with parents and other more autonomous arrangements. According to studies, the time of continuous or intermittent intergenerational cohabitation today frequently extends into the mid-twenties and beyond, notably but not only in southern European environments (Cairns, 2016).

And this in reaction to the high costs of housing for students. For example, in the "Accommodation" section, universities are identified as the primary party responsible for lodging students. However, due to great demand, finding a place in these residences is extremely difficult . As a result, the majority of new students live in the private sector, either in pricey dorms or in private

flats located through networks such as Uniplaces. Or students living in Portugal have to stay at their parents' house (França, 2021). This data indicates that Lisbon has grown in popularity among international students in a relatively short period of time.

If you're looking for an apartment in Lisbon that includes the cost of a private room, you can expect to pay around €607 a month, depending on the location and the building and room conditions (Malet Calvo, 2021). According to some reports, the cost of renting student housing has increased dramatically in several places during the last three years. Online preparations for students, such as researching housing costs and checking out videos and photos of Lisbon, may begin months in advance of the students' departure. In 'Facebook groups', students can begin to form friendships with future foreign students, while imagining what the city would be like for them.

As stated by the study, students use two primary tactics to discover accommodations in Lisbon: booking a room in advance (through online platforms and social media) or directly visiting numerous rooms to find an ideal place to reside. Booking online is the preferred method of booking for students: having a reservation provides them with a sense of security, avoiding any further complications that may arise during the process of searching alone in a city where they do not speak the language.

According to JLL Consultation (2019), there are 3 separate forms of student housing in Lisbon: (1) private landlords who advertise approximately 6000 rooms on specialized booking platforms such as Uniplaces and via digital and traditional methods such as Facebook advertisements, notices in college lobbies, and word of mouth; (2) public and private universities that offer their own student housing in large purpose-built buildings with approximately 1800 rooms; and (3) professional apartment and housing operators that offer renovated or purpose-built rooms, studios, and apartments. As a result, there are only about 10 thousand publicly available rooms for students, a significant gap given that 59 thousand students are registered at Lisbon's universities yet live outside the city. While the ability to book a room through platforms and social media prior to arrival may appear to be dangerous for students, who are easily duped due to the distance, it also enables students to spread complaints, negative reviews, and warnings about housing fraud and bad places for students coming to Lisbon.

3.3 Business model for creating apps

Entrepreneurs and strategists, both new and established, are under pressure to adapt their businesses to this change, which includes finding the right business model, and thus how to create and capture value, which appears to be another significant challenge for surviving the digital transformation and cracking open markets. In practice, today's firms are forced to keep up with the

digital revolution fuelled by mobile data technologies to adapt their business model to an evolutionary dynamic. The so-called digital Darwinism by which firms who survive and continue competing are the ones that have been able to best adapt themselves to digital changes (Cristofaro, 2020).

The primary mobile data technology driving this revolution are mobile apps, which are software available via mobile devices that provide access to a variety of products/services from anywhere and by anyone. Apart from the intrinsic technological innovation, apps have altered the rules of several industries and markets, primarily due to their free-based business models that do not always require customers to pay for the product/service, such as Spotify's revolution in the music industry. New e-businesses should be built around the provision of content whose value is determined by its efficiency, lock-in, design, and ability to integrate complementary monetisation mechanisms; this value should be captured via an ad value capture schema and in-app purchases if 'free' apps are offered, and through a combination of mechanisms if 'pay per download' apps are offered (Skinner, 2018).

Entrepreneurs or e-business strategists charged with defining the e-business model should keep in mind that the successful characteristics of the current digital era will not be the same for the next digital revolution; and as a result, the analysis of value sources, typologies, and value capture schemes should continue over time and according to the type of e-business (website- or app-based) they wish to conduct (Cristofaro M, 2020).

Yet, if the mobile app is supplied for free, value should be captured through in-app purchases or advertisements, however if it is offered for a fee, combining various value capture mechanisms might assist increase profits. Entrepreneurs and e-business strategists are advised to construct e-businesses around content-based applications and to recur to many value capture schemes rather than depending on a single one to monetise the e-business (Rietveld, 2017).

3.3.1 Dating Apps

In the early 2000s, it would have been difficult to imagine establishing a love connection with someone you met through your cell phone. However, this is currently one of the most common methods of meeting someone. A person can download a dating app on their mobile phone and meet possible love partners right in their pocket. Indeed, 50 million people presently use a single popular dating app called Tinder; they spend about 90 minutes each day on the app and may check it up to 11 times (Stoicescu, 2020).

Individuals who use dating apps often establish a profile that contains their description, photographs, relationship preferences, and preferred location. They may then "like" or "dislike" other

profiles, and a match is created with more contact information provided when two persons "like" each other.

Dating apps are similar to online dating services, including that they allow users to connect with possible love partners, communicate with them, and maybe match them with compatible mates. Nonetheless, dating apps are special in that they are location-based, cost-effective, and simple to use. To begin, dating apps enable you to connect with individuals in your geographic region by utilizing the Global Positioning System (GPS) of your mobile phone to link users with others in their close surroundings. While the majority of dating apps are free to download and use, many online dating services demand a subscription fee, which has more than doubled in the previous decade (David, 2016). Additionally, many online dating services include a mobile-friendly app version of their site, however this service may also be charged for. Dating apps are also unique from online dating websites in that they are meant for ease of use: users log in via Facebook, select a few existing photographs, and optionally add a brief description before browsing other profiles. Creating an online dating profile can take hours, if not days, because the services allow for more information and may contain more complicated features such as personality assessments to assist in providing you with better matches. The dating app layout and manner of usage are straightforward and are primarily visual in nature, with minimal text to read.

Users are critical to the success of any business. Keeping visitors engaged online involves deliberate approaches and attention-grabbing designs. Digital platforms include addictive strategies into their socio-economic frameworks in order to boost engagement and revenue.

As criminal groups increasingly occupy digital networks, security measures on social media sites should be a top priority. On dating and other digital platforms, romantic frauds, spambots, unlawful services, and interactions that result in unsafe situations have grown. In the case of scams, the issue has gotten worse as a result of the COVID-19 epidemic. To combat such concerns, dating organizations must educate users about potential risks, implement preventive measures, and strengthen app security. Apart from the COVID-19 pandemic phase, dating apps appear to have had a role in preserving digital social engagement. Due to the inability to meet face to face, the typical online dating sequence of events has slowed down. According to media reports and social scientists, the scenario benefits relationship searchers since they can devote more time to learning about one another (Stoicescu, 2020).

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4. Methodology

Throughout this chapter, the term methodology is used to indicate a systematic approach to solving a research problem by gathering data through various methods. And therefore, is the blueprint of the business plan. Several critical aspects have already been clarified and described during the literature review. It is then important to compare this knowledge with the data gathered during the field research. This chapter focuses on the data strategy that is needed for the Business Plan. This will be a plan that details how data, people, processes and tools will interact to support progress towards specific business goals, aiming to develop a plan to create a successful mobile app. Therefore, when it comes to its nature this will be an applied research.

4.1 Data goals

Considering this study's data goals Which data is needed to support progress towards the main objective of the business plan? Which target group will be involved in using data to support this main objective, and what is each person's role? Which tools will the target group use to acquire data-driven insights connected with this goal? Which processes need to be in place to translate information into action that advances the organization towards the main objective? This will be exploratory research, as data will help us undto help us create the best roommate app possible.

4.2 How to collect the data

Allowing the researcher to explore diverse perspectives and discover correlations between the complex layers of numerous research questions, it has been decided to follow a mixed research design. This research method is used for gathering, evaluating, and combining quantitative and qualitative research in a single study in order to comprehend a research problem (Creswell, 2012). It will be an explanatory research that explores why something occurs when limited information is available. It will aid in increasing understanding of a certain subject, determining how or why a particular phenomenon is occurring, and predicting future occurrences.

4.2.1 Interview with experts

By using qualitative interviews, the author is able to investigate in depth matters that are unique to the experiences of the respondents and gain insight into how various phenomena of interest are experienced and interpreted. Expert interviews are qualitative methods of data collecting whose major purpose is to collect information on a certain subject or field of activity from the expert and therefore will complement the main objective of this business plan. The aim is to generate contextual real-world knowledge about the individual samples' actions, social structures, and common beliefs.

The following table is created to collect as much information as possible about the different stakeholders and to have a better understanding.

Sample/Who?	Type of study	Goal
Foreign Student	Interview	Better understanding of housing situation
Native Student	Interview	Better understanding of housing situation
Digital Nomad	Interview	Better understanding of lifestyle and the reason why working remotely
International Office coordinator of ISCTE	Interview	Better understanding of helping/supporting students regarding their housing
Employee Uniplaces	Interview	Retrive data from most known competitor
Students ISCTE	Questionnaire	Extract quantitative data from respondents on all objectives

Table 1. – Table of expert interviews (Author)

The nature of the expert interviews is semi-structured. This is because it promotes two-way conversation and enables the interviewer to learn the answers to questions and the reasoning behind them. In addition, it gives respondents time to reveal sensitive information. The interviews are held on Zoom with an estimated time of 1 hour and are audio-recorded when given permission by experts. All interviews are attached in Annex 1, 2, 3 and 4

The layout of the interviews has the following topics that are discussed during the interview:

1. Identification of target group
2. Traveling
3. Working remotely
4. Housing market
5. Housing situation
6. Roommates
7. Social media use
8. Dating app Tinder
9. The Roommate App

4.2.2 Questionnaire

As for the quantitative research method a questionnaire is developed. This is a research instrument consisting of a series of questions used to collect data from respondents through survey or statistical analysis. The questionnaire for this business plan has both closed- and open-ended questions.

Prior to taking the questionnaire it is stated that the questionnaire will take respondents 10-15 minutes to answer. Results gathered will be protected and remain anonymous. No information will be published that will allow the author to identify the survey respondents. The Google forms tool is

used to create and administer the questionnaire. This is due to its user-friendliness and the fact that respondents can easily access the questionnaire via a link. The questionnaire for this business plan is divided into sub-objectives and are marked with different colors to accentuate the topics. The questions asked are attached Annex 2.

The sub-objectives include the following topics:

1. Digital world (red)
2. Travelers (blue)
3. Roommates (green)
4. Real estate (yellow)
5. Rivalry (orange)
6. Apps (purple)

4.2.3 Target population

A target population is a group of people with comparable characteristics who are identified as the intended audience for a product, advertisement, or study. Before creating the research questions for the questionnaire, the target population is identified. The target population are ISCTE Students. This is established by looking at the number of students enrolled in the School year 2021/2022 and there are 10500 students (ISCTE-iul, 2022).

In some types of sampling strategies, it is possible to estimate the margin of error in the data received from samples using statistical methods. Probability sampling and non-probability sampling are the two primary types of sample designs. For the purpose of this business plan, probability sampling is selected. It uses a random selection process to choose the elements. The representativeness of probability samples can be put with increased certainty. Each element of the population has an equal and independent chance of being selected in this sort of sampling. 1) simple random, 2) stratified random, 3) cluster, and 4) systematic are the four primary approaches (Kandace and Landreneau, 2022). The approach 'simple random' is used for this research as the interviewed will not be handpicked.

4.2.4 Sample size

To determine the ideal sample size, the formula of Krejcie and Morgan (1970) is applied. Therefore, it is unnecessary to do the investigation on each sample individually. Consequently, the target population consists of 10500 (N) individuals; according to Annex 3, the researcher needs feedback from 370 (S) individuals.

4.3 How to analyze the data

Microsoft Excel is the tool to analyze the gathered data of the questionnaire. With the strong analytical capabilities available in Microsoft Excel, it can analyze vast volumes of data to identify trends and patterns that will influence decisions. Leximancer is used for interview analysis because it analyzes the text in each interview and attempts to find high-level concepts, offering the important ideas and actionable insights necessary for the project/optimal app's success. To test the viability and truthfulness of the sample Cronbach's alpha and Anova are used. Cronbach's alpha is a measure of internal consistency, or how closely a set of objects is related to one another as a group. It is considered a measure of the trustworthiness of scales. The ANOVA tests the null hypothesis, which asserts that all samples come from populations with identical mean values.

4.4. Primarily Data Collection

In addition to implementing a mixed research methodology for data collection, market research is also carried out. Market research is the process of establishing the viability of the new service through direct customer contact. It enables the business to identify its target market and to solicit thoughts and other feedback from consumers regarding their level of interest in the provided service. For this business plan the target customers are:

- 	ISCTE Students

- 	Digital Nomads/Young professionals

- 	Millennials/Gen Z

4.4.1 Field research

For this business plan, a survey of ISCTE students is essential. Additionally, multiple expert interviews will be undertaken.

4.4.2 Environmental analysis

Firstly, it is critical to create a map of the external environment. This is done through a PESTEL framework. This is a framework for analyzing an organization's external environment that helps in prospecting in the political, economic, social, technological, environmental, and legal sectors. Once completed, it serves as a foundation for the SWOT analysis.

The analysis begins with a determination of which external factors influence the business's performance. Then, using data obtained from reports and newspapers, each external factor's impact and degree of uncertainty are analyzed. The impact indicates how much a factor influences business performance, while the uncertainty indicates how easy it is to predict a factor's future behavior.

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4.4.3 Industry analysis

After doing an environmental study, the second step in formulating a competitive strategy is to examine the attractiveness of an industry, as well as its size, important trends, and the dominant competitive forces that act upon it (Friend and Zehle, 2004).

With the use of Porter's 5 forces framework, an analysis of the primary competitive forces is conducted: competition between competitors, bargaining power of customers, bargaining power of suppliers, threat of new entrants, and threat of substitutes.

This part will also contain a benchmark analysis of Tinder.

4.4.4 Firm's analysis

The approach utilized to assess Hatch's condition was an assessment of operational, human, organizational, and financial resources. A resource audit, according to Friend and Zehle (2004), might comprise asset assessments such as investment level, utilization, efficiency, quality, cost reduction, flexibility, and market adoption.

4.4.5 Competitive analysis

After assessing internal strengths and weaknesses as well as external opportunities and threats, the SWOT framework is utilized to conduct a competitive analysis, which enables the development of strategic guidelines based on a cross-examination of all elements.

4.5 Business strategy

After the analysis of the market's environment, a strategic business strategy has been developed to solve the research problem. Horwath (2005) emphasizes the value of an organization having a distinct mission and vision. The mission statement provides the current purpose for an organization's existence, but the vision statement is the future purpose and serves as a mental image of the organization's desired course. Following the development of a mission and vision statement, as well as the organization's values, the short- and long-term plans are outlined in the business plan, with clear and quantifiable directives.

4.5.1 Business model

In order to fully understand the business model, a business canvas is presented for this solution as an overview of all business components.

4.5.2 Brand strategy

The company's visual identity and expression are developed with brand recognition in mind, including the logo design and color palette selections.

4.5.3 Marketing planning

According to Friend and Zehle (2004), the marketing plan is developed in four steps:

1. Market segmentation
2. Targeting
3. Positioning
4. Marketing-mix

4.5.4 Operational planning

Essential for describing how the business will conduct its operations, operational planning is necessary. This plan contributes to the definition of the organizational structure, investment requirements, and implementation strategy, as well as to the allocation of resources for the marketing plan's execution.

4.6 Financial analysis

Lastly, a financial analysis is conducted to determine the project's viability. Financial analysis is the process of assessing the performance and suitability of firms, projects, budgets, and other finance-related transactions. Financial analysis is typically performed to determine whether an entity is adequate, solvent, liquid, or profitable to warrant a financial investment.

5. Data analysis

A survey has been retrieved to have a better knowledge of the demands of the target consumers and to compare the results of the literature review. The survey is administered through Google forms and received 163 responses and consists of 33 open or closed questions. It has been determined to conduct interviews with ISCTE students, previous students, and working students. This is due to the fact that, according to earlier research, this will be Hatch's primary target. Besides that, there also has been open interviews conducted and will be further discussed in this chapter.

5.1 Results survey

As a tool of initiating the survey, respondents were asked standard questions. Questions such as gender, academic qualifications, current activities, and smartphone ownership.

From 163 respondents, 60% is female and 40% is male (Annex 4). According to the academic qualifications and their relationship to female/male ratio of the respondents. It is seen that studying for a masters degree is mostly done. With the highest component 60% for females and 40% for male. When asked respondents current activity, respondents could choose between student, employed, unemployed and taking a year off. This question is analyzed again with female/male ratio. As seen in Annex 4, 42% of the respondents are female students and 24% of the respondents are male students. Secondly comes respondents that are employed with 12% females and 13% male. Question four indicates if the respondents have a smartphone or not. It is notable that 100% of the respondents have a smartphone.

Now will follow the questions asked that will give a broader understanding of the choices regarding the main target group. These questions are compared with the following components: Student, Employed, Unemployed and Taking a year off.

❖ Starting with the question: *How frequently are you on social media to communicate with others?*

As seen on Annex 5, a remarkably high number of students 63% are using social media a lot of times per day, compared to the students who only use social media once per day or even less. This also applies to employers with 18% respondents. Overall, it is seen on Annex 5 that the components 'unemployed' and 'taking a year off' score highest on being on social media all day.

❖ Question 6: *How frequently do you use these social media channels to search for houses?* (Instagram, Facebook, facebook groups, Facebook Marketplace, Tiktok and Snapchat).

Resulting in 6 different charts in Annex 6 . It can be concluded that students are more likely to use the following channels for houses: Facebook, Facebook groups, Facebook marketplace and sometimes Instagram. For employers it is Instagram, Facebook, Facebook groups and Facebook marketplace. Looking at unemployed respondents they are using Facebook, Facebook groups and Facebook marketplace most to find houses when on social media. Lastly, respondents who are taking a year off have indicated that they are more likely to use Facebook, Facebook groups and sometimes Tiktok. The Conclusion is that Snapchat and Tiktok are the least popular to search for houses.

❖ Question 7: *How frequently do you use these social media channels for leisure?* (Instagram, Facebook, Tiktok, Snapchat, Linkedin and Pinterest).

Perceived on Annex 7 is that Instagram is most used under all respondents. For students most social media channels are Instagram, Tiktok and Snapchat. Facebook has divided responses, so answer 18% of the students to use Facebook rarely. And 17% of the students use Facebook often. Compared to question 6 it is seen that students use Tiktok more for leisure than for finding houses. It can be speculated that there is little to no interest in searching for houses on tiktok, or that there is no content related to housing platforms. This can be an opportunity for Hatch to advertise on Tiktok since a lot of students use its platform.

Respondents that are employed give a broader answer. So are the respondents more divided over all social media platforms. Most used will be Instagram and Facebook and sometimes Linkedin. Respondents who are unemployed have a tendency to use Instagram, Tiktok and snapchat more compared to the other social media channels. Lastly, the respondents who are taking a year off seem to be most interested in Instagram, Tiktok and occasionally Linkedin.

❖ Question 8: *Why do you use this/these app/apps the most?* (Instagram, Facebook, Tiktok, Snapchat, Linkedin and Pinterest).

This open question (Annex 8) has been categorized by the researcher under the following topics: Popular, connected, content, easy to use, leisure/fun, updates, friends use it, pass the time, role models/influencers, information purposes and for work. Looking at the most frequently chosen reasons for students, 'to be connected' is chosen to be number 1 with 20% respondents. Then 17% students indicate that they mainly use it for leisure and fun. In addition, the content, updates and role models and influencers play an important role. According to employers, 12% of respondents choose the option 'to be connected'. Second option with 9% of respondents is leisure/fun followed by 'for work'. Unemployed respondents seem to use these apps most for leisure/fun, to be connected and for work. Respondents who are taking a year off use these apps most to be connected, leisure/fun, information

purposes and for work. Conclusion, most respondents use the above-mentioned apps namely to be connected and for leisure or fun. Being connected is an important factor for the app Hatch.

❖ Question 9: *Where do you come from?*

As seen in the annex 9, the respondents are from the following countries: Romania, Belgium, Portugal, Austria, China, Germany, France, Vienna, The Netherlands, Spain, Greece, Mozambique, Finland, Italy, Croatia, Brazil, Argentina, England, Norway, Serbia, Luxemburg. Most respondents for this survey are from Portugal. 25% of the students, 13% of the employers, 0,6% unemployed and 3% are taking a year off. The reason mostly for this is that the survey has been retrieved in Lisbon.

❖ Question 10: *Where do you live?*

According to the annex 10 the respondents are from the following cities. Lisbon, Bordeaux, Viena, Stuttgart, Paris, Benfica, Madeira, Amsterdam, Tondela, Pontinha, Alentejo, Wales, Porto and Rome. Most respondents live in Lisbon. The relation to the previous question is that there are a lot of expats living in Lisbon.

❖ Question 11: *How often do you travel in a year?*

The highest number of respondents. 55% for students travels 2-4 times a year, second highest number is 17% respondents who travel every 6 months and lastly 16% respondents travel once a year. It can be concluded that students are actively traveling during the year. Employers on the other hand also have the highest number 55% of respondents traveling 2-4 times a year. Following with 20% respondents thattravel every 6 months and travel always. Most respondents who are unemployed choose 2-4 times a year. And the most respondents who are taking a year off travel each month (Annex 11). Here can beconcluded that indeed Gen Z and millennials travel more often as has been stated in the literature review.

❖ Question 12: *How frequently do you work remotely?*

In Annex 12 can be seen that 70% students are never working remotely. Employers on the other hand are with 19% respondents always working remotely and 11% respondents are working remotely each month. The unemployed respondents are not working remotely at all. Lastly, is it noticeable to see that the respondents who are taking a year off have 5% of respondents who never work remotely and 5% of respondents who always work remotely. Conclusion can be that most interviewed employers are working remotely or partly remotely. This has increased over the years since the Covid-19 pandemic. A positive outcome for Hatch, because the freedom of working remotely can stimulate people to work abroad or in a different city. Hatch is convenient for short-term and long-term stays.

❖ Question 13: *Why did you decide to work remotely?*

This open question (annex 13) has been categorized by the researcher under the following topics: Flexibility, Covid-19, Preference/comfortable, To travel, Save time, Decision work, Freedom.

25% of the students seem to work remotely because of the covid-19 pandemic and 16% of the students gave the reason to work remotely as a preference or because it is more comfortable. As for the employed respondents 29% have as a response to travel as a reason. 14% as a preference/comfortable and 7% respondents chosen because it gives them freedom. 5% unemployed respondents indicate travel as a reason for working remotely. 4% respondents who are taking a year off indicate to enjoy the flexibility of working remotely. It can be concluded that most answers are related to their preference, covid-19, because it gives freedom and it is more flexible for the respondents.

❖ Question 14: What is your housing situation?

As seen in Annex 14 there is a high number, 68% of students that live with a roommate and 9% of the students are living with their parents. From employers it 15% respondents are living with roommates and 9% living alone. Unemployed respondents tend to live with roommates 2% or with parents 1%. And respondents that are taking a year off are mostly living alone 4%. Conclusion is that it is more common for students to live with a roommate, but there is also a percentage that still lives with their parents. It can be speculated that this is because of the culture or because of the high costs for renting a room. This was also validated in the literature review.

❖ Question 15: *What is your opinion on the rental price in your city?* (1 very low - 5 extremely high)

In Annex 15 it is remarkable to see that 45% of students responded with 'extremely high' and 40% students with scale 4. And remaining students have given it a 3. Most 20% of the employers have given it a 4 on a scale of 5. From the 9 respondents that are unemployed, 88% choose number 5. As for the respondents that are taking a year off, most of them (60%) choose 5 and 34% respondents choose 4. It may be concluded that the majority of respondents agree that rental costs in their city are extremely expensive. By sharing residences, Hatch's innovative solution can minimize costs. In year five, it is planned to construct housing exclusively for Hatch users. The objective is to create more inexpensive homes than is currently available on the market.

❖ Question 16: *How did you get your apartment/house?*

This open question (annex 16) has been categorized by the researcher under the following topics: University, Housing platform, Social media, Internet browsing, family, friends.

32% of the students got their housing through social media, 26% through friends and 17% by browsing on the internet. 11% of the employers who got their housing through internet browsing and 9% from a housing platform. Most respondents (4%) who are taking a year off are using a housing platform. Conclusion, students prefer recommendations from friends and get housing through social media. Employers, unemployed and respondents who are taking a year off prefer to use a housing platform. Students

might not be familiar with certain housing platforms or it can be too expensive to rent alone, since booking through a platform does not allow you to see who your potential roommate will be.

❖ Question 17: *How difficult was it to get an apartment/house?* (1 Extremely difficult - 5 Very easy)

As seen in annex 17 it is remarkable that 43% of students score 2 on the scale, even 15% of students fill in 1. For employers it seems less difficult to find a house. 26% of respondents fill in 4 on the scale. For Unemployed respondents and taking a year off the responses are more divided over the scale.

❖ Question 18: *How fast was it for you to get an apartment/house?* (1 Extremely fast - 5 Very slow)

Seen on annex 18 that all the components are giving similar responses. So has number 3 the most responses and can be concluded that getting an apartment did not go extremely fast nor very slow.

❖ Question 19: *Did you know your roommates before getting the house/apartment?*

As seen in annex 19, 68% of 94 students indicate not knowing their roommate before getting the apartment. 63% of the 33 employers also did not know their roommate beforehand. All 4 unemployed respondents answered with no and 66% of 3 respondents who are taking a year off also don't know their roommate before renting a house. It can be said that from all components the majority of respondents did not know who their roommate was.

❖ Question 20: *Do you prefer to live with a roommate?*

Annex 20, 56% of the students respond with no and 54% with yes. It can be speculated that this has to do with having a bad experience with a roommate or not being a good match. Employers tend to prefer not living with a roommate. For unemployed respondents the answers are divided. And Respondents whoare taking a year off give a preference of living with a roommate.

❖ Question 21: *How much of a match are you and your roommates?* (1 absolutely no match - 5 Perfect match).

As seen in annex 21 students tend to be less of a match with their roommates. On the other hand Employed respondents score in the middle the most of the scale. Unemployed and taking a year off tend to be less of a match either. It can be concluded that most of the time the components are not a perfect match.

❖ Question 22: *What are for you the most important qualities a roommate needs to have?*

This open question (annex 22) has been categorized by the researcher under the following topics: Good communication, Respectful, Cooperative, Cleanliness, Responsable and outgoing.

The top three qualities for students are: Respectful, Cleanliness and Good communication. This also applies to the employers and unemployed respondents. The top qualities for respondents who are taking a year off are: Respectful and Responsible.

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❖ Question 23: *How hard is it to find a suitable apartment for you in your current area?* (1 Not hard - 5 Extremely hard).

According to annex 23, 60% of the students say it is extremely hard to find a suitable apartment. All components are having significantly higher responses on the scale. It can be concluded that all components find it hard to find a suitable apartment.

❖ Question 24: *Which of the following housing rental sites do you know?* (Uniplaces, Airbnb, Idealista, Spotahome, Housinganywhere, Lisbonproperty.com)

Students are most familiar with the housing platforms Uniplaces, Airbnb and Idealista as seen on Annex 24. Employers on the other hand are mostly familiar with all housing platforms. And this also applies to Unemployed and taking a year off respondents.

❖ Question 25: *How frequently have you used one of the following housing sites?* (Uniplaces, Airbnb, Idealista, Spotahome, Housinganywhere, Lisbonproperty.com)

Seen in annex 25 that number the top three for students, employers, unemployed and taking a year off is: Airbnb, secondly Uniplaces and lastly Idealista. Assuming that the other housing platforms are less preferred and less well known.

❖ Question 26: *If applicable, what made you choose a certain housing platform?*

This open question (annex 26) has been categorized by the researcher under the following topics: Trustworthy, User-friendly, Well Known, Good reviews, Pricing, A lot of features, Recommendations, Quality and Housing offers. Top three reasons for students are: Well known, Pricing and Good reviews. The top three reasons for employers are: Pricing, Housing offers and Well known. For unemployed respondents that is: Pricing and further divided over all opinions. Taking a year off has the following top three: Pricing, Recommendations and Well known. Concluded can be that a good pricing strategy will trigger users to get a membership but also when the brand is well known.

❖ Question 27: *Would you use an app created for finding roommates to perfectly match your apartment?*

In annex 27 it is remarkable to see that 89% of the students answer with yes and 10% with no. For employed respondents this is 85% yes and 15% responses of no. For unemployed responses who answeredwith yes is 80% and 20% with no. Lastly, 77% respondents that are taking a year off said yes and 22% said no. It can be concluded that all the components are open to try Hatch.

❖ Question 28: *Why yes or why not?*

This open question (annex 28) has been categorized by the researcher under the following topics: Makes finding a house easier, Better match with roommate, More affordable, Speeds up the process, Safety, Knowing who you live with and No need. The top three for students is: More affordable, To better match with roommates and because it speeds up the process. For employers this is: More

affordable, No need and To better match with roommates. Unemployed: More affordable, Knowing who you live with and no need. Taking a year off: Better match with roommate, Speeds up the process and More affordable.

❖ Question 29: *Are you familiar with the app 'Tinder'?*

As seen in the annex 29, it can be concluded that all components have a significantly higher answer 'yes'. This means that the app Tinder is well known by the main target group.

❖ Question 30: *What do you think of the user-friendliness of the app Tinder?*

This open question (annex 30) has been categorized by the researcher under the following topics: Easy to use, Well known, Creative, Fun, Amazing, Not advanced and Never used it.

Most students answered with the following topics: Amazing, Easy to use and Well known. For employers this is: Easy to use, Amazing and Well known. For unemployed and taking a year off most answered topics are Easy to use and well known. This concludes that Hatch has to become well known and invest in employer branding and it is important to create the app as user-friendly as possible.

❖ Question 31: *Do you have a paid membership on Tinder?*

In annex 31 it can be seen that 88% of the students answered no and 11% of the students yes. 85% employedrespondents answered with no and 15% with yes. 60% unemployed respondents answered with no and 40% with yes. 44% Taking a year off respondents answered with no and 55% with yes. As seen there are some respondents who have a paid membership on Tinder, but the majority of respondents are using the free version or are not using Tinder at all.

❖ Question 32: *What reason would be applicable for you to get a membership on a certain app?*

This open question (annex 32) has been categorized by the researcher under the following topics: Urgency, Features, Major benefits, Affordable, Unique content, Use the app a lot, No advertisement and well known. The top three reasons for students are: Major benefits, Affordable and Features. The top reasons for employers are: Features, Major benefits and Affordable. The top three reasons for unemployed are: Affordable, Use the app a lot and Well known. The top three reasons for respondents that are taking a year off is: Major benefits, Affordable and Well known. Being well known and affordable are answers that are often given during the survey.

❖ Question 33: *How important would you consider the following features for a roommate app?* (Swipe function, Filter roommates on specific interests, Option to a free version of the app, Chat support, Clear privacy options, Push notifications, Easy navigation, Phone number login, Passport to Swipe Around the World, No adds, Control Whom you see, Control Who sees you, Block Users, Photo Verification, 'About me' section and Option to verify profiles)

In annex 33 it is seen that the most valued features for students are: Swipe function, Filter roommates on specific interests, option to a free version, clear privacy options, Easy navigation, Block users and

about me section. For employers this is: About me section, Option to verify profiles, Block users, Easy navigation, Filter roommates on specific interests. For unemployed respondents this is: Filter roommate on specific interests, Chat support, Phone number login, Easy navigation, No ads, Block users, About me section and Option to verify profiles. Lastly the most valued features for respondents who are taking a year off are: About me section, Option to verify profiles, Block users, No ads, Easy navigation, Clear privacy options, Option to a free version and Filter roommates on specific interest. Now that the preferences of the main target have been clarified. Hatch will spend more time on these outcomes to involve it in the app as well as possible.

5.2 Results open interviews

During the open interviews, certain questions were asked that fall in different themes. The questions are based on Annex 2 where different themes are colored. The fully transcribed results of the interviews are included in Annex 34

5.2.1 Students Lisbon

The two experts advised finding a place to stay in Lisbon by using social media housing groups, the Internet, or a friend's referral. Both live with a roommate and agree that the Lisbon housing market is quite pricey. Since they previously had a roommate that did not fit their preferences, there is interest in Hatch since it would assist them in matching with new housemates. This made the living conditions unpleasant. Instagram, tiktok, Facebook, Snapchat, and Twitter are recommended for advertising.

5.2.2 Digital Nomad

It was established throughout the interview that the expert's primary motivation for working remotely is to be able to travel whenever she desires. Finding a decent residence was quite difficult for her. She was unable to find roommates or an app/website that would have allowed her to get to know them before moving in. As a result, she paid twice as much for a one-bedroom apartment to live alone. The experts' opinion on using Hatch is positive. She mentions that it would be great to have an app that would allow roommate matching based on personality and characteristics. She would like to be allowed to pick who she shares her living space with because she spends most of her time at home, which is also her work environment. Facebook is a key social networking tool that she Hatch recommends. Numerous individuals use Facebook and Facebook groups to find roommates and communicate with others. Therefore, she believes that marketing on Facebook would target those who use Facebook to locate roommates.

5.2.3 International Office coordinator of ISCTE

According to the expert, ISCTE does not actively assist students in finding housing. They promote online housing platforms like Uniplaces. They also have other associations that work for exchange students which are Erasmus Lisboa, ISN and Collegiate high level residence. The opinion of the expert about the housing market in Lisbon is that it is very expensive and hard to find housing in Lisbon. She notices that by the demand of students asking help. Nowadays only some students can afford to have a place in Lisbon. According to the business idea of Hatch she mentions that it is an excellent idea because. Because the majority of students experience concerns with roommates who leave a mess or are not a good match. And it is preferable to know the roommates beforehand, not just for safety but also to avoid these issues. In addition, you would know whether or not these housemates have animals or smoke. As for relevant social media platforms to advertise on she recommends Instagram.

6. External analysis

Within the external marketing environment, there are two components: macro and micro. While these external elements are beyond marketers' control, they do influence the decisions taken while developing a strategic marketing plan. Therefore, it is critical to create an outline of the external environment. In this Business plan the macro environment will be mapped out through a PESTEL framework followed by the SWOT Analysis. As for the micro environment this Business Plan will address Porter's Framework.

6.1 Environmental Analysis

The PESTEL analysis is a critical and necessary tool for assessing external impacts that every organization must use in order to analyze the situation and define guidelines and directions for improving and developing a development strategy (Shtal et al., 2018). PESTEL analysis provides early identification of company opportunities and challenges and adaptation to market shifts. Indirectly, the results of PESTEL analysis indicate opportunities and threats, which will then be addressed in the SWOT analysis, one of the fundamental instruments for establishing organizational strategy.

The key dimensions of the macro environment that will be analyzed during the PESTEL are the following:

Political factors: Priority should be given to answering issues regarding the political stability of the market while examining this component. The impact of local laws and regulations on business is then explored, followed by business ethics, fees, taxes, and other state-specific contributions. In

addition to labor legislation and its functionality, market restrictions, health concerns, and tax policy should be examined in this domain.

Since the company will be registered in Portugal, it is critical to examine the country's corporate taxation. The Portuguese VAT rate is 23%, and a 21%t rate is applied to the total amount of taxable income (PwC, 2022).

Regarding the real estate market of Portugal there have been some changes. In 2021, prices for the purchase of residential property in Portugal increased by 13.8%. Prior to a year ago, the price increase was only 5%. The average cost per square meter of housing in January 2022 is 2,000 euros. The value of newly constructed buildings is 1.5 times as much as the secondary market. Lisbon and Porto have the most expensive real estate prices. The average price per square meter of a home in the center of Lisbon is 4,850 euros, while in Porto it is 3,400 euros. Despite the high prices, these cities account for nearly 60 percent of all real estate transactions (Theportugalnews, 2022). The home-buying market in Portugal is expanding primarily due to domestic demand, with 11% of transactions in 2021 involving foreign buyers. 22% of all real estate in Portugal is rented out. The Portuguese National Research Institute reports that this is 16% more than ten years ago. Lisbon, Porto, and the Algarve have the most expensive rental costs. In Lisbon, the average monthly payment for real estate in the city center is 1,265 euros and in other areas. A fifth of those who rent in Portugal pay more than a thousand euros per month (Theportugalnews, 2022). This results in making it harder to find an affordable place for inhabitants.

Digital technologies have created new opportunities, including in international commerce. According to OECD (2017), one in five SMEs (less than 250 employees) with a digital presence reported international trade, and two out of three SMEs with exporting activity reported that more than fifty percent of their international sales depend on online tools.

On the other side, constant technological advancements have posed a challenge to market restrictions. The rate of technical growth is the greatest obstacle to technological regulation. Almost on a daily basis, new technologies emerge, whereas regulatory cycles are significantly longer. The average lifespan of software is four to six years, with shorter lifespans for smaller applications (Ennis et al, 2019). It is essential that the population have the right education and competence training for technology use. In 2019, the OECD countries recorded 41.03% of 25-64-year-olds with a postsecondary education and 38.01% with a tertiary education (OECD, 2022a). The number of people with postsecondary education has decreased over time, but the percentage of people with tertiary education has increased, indicating that the population is attaining greater levels of education.

Economical factors: This group of factors has a very significant impact on the entire evaluation. It is first required to address the impact of the most fundamental social elements, such as

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demographic structure, religious influence, national culture, level of education, educational framework, etc. In addition, these factors include workplace protection and safety, life and pension insurance, and others.

The developed nations are of interest for understanding economic development. However, as a result of the recent Covid-19 events, the market has become extremely unstable and the likelihood of a catastrophe and recession is considerable. In 2018, the unemployment rate for OECD countries was 5.48 percent of the working force and 8.20 percent for the Euro area (OECD, 2022b). Given the current circumstance, it is anticipated to rise.

The recent increase in the inflation rate, which was first noticed in 2021, has stunned financial markets and monetary officials. In just one year, the annual inflation rate as measured by the consumer price index (CPI) jumped from 1.4% in January 2021 to 7.5% in January 2022, a significant increase. Recent conflict between Russia and Ukraine contributed to the CPI inflation rate reaching 8.6% in May 2022, the highest level in 40 years (Chien and Bennet, 2022).

The inflation rate is predicted to peak later this year and then gradually fall until 2023. Due to the unknown course of the war and the unpredictability of gas supply, this forecast is subject to considerable uncertainty and downside risks (Amaro, 2022). Which will impact the housing market and therefore prices even higher. This makes it harder for millennials and Gen Z to find a suitable house. This can result in the fact that these generations are more likely to share a house with a potential roommate to divide the costs.

Technological factors: In the current corporate environment, which is characterized by the extensive use and availability of IT tools, this topic is of special significance. Technological aspects cannot be evaluated solely in terms of the availability of various technologies, but also in terms of the infrastructure required to support current systems. In this area, the following factors are frequently considered: level of technology development, innovation, amortization, level of equipment flexibility, level of automation, technological motivation, rate of technological change, technological development strategies, existence and functionality of technology parks, and similar factors.

In the 2022 edition of the Digital Economy and Society Index (DESI), Portugal ranks 15th out of the 27 EU Member States, moving up one position from the previous year. There is space for Portugal to accelerate its digitization efforts, given that its relative development is generally slightly below that of its peers (European Commission, 2022). The DESI chart is included in Annex 35.

The Portuguese RRP has a digital share of 22,1%, and its most prominent digital measures are education and training in digital skills, digital transformation of businesses, and digitalisation of the State as a lever for: I sustainable public finances, (ii) a competitive business environment, and (iii) effective public administration (European Commission, 2022).

Portugal ranks 18th in the Connectivity dimension of DESI 2022. The chart is included in Annex 36. Approximately 5.9 million homes (91 percent) had at least one high-speed network in 2022. (an increase of 5.6 percent compared to the previous year). The expected number of homes using FTTH networks was around 5.7 million, or 88 percent coverage (increasing by 8.8 percent or 5.3 percentage points). The agreements between NOS and Vodafone to co-invest in FTTH network deployment and reciprocal network sharing are anticipated to make FTTH available to about 2.6 million homes and businesses in both existing and greenfield locations. Fastfiber, the largest wholesale provider of FTTH networks in Portugal, currently supplies FTTH networks to over 4.8 million residences. Wholesale broadband network companies continue expanding their networks in sparsely populated regions (10 percent of national coverage with around 672 thousand households cabled in Portugal by end of Q3 2021) (European Commission, 2022). This has a beneficial influence on Hatch since it enables individuals in Portugal to have access to a better network or network at all. Therefore, there will be no network barrier to access the application, and the user may utilize it without any issues.

Ecological factors: The most important ecological elements are the quality of human attitudes toward natural resources, biodiversity, the recycling of raw materials, and the control and reduction of air, soil, and water pollution. Sustainable business relationships with others (fair trade), such as treating suppliers, employees, etc. with respect.

The United Nations General Assembly unanimously adopted Resolution 70/1, 'Transforming Our World': The 2030 Agenda for Sustainable Development, in September 2015. This document defines the 17 Sustainable Development Goals that must be attained by all nations by 2030. The 2030 Agenda establishes a new global policy framework for reducing all forms of poverty, fighting inequality, and addressing climate change, while guaranteeing that no one is left behind (Sustainable Development Goals, 2022)

The Sustainable Development Report (formerly the SDG Index & Dashboards) is a global evaluation of countries' progress towards meeting the Sustainable Development Goals. According to the Sustainable Development Report (2022), Portugal has the following ranking scores.

Figure: 6.1

The overall score indicates the total progress made towards reaching all 17 Sustainable Development Goals. The score can be regarded as a percentage of Sustainable Development Goals (SDG) achievement. A score of 100 implies that all Sustainable Development Goals have been met.

Each nation's actions can have positive or negative effects on the ability of other nations to attain the SDGs. The Spillover Index evaluates these spillovers across three dimensions: environmental and social impacts embodied in trade, the economy and finance, and security. A higher score indicates that a country generates more positive spillover effects and fewer negative ones. Overall Portugal is ranking a significant good score regarding the SDG goals and is aware of developing them. This will also help in creating more houses available to rent. The SDG Dashboard and trends of Portugal is included in Annex 37 (Sustainable Development Report 2022, 2022)

Legal factors: The legal factors that are most frequently discussed are laws, regulatory agencies, requirements, rules, standards, labor regulation, and capital movement (foreign investment) (Conheça O Seu Município, 2022).

Portugal has no legal restrictions on foreign investment. Foreign investors must follow the same procedures as domestic investors in order to create a new firm, including mandatory registration and compliance with regulatory requirements for specific activities. There are no restrictions on nationality or the repatriation of profits or dividends. For tax purposes, non-resident shareholders must get a Portuguese taxpayer number. Non-EU residents must designate a Portuguese resident representative to manage matters with tax authorities. EU residents may get this number directly from the tax administration (in person or through a proxy); non-EU residents must appoint a Portuguese resident representative. Therefore it is not hard to start a business in Portugal ("Portugal," 2021).

6.2 Industry Analysis

With the use of Porter's 5 forces framework, the "App Economy" industry is analyzed in terms of corporate demand, market size, and industry attractiveness. The variety of economic activity surrounding mobile applications is referred to as the app economy. Entrepreneurs gained huge fortunes thanks to mobile applications, which altered the way business is conducted. The appeconomy includes the selling of apps, ad revenue or public relations created by free apps, as well as the hardware devices designed to run apps.

6.2.1 Market overview

The app industry is a $1.7 trillion ecosystem dominated by American businesses. More than $120 billion was spent globally in app shops, nearly double the amount spent in 2016. In the United States 317,673 companies are involved in the mobile app market (The App Association, 2020).

From 2022 to 2030, the global mobile application market is anticipated to expand at a compound annual growth rate (CAGR) of 13.4%. The scope of the study includes applications for gaming, mobile health and fitness, music and entertainment, social networking, retail and e-commerce, and other purposes. The popularity of smartphones, the development of internet usage,

and the use of technologies such as artificial intelligence and machine learning in mobile applications all indicate an increase in demand for mobile applications in the future. Moreover, these applications are often downloaded from application distribution websites such as the Google Play Store and the iOS App Store (Mobile Application Market Size, Share & Trends Report, 2030., 2022).

6.2.2. Porter's 5 forces Framework analysis

This is a method for analyzing the competitive forces that are shaping a marketplace. Porter's five forces is a meso level analysis. Therefore you can influence these factors but don't have control over them. Described is to determine the threat level for each of Porter's Five Forces by using the levels 'high, medium and low' to identify that threat. Low threat is the best possible version and means in theory that the company is well positioned for long term profitability and dominance within their industry.

❖ **Threat of new entrants**

While there is a rise in the availability of similar solutions, the cost of development is moderately low since everything will be digital, and governments are focusing more on the regulation of digital solutions. Regarding product differentiation 'Hatch' is offering an innovative app in Lisbon that is created especially for finding roommates. The program is mostly focused on matching users with potential roommates who share their preferences. With the help of specific filters and the swipe feature that is common in dating apps, the app will promote the actual person in terms of the type of roommate they desire and the type of roommate they are. There is no such app offered by the so-called 'App Stores/iTunes' or 'Google Play' and that is as user-friendly as the well known app 'Tinder'. There is a higher threat for new entrants to enter the 'App Economy' because of the world becoming more digital each day.

With the development of a patent for the service, Hatch will create a barrier for new entrants and force them to incur excessive costs in order to enter this market niche. This will discourage competitors who could have the opportunity to grab market share. Switching costs will be low threat because there is no other app to switch to that offers the same solution.

❖ **Bargaining power of suppliers**

This industry has a small number of suppliers, the majority of which are hosting service providers and, eventually, marketing management solutions. Because such suppliers have numerous options, their bargaining power is low in the "App Economy" market. Apple, which provides the iTunes store for distribution, and developers are suppliers to the App Economy industry. Since you must list your app on Apple's store and pay them a commission, Apple's negotiation leverage is very significant.

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However, developers have limited bargaining power because they compete in an open auction for your business.

❖ **Bargaining power of buyers**

Since the buyers can purchase from you or any of your competitors, buyers' bargaining power has a high threat. This industry is only interesting because it is expanding at a tremendous rate, creating economic chances for even weak competitors. As the industry evolves, the weaker competitors will likely be eliminated. On the other hand the threat is low since Hatch is offering a solution that is not offered by other competitors.

❖ **Threat of substitutes**

Here the threat for Hatch is medium to low, because there are a lot of housing platforms. The most common housing platforms in Lisbon are; Uniplaces, Idealisa, Spotahome,Housing Anywhere and Lisbonproperty.com. But those housing platforms do not offer a solution against knowing your roommate in advance. Or have the goal to create a better living environment with roommates that match their own preferences. And besides that, make potential roommates more accessible in order to split the cost of housing.

❖ **Rivalry amongst competitors**

The market for 'business management software' is becoming increasingly diverse, as new rivals enter the market. Even though the market is extremely competitive, the sector continues to expand as demand increases over time as more people use apps. The marketplace consists of rivals who give answers for highly particular needs and competitors who provide more general solutions, although the majority of them do not yet supply housing-related solutions that Hatch provides.

The competitors with a similar solution in finding roommates: Diggz, Roomi, ideal flatmate, Roomiematch and SpareRoom. Each of these rivals lacks one or more of these qualities: Not having an app or a user-friendly app with a swipe/click function, being based solely in the United States, and lacking an employer brand. In the targeted countries, Hatch will spend in marketing and establish a well-known brand. Consequently, competition is moderate to low.

To conclude the entire Porter's 5 forces framework research, the industry is attractive for investment and market expansion. As demand increases, it is still viable to enter the market and compete with product or price differential despite the market's increasing competitiveness due to new entrants and existing competitors, as well as the presence of substitute alternatives.

6.2.2.1 Benchmark Tinder

The reason why Tinder is used as a benchmark in Hatch's business plan is because the Hatch app has nearly identical qualities to Tinder. The founder of Hatch was fascinated by their idea and incorporated it into her own innovative roommate app. Tinder is a well-known dating app and hence

does not compete with Hatch in the same market. This section will provide additional information about Tinder and its similarities to Hatch.

Tinder is one of the most widely used dating apps worldwide, and online dating is becoming increasingly popular. The app, which was introduced in 2012, has swiftly generated uniqueness and excitement due to its simple and entertaining design. The application enables a variety of usage purposes, including relationship seeking, casual encounters, amusement, and passing the time (Stoicescu, 2020). Tinder is a free dating app that can be downloaded to a mobile device or accessed online. Users can log into Tinder with Facebook, Google, or their phone number. Prior to using the app, users must enter socio-demographic information such as their gender, sexual orientation, love interest, education, passions (a new upgrade allows users to list up to five hobbies or interests in their profile), and location access. After logging in, users may begin using the application according to its designed logic (Stoicescu, 2020).

The app's main functionality consists of the like (right swipe) and dislike (left swipe) swiping mechanism. The swipe is a means to indicate a desire for continued interaction with another individual. The Freemium model restricts users to 100 daily right swipes. Users can upgrade to Tinder Plus, Gold, or Platinum for limitless swipes, with each offering extra features and options. If two users swipe right on one another, it indicates that they have matched and can now communicate on the platform. The architecture and premium plans of the platform encourage a quantitative approach to gathering matches. The company generates income in a variety of methods, some of which are public and others less so. The general public knows that Tinder generates revenue through premium subscriptions and ad displays within the app (Stoicescu, 2020).

In conclusion, Hatch has adopted some essential Tinder characteristics. For instance, the primary function of the app is to swipe through potential matches. Only Hatch does not allow users to swipe, only click right or left. This is because Tinder has a patent that allows users to swipe to the right or left (Google Patents, 2022). Another commonality is how they generate income. Hatch will also place advertisements on the app's free edition. Additionally generate revenue through premium subscriptions.

6.3 Firm's analysis

It is essential to identify a company's strengths and weaknesses in order to comprehend its competitive position in the market. In the context of a value chain, a resource audit is conducted for Hatch. A company that effectively utilizes its operational, human, organizational, and financial resources may gain a competitive advantage (Friend and Zehle, 2004).

Operations resources - The business lacks tangible and intangible assets, as the investment requires capital funding. The business operations of Hatch is simple, since the relevant components include marketing/sales, customer service, and information technology. No other operation resources are further needed to create the beginning of the app.

Human resources - The initial workforce size is minimal because it is composed of members of the development and business teams, and professional sales and customer service personnel must be recruited. Nonetheless, the culture is based on innovation and ongoing learning.

Organizational resources - Because of the small team size, Hatch's development and product launch structures are simple and non-hierarchical. A small team will provide the agility and productivity required by the organization. The CEO of Hatch is responsible for the business side of the team, while partners with expertise in the IT field are responsible for development.

Financial resources - In the beginning there will be a lack of capital funding, but the CEO and its partners will develop a strategic solution for this.

6.4 Competitive analysis

After doing an external and internal study, it was able to determine the strengths and weaknesses of Hatch, as well as the opportunities and risks facing the industry. By evaluating the internal environment based on its strengths and weaknesses, Hatch will be able to establish a competitive advantage and overcome its weaker aspects by delegating improvement areas or delegating to partners. An analysis of the external environment reveals the market opportunities and threats that Hatch can influence but cannot directly affect. By establishing market, industry, and competitor factors or megatrends, external factors determine investment possibilities and risks that Hatch should monitor. A SWOT analysis assists Hatch in gaining a more critical grasp of its own variables and forces and in positioning itself relative to its competitors (Thompson et al., 2007).

Table 6.3 - SWOT Framework

STRENGTHS
- Agile team
- Continuous learning and innovation culture
- Activeness in marketing channels
- Remote application
- Low initial investment cost
- 24/7 customer support available
- Customers able to save money while dividing housing costs

WEAKNESSES
- Lack of capital funding
- New to the market, low brand awareness
- Competitive market
- Not available offline

OPPORTUNITIES
- Increasing rate of adoption of new technology
- Market size value expected to increase (increased demand)
- Customer loyalty program
- Unique software
- Low entry regulation barriers
- Creating an employer brand

THREATS
- Cheaper options
- New competitors who copy the idea
- Uncertain economic situation
- High level of new entrants in the market

Source: Author

With the help of the SWOT framework it is possible to define strategic guidelines that will help to grow Hatch into an successful business:

❖ **Internationalization** – The remote application makes it simple to deliver service to every country in the world, as opposed to focusing solely on a single nation.

❖ **Continuous application improvement** – In due to the rapid evolution of the industry and the short average lifespan of software tools, the innovative culture and agile team should prioritize continual platform enhancement;

❖ **Finding investors** – The Long Term Interest Rate in Portugal is 2.58 percent, up from 2.14 percent last month and 0.43 percent a year ago. This is lower than the 4.12 percent long-term average. Rates are growing and are below historical average, now might be a good time to invest before they grow even more;

❖ **Brand Differentiation** – To achieve a strong market position, it is necessary for Hatch to differentiate from the competition;

❖ **Employer Branding** – Allows Hatch to manage and positively alter the conversation about the organization in order to increase talent acquisition and retention. Besides that, it will make Hatch a well-known app to promote more people to use it.

7. Business plan

Hatch has prepared a strategic business plan to evaluate as a guide for the development, implementation, and management of the unique app solution after an external and internal investigation to determine the solution's competitive position. Consequently, it specifies the solution's business strategy, business model, and brand strategy, followed by the marketing and operational planning.

7.1 Business strategy

This subchapter contains a clear set of plans, actions and goals that outlines how Hatch will compete in the App Economy market with its innovative app solution. While understanding the theory that has been conducted previously. Starting with the defining of the organization's mission, vision, and core values. In addition, the short-term and long-term objectives for the next five years of the business plan were outlined to clarify and define the strategic orientation.

7.1.1 Mission, Vision and Values

❖ **Mission**; We strive to connect users with potential roommates to perfectly match their preferences and therefore create a better living environment

- ❖ **Vision**; Creating a sustainable housing market worldwide
- ❖ **Values**;
    - ➢ *Quality* – the highest standards will be maintained
    - ➢ *Make things easy* – We enjoy making things simple for our customers, partners, employees and strive to be as user friendly as possible
    - ➢ *Integrity* – Maintain the highest ethical standards and build respect and trust
    - ➢ *Innovation* – We challenge conventional wisdom and the status quo. If a better method exists, we will discover it. We are fascinated by originality and eager to try something new
    - ➢ *Safety* – Our app is a safe place where we prevent scammers to enter and block anyone who has not the right intentions

7.1.2. Strategic objectives

The strategic objectives of the first year and the years after until year 5 are included annex 38.

7.2 Business model

In order to fully understand the business model, a business canvas is presented for Hatch as an overview of all business components. The Business canvas is presented in Annex 39.

7.3 Brand strategy

Hatch's visual identity and expression are developed with brand recognition in mind, including the letting, logo design and color palette selections. This has been included in Annex 40.

7.4 Marketing plan

For the development of the marketing strategy. First, a description of market segmentation, targeting, and positioning will follow. The solution's best marketing mix is then determined, taking into account product characteristics, pricing, distribution channels (place), and promotion.

7.4.1 Segmentation, targeting and positioning

Since the solution may be provided in any language, the market can be categorized by demographics such as language. The solution is expected to be ready in English and Portuguese within the first year. In subsequent years, Dutch, German, Spanish, and French will follow. On the basis of a selection of countries, Hatch will expand its solution.

Regarding targeting, Hatch can determine that its primary target has mainly the following characteristics:

- ❖ 18-35 years old
- ❖ Millennials/Gen Z
- ❖ Students
- ❖ Location-independent lifestyle
- ❖ Person who likes to travel
- ❖ Open to making new connections
- ❖ Seek richer digital experiences
- ❖ Social lifestyle, likes to gather with friends
- ❖ Posses a smartphone
- ❖ Are Tech-savvy
- ❖ Travel more often
- ❖ Social class: A, B and C1

Lastly, Hatch will position itself by elaborating the following:

Identification

Hatch is an innovative app based in Lisbon that creates a solution especially for finding roommates through a user-friendly app. The program is mostly focused on matching users with potential roommates who share their preferences. With the help of specific filters and the swipe feature that is common in dating apps, the app will promote the actual person in terms of the type of roommate they desire and the type of roommate they are. The goal is to create a better living environment with roommates that match their own preferences. And besides that, make potential roommates more accessible in order to split the cost of housing.

Differentiation

Hatch is able to create a sense of uniqueness around the brand. By becoming an app that is as simple to use as the dating application Tinder. Hatch was inspired by this application and adapted it for a different audience. A market gap was identified, as no housing platform is user-centric. Only the rooms or apartments themselves are highlighted. In addition, the majority of housing platforms solely use their website, so they do not have an app that is as user-friendly and with a swipe/click function. The target audience is more likely to use an app. Consequently, Hatch distinguishes itself from the competitors.

7.4.2 Marketing-mix

As described in the chapter on methodology, the marketing mix for the defined target population is elaborated below in terms of product, price, place, and promotion.

7.4.2.1 Product

Hatch its product is the unique software that is offered. Hatch differentiates itself by being the first user-friendly app for finding roommates that fit the user's preferences. The app can be downloaded on any smartphone, and when needed the user can also open the app on the computer.

Provided in the app are two target groups:

1. A Hatch user who already has a house and is looking for a roommate
2. A Hatch user who is looking for roommates to look for something together (example; because it is not feasible alone)

In addition, Hatch is considered to have a "people-focused" approach. Developing an atmosphere in which everyone feels valued and cared for. This requires building a culture of feedback that encourages users and employees to communicate their thoughts and complaints in a comfortable manner.

In terms of features, the foundation of the 'Hatch' platform includes:

❖ **Location;** Search for users near you

❖ **Swipe/click function;** The app's main functionality consists of the like (right swipe) and dislike (left swipe) swiping mechanism. Because Tinder holds a patent on the swipe feature, Hatch will employ a click mechanism. The swipe is a means to indicate a desire for continued interaction with another individual. The Free edition limits users to 20 right swipes each day. If two users swipe right on one another, it indicates that they have matched and can now communicate on the platform

❖ **Push notifications;** Users can receive a notification when another user messaged them

❖ **'About me' section;** The user's profile can provide information about himself or herself that the person wishes to share

❖ **Block Users;** For Hatch, safety is a crucial consideration. The option to block other users is therefore enabled. In contrast, Hatch can remove users who receive several complaints

❖ **Option to verify profiles;** To make sure a user is not a robot or scam

❖ **Phone number login;** Simplifying login by eliminating the need to memorize a password. Using face ID is also possible

- ❖ **Housing platform recommendations;** In the first year, it is anticipated that there will be no partnerships with housing platforms. Therefore, the app can already provide the user with a list of the most prominent housing platforms in the user's desired location

- ❖ **Chat;** after user are a match, they can start to chat with each other

- ❖ **Chat support;** provided 24/7 support when users have questions

- ❖ **Easy navigation;** the user will get a small introduction on how to use the app

- ❖ **Filters to adjust preferences of user;** gender, age, academic background, work status, location, pets, allergies, languages, searching for roommate in their apartment/searching for roommate to find a new stay together

- ❖ **Premium filters;** budget for housing, relationship status, smoking, zodiac sign, alcohol use, hobbies, move-in date, preferred location, length of stay, preferred roommate gender, preferred age range, cleaning, socializing

- ❖ **Passport to Swipe Around the World;** Search in advance for potential roommates in other countries (premium version)

- ❖ **Housing favorites;** in collaboration with housing platforms, Hatch may offer a variety of housing possibilities on their app. Thus, a user can already mark the house as a favorite, allowing other users to see if they would also like to live there

- ❖ **Control Whom you see/who sees you;** this way the user can stay anonymous for certain users (premium version)

- ❖ **Unlimited swipes;** the option to swipe as many users as desired. This feature is only possible when the user has the premium version. The free version only allows you to swipe 20 users a day

- ❖ **Swipe reverse;** there is a possibility that the user swiped someone the other side and missed a potential match. With the premium version you don't have that problem anymore, because it allows the user to use this feature unlimited

- ❖ **In-app purchases**; Hatch has a Transaction-based revenue model. Based on purchases in the app by users. For example premium services like 'Super Likes' to connect with potential roommates faster

In Annex 41 there is an insight of the design of the user profile on the app, the designed Hatch website and a preview of the Hatch merchandise.

7.4.2.2 Place

Eventually, Hatch's headquarters will be in Lisbon, Portugal. But will extend to Spain, the Netherlands, Germany, the United Kingdom, and France within the next five years. Concentrating primarily on the capital cities. According to Statista (2022), the average monthly rental cost of a furnished one-bedroom apartment is highest in these expanded countries. As a result, expanding to these countries will benefit Hatch. This implies that it is more desirable to split costs with a roommate because rent is too expensive for the majority of individuals to pay alone. It has also been proven that a high rent must be paid in Scandinavia, thus Hatch would like to expand into Scandinavia whenever possible.

This company's marketing distribution channel is mainly digital:

❖ **Platform** – The digital platform is optimized for mobile use but may also be accessed from a desktop computer. This platform is the actual product that Hatch is providing to its customers

❖ **Support platform** – The support platform consists of a live chat and email support service

❖ **Social Media channels** – Based on the target audience and content strategy Hatch's main social media channels used for distribution are Facebook, Instagram, Tiktok, and Snapchat

❖ **E-Learning** – Platform with free learning resources for Hatch's employees. Google offers a variety of free courses

7.4.2.3 Promotion

Six specific marketing strategies, including paid advertising, email marketing, social media marketing, SEO, public relations, and affiliate marketing, compose the promotion of Hatch.

➢ **Paid advertising** – in addition to organic marketing, may help to leverage and accelerate the other organic marketing tactics and increase sales. This type of strategy focuses on directing advertisements towards the target audience

➢ **Email Marketing** – As email remains one of the most used channels in people's personal and professional life, possessing a contact list is an effective marketing strategy. The promotion can reach the appropriate audience through the use of customized content and even the gathering of feedback. The objective is to generate an excellent email list by establishing an employer brand that reaches a broader target audience

➢ **Social media marketing** – This will help in generating conversation about Hatch, understanding the interests of the target audience, providing platforms to communicate the brand's story, collecting data, and facilitating prompt customer service from Hatch

- ➢ **Search Engine Optimization** – This will raise the visibility of Hatch's website when customers search for a service or one that is similar. The more Hatch's visibility on search engines, the greater the probability that the brand will attract customers. This strategy aims to drive organic, unpaid traffic to Hatch's website by using high-quality content to appear at the top of search engine results pages

- ➢ **Public relations** – Through brand awareness and the promotion of products and services, Hatch can increase its revenue by leveraging public relations marketing. In addition, it will aid in establishing a solid foundation of backlinks that creates organic website traffic

- ➢ **Affiliate marketing** – One of the main sources to gain new customers for Hach. This sort of marketing enables a single piece of content to create long-term revenue and increase brand awareness. Affiliate program commissions for Hatch will be based on sales generated through collaboration with housing platforms, review sites, industry influencers, and bloggers who write for the target consumer. The affiliates will drive traffic by publishing on their websites reviews or recommendations of the solution that contain affiliate links.

7.4.2.4 Price

Hatch determines the software's price using the Blue Ocean Strategy. This means that it simultaneously pursues differentiation and cost-effectiveness in order to create new market space and demand. It involves identifying and seizing uncontested market space, so making competition unimportant. Hatch's business solution plan is divided into a free plan and a premium plan.

Membership Hatch	Free Version	Premium version		
Monthly plan	Every month	1 month	3 months	6 months
Regular user	€ 0	€ 20,00	€ 15,00	€ 10,00
Student	€ 0	€ 15,00	€ 10,00	€ 5,00

Figure 7.7 - Subscription plan Hatch (Author)

Hatch differentiates its subscription package for regular users and students, as shown in the table above. The reasoning for this is, assuming that the target audience consisted mainly of students seeking a solution to assist their housing search. Hatch desires to develop a positive employer brand; consequently, offering discounts to students will strengthen Hatch's market position.

In addition, the subscription plan took into account the fact that new members should remain as long as possible. Therefore, Hatch has decided to reduce the monthly fee for members who remain for a longer period of time.

Lastly, it is essential for the target audience that the app is free to use. It is possible to discover a compatible roommate without purchasing Hatch, although not all features will be accessible. If the app could only be accessed through payment of a monthly fee, there would presumably be fewer members. Users will also have the opportunity to invite others to use the application. This will increase Hatch's brand awareness. When a user does this step, they will receive a small percentage of the invited individual's monthly membership fee. This will depend on the membership option selected by the individual. If this is only the free plan, this individual will receive €5.50 once. If the new member chooses to subscribe to a premium plan, the person who invited them receives 40% of the monthly subscription fee as long as this person stays a member.

7.5 Operational planning

Essential for describing how the business will conduct its operations, operational planning is necessary. The operational plan specifies the activities and objectives that the organization will pursue to achieve the goals and objectives outlined in the strategic plan. Due to the importance of application development and marketing objectives, the organization's first structure will be functionally straightforward. Annex 42 depicts the first year team structure, including the duties and responsibilities of each team member.

7.5.1 Description of job positions first year

Founder & CEO (Chief Executive Officer) – Has overall responsibility for developing, planning, implementing, and managing the company's strategy and administration. Additionally, the CEO should maintain continual control of the market, competitors, expansion opportunities, and growth prospects.

➢ Skills required: Include sociability, teamwork, the ability to acquire new information, creativity, time management abilities, knowledge, and good communication skills. Besides that, the CEO needs to have strong leadership, problem-solving, and governance abilities, as well as a great ethical sense and an entrepreneurial attitude.

Marketing Department – is responsible for all marketing operations, including public relations, as well as the development of a marketing strategy and vision. Especially crucial in the first year following the app's release, as marketing will increase brand awareness and so attract more potential users.

➢ Skills required: Previous knowledge and experience within digital marketing and good technological skills. Proven success of campaigns will be emphasized, especially within the tech business. Need excellent understanding of the consumer target market, excellent

communication skills, interest in technology and innovation, and the ability to keep up with market trends.

Front-end Developer – needs to establish the company's technological resource strategy. In addition, analyzing and deploying new systems and infrastructure, and monitoring key performance indicators (KPIs) to assess technological performance.

➢ Skills required: Problem-solving attitude and capabilities, good team player with the capacity to manage multiple tasks simultaneously, outstanding technological knowledge in a broad sense, and eagerness to continue learning and expanding skills. Important to understand essential design principles. Knowledge of graphic design software such as Adobe Illustrator. Has experience with responsive and adaptive design as well as SEO knowledge.

Back-end Developer – is responsible for developing, testing, and troubleshooting the complete back end. This covers the program's basic logic, databases, data and application integration, API, and other behind-the-scenes procedures. A knowledgeable back end developer is able to analyze user requirements to ensure a great user experience.

➢ Skills required: Detailed knowledge and understanding of the full web development procedure (design, development and deployment), Outstanding analytical and time management skills, Knowledge of the CMS framework and problem-solving teamwork skills are required.

Sales Department – is responsible for the sales department's resources and for managing the whole department's managerial activities (such as creating goals, devising strategies, evaluating the performance of the sales team, and aligning sales goals with the company's profitability objectives).

➢ Skills required: Excellent problem-solving abilities, team player, goal-oriented, prior sales experience and track record, outstanding communication and customer and partner relationship development and maintenance capabilities.

Hatch will need to modify its organizational structure as its customer base, sales volume, and product lines expand. This will be accomplished initially by establishing new divisions or expanding existing divisions. In addition, more internal functions will be integrated, and there will be a greater emphasis on research and development, product and business enhancements, and internal and external professional coordination.

8. Financial plan

As the business plan is developed, a financial analysis of the project is conducted to see if the business is viable in terms of profitability and liquidity during the first five years of operation. This chapter presents estimates for this project's investments, revenues, expenses, and financial statements, followed by a sensitivity analysis of three potential outcomes.

8.1 Project Assumptions

The project assumptions used to generate the financial analysis for this project are displayed in Table 8.1 and retrieved from Economias (2022). The assumptions relate to payment terms and rates, including taxes and interest.

Project assumptions	
Average term of payment	30 days
Average term of Social Security payment days	30 days
Average term of Social Security payment days	30 days
Average term of VAT payment days	45 days
VAT rate – sales revenue	23%
VAT rate – investments	23%
VAT rate – operating expenses	23%
Social Security rate (entity)	23,75%
Social Security rate (employees)	11%
Corporate tax rate	21%
Short-term interest rate	0%
Long-term interest rate	0%
Perpetuity cash flow growth rate	0%
Discount rate	10%

Table 8.1 – Project assumptions (Author)

8.2. Financial projections

The first focus of the financial projections will be on the investment required to launch Hatch throughout its fifth year of operation (2023-2027). Consequently, Table 9.2 contains a complete record of annual investments.

In the first year, the required investment is for the development team to develop the app, patent the business concept, and register the brand and business. This information has been retrieved from Justica.gov (2022) and Spdload (2022). Besides that, there will be annual investments in work computers for employees from the brand Lenovo (Coolblue, 2022). Beginning in 2027, the investments will be for the physical office, which will be furnished with basic office furniture such as desks, chairs, meeting tables, and others, as well as technology equipment such as computers, servers and this will also be purchased from Coolblue (2022). As the team expands, it is predicted that additional equipment will be required. In prior years, Hatch employees will work from home or access incubators' offices, therefore a physical office will not be required until year 5 (Tracxn, 2022). There are numerous

incubator programmes for innovative entrepreneurs in Lisbon. This means that Hatch will join in a long-term project in which incubators will provide support such as a shared residence and office space.

Table 8.2 – Investments (Author)

Investment per year	2023	2024	2025	2025	2027	Accumulated
Tangible fixed assets						
Land and Natural Resources	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
Buildings and other constructions	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
Basic office equipment	€ 0	€ 0	€ 0	€ 0	€ 50	€ 50
Transport Equipment	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
Technological equipment	€ 2.400	€ 3.600	€ 4.200	€ 7.800	€ 6.000	€ 24.000
Other tangible fixed assets	€ 0	€ 0	€ 0	€ 0	€ 1.500	€ 1.500
Total Tangible fixed assets	€ 2.400	€ 3.600	€ 4.200	€ 7.800	€ 7.550	€ 25.550
Intangible assets						
Development project	€ 50.000	€ 0	€ 0	€ 0	€ 0	€ 50.000
Business, brand registration	€ 350	€ 0	€ 0	€ 0	€ 0	€ 350
Other intangible assets	€ 500	€ 0	€ 0	€ 0	€ 0	€ 500
Total Intangible assets	€ 50.850	€ 0	€ 0	€ 0	€ 0	€ 50.850
Total Investments	€ 53.250	€ 3.600	€ 4.200	€ 7.800	€ 7.550	€ 76.400

As stated in the marketing plan, there are two paid subscriptions available in addition to the free version. There is a premium plan for regular users and for students. The user has three options based on the desired membership duration. The first month costs €20.00 for regular users and €15.00 for students. Three-month subscriptions cost €15.00 for regular users and €10.00 for students. The cheapest option is a six-month subscription priced at €10.00 for regular users and €5.00 for students. Hatch desires to build customer loyalty, a larger client base, and brand recognition by decreasing the price as a subscriber's duration increases.

The sold quantities of subscription are divided with a proportion of 45% for the '1st month' plan, 30% for the '3rd month' plan, and 25% for the '6 month' plan. Table 9.3 illustrates the sales projection for the first five years of activity. The monthly quantity is included in annex 43

Sales revenue	2023	2024	2025	2026	2027
Premium plan (1 month) annually					
Regular user	€ 12.000	€ 84.000	€ 240.000	€ 312.000	€ 576.000
Student	€ 27.000	€ 99.000	€ 180.000	€ 270.000	€ 504.000
Premium plan (3 months) annually					
Regular user	€ 6.000	€ 27.000	€ 72.000	€ 90.000	€ 186.000
Student	€ 8.000	€ 32.000	€ 56.000	€ 68.000	€ 132.000
Premium plan (6 months) annually					
Regular user	€ 1.000	€ 5.000	€ 12.000	€ 16.000	€ 42.000
Student	€ 1.000	€ 2.500	€ 8.000	€ 12.000	€ 23.000
Advertising	€ 5.000	€ 15.000	€ 200.000	€ 500.000	€ 700.000
Total revenue	€ 60.000	€ 264.500	€ 768.000	€ 1.268.000	€ 2.163.000
VAT (23%)	€ 13.800	€ 60.835	€ 176.640	€ 291.640	€ 497.490

Table 8.3 – Sales projections (Author)

After determining the business's expected revenue, the total running expenses are evaluated, beginning with Table 8.4's operational expenses. These costs are calculated based on the monthly service fees shown in Annex 44. The advertising program will be the largest recurring expense, but it is also viewed as one of the most essential expenses for increasing revenue.

Annual operating costs	2023	2024	2025	2026	2027
Hosting services	€ 2.400	€ 6.000	€ 9.000	€ 12.000	€ 2.400
Accounting services	€ 2.400	€ 2.400	€ 2.400	€ 2.400	€ 2.400
Legal services	€ 2.400	€ 2.400	€ 2.400	€ 2.400	€ 2.400
Communication services (includes internet)	€ 0	€ 0	€ 0	€ 0	€ 0
Rent	€ 0	€ 0	€ 0	€ 0	€ 18.000
Electricity services	€ 0	€ 0	€ 0	€ 0	€ 1.440
Water services	€ 0	€ 0	€ 0	€ 0	€ 540
Gas services	€ 0	€ 0	€ 0	€ 0	€ 0
Office supplies	€ 0	€ 0	€ 0	€ 0	€ 1.800
Advertising	€ 3.000	€ 6.000	€ 9.000	€ 12.000	€ 24.000
Insurance	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200
Marketing softwares	€ 600	€ 3.600	€ 6.300	€ 8.100	€ 9.900
Other services	€ 0	€ 0	€ 0	€ 0	€ 0
Total Operations Costs	€ 12.000	€ 21.600	€ 30.300	€ 38.100	€ 64.080
Deductible VAT	€ 2.760	€ 4.968	€ 6.969	€ 8.763	€ 14.738

Table 8.4 – Operating costs (Author)

In addition to operating expenses, the staff expenses for the project are evaluated. The costs are based on the number of personnel (Annex 45) and their probable gross pay, which are estimated in Table 8.5. The monthly salary of personnel is included in Annex 46. The calculations for the number of personnel were based on the business's specified strategic objectives, such as the desired annual active users.

Staff Expenses	_	2023	2024	2025	2026	2027
Annual remuneration basis (gross)						
Administration / Directors		€ 0	€ 0	€ 12.000	€ 24.000	€ 48.000
Development / IT		€ 24.000	€ 36.000	€ 60.000	€ 72.000	€ 84.000
Sales / Marketing		€ 24.000	€ 48.000	€ 72.000	€ 84.000	€ 96.000
Customer Service		€ 0	€ 12.000	€ 24.000	€ 24.000	€ 48.000
Operations		€ 0	€ 12.000	€ 12.000	€ 24.000	€ 36.000
Interns		€ 0	€ 2.400	€ 4.800	€ 9.600	€ 9.600
Total annual remuneratin (gross)		€ 48.000	€ 110.400	€ 184.800	€ 237.600	€ 321.600
Other expenses						
Social Security	34,75%					
Administration	34,75%	€ 0	€ 0	€ 4.170	€ 8.340	€ 16.680
Personal	34,75%	€ 9.903	€ 24.758	€ 42.089	€ 74.274	€ 99.032
Insurance - work accidents	1%	€ 480	€ 1.104	€ 1.848	€ 2.376	€ 3.216
Food allowance Euros / day	4,27	€ 4.132	€ 10.330	€ 17.561	€ 30.990	€ 41.320
Total other expenses		€ 14.515	€ 36.192	€ 65.668	€ 115.980	€ 160.248
Total staff expenses		€ 62.515	€ 146.592	€ 250.468	€ 353.580	€ 481.848

Table 8.5 – Staff expenses (Author)

As indicated in Table 8.6, the Working Capital requirements are computed for the purpose of analyzing a company's liquidity capability. The positive figures indicate that the business activity must have sufficient resources to pay for app development in advance.

Working Capital Needs	2023	2024	2025	2026	2027
Reserve Cash, banks and fundings	€ 11.040	€ 27.600	€ 50.200	€ 90.800	€ 150.400
Accounts receivable	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
+ Average Duration of Materials in Warehouse	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Inventory	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
_ Suppliers credit	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Short-term borrowing	€ 22.805	€ 49.988	€ 100.983	€ 189.076	€ 352.348
Working Capital Needs	€ 11.765	€ 22.388	€ 50.783	€ 98.276	€ 201.948
Investment in Yearly Working Capital Needs	€ 11.765	€ 10.623	€ 40.160	€ 58.116	€ 143.832

Table 8.6 – Working Capital Needs (Author)

Based on the analysis of the expected income statement for Hatch, presented in Table 8.7, it can be concluded that employee expenses represent the majority of operating expenses. With the required number of premium memberships sold, the results are nonetheless encouraging. Considering that the first year of Hatch's launch will not be profitable.

Income statement	2023	2024	2025	2026	2027
Revenue (sales)	€ 60.000	€ 264.500	€ 768.000	€ 1.268.000	€ 2.163.000
Costs					
Cost of good sold	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Operating expenses	€ 15.000	€ 27.600	€ 39.300	€ 50.100	€ 76.080
Staff expenses	€ 62.515	€ 146.592	€ 250.468	€ 353.580	€ 481.848
Sub-total Operating costs	€ 77.515	€ 174.192	€ 289.768	€ 403.680	€ 557.928
EBITDA	-€ 17.515,00	€ 90.308,00	€ 478.232,00	€ 864.320,00	€ 1.605.072,00
Depreciation & Amortization	10.966	10.040	22.466	15.000	10.500
Total Operating costs	€ 88.481	€ 184.232	€ 312.234	€ 418.680	€ 568.428
EBIT (Earnings before interest and taxes)	-€ 28.481,00	€ 80.268,00	€ 455.766,00	€ 849.320,00	€ 1.594.572,00
Interest expenses	0	0	0	0	0
EBT (Earnings before taxes)	-€ 28.481	€ 80.268	€ 455.766	€ 849.320	€ 1.594.572
Taxes (21%)	-€ 5.696	€ 16.054	€ 91.153	€ 169.864	€ 318.914
Net income	-€ 22.785	€ 64.214	€ 364.613	€ 679.456	€ 1.275.658

Table 8.7 – Income statement (Author)

After computing the income statement, it is easy to determine the yearly and cumulative cash flows for this project, as shown in Table 8.8. In the fourth year of operation, 2026, it is anticipated that the company will have generated cash flows of over one million euros. These statistics demonstrate the project's long-term profitability.

Project's Cash-Flow	2023	2024	2025	2026	2027	
Operational Cash-Flow	-€ 18.524	€ 80.526	€ 385.256	€ 773.810	€ 1.310.905	
Investment in Fixed Assets	€ 53.250	€ 3.600	€ 4.200	€ 7.800	€ 21.050	
Investment in Working Capital	€ 11.765	€ 10.623	€ 40.160	€ 58.116	€ 143.832	
Total Investments	€ 65.015	€ 14.223	€ 44.360	€ 65.916	€ 164.882	
Total Cash-Flow	-€ 83.539	€ 66.303	€ 340.896	€ 707.894	€ 1.146.023	
Accumulated Cash-Flow	-€ 17.236	€ 49.067	€ 389.963	€ 1.097.857	€ 2.243.880	

Table 8.8 – Project's Cash Flow (Author)

8.3. Financial viability

After doing a comprehensive financial study, it is feasible to determine that this company is financially viable. In a realistic financial scenario, the project's Net Present Value (NPV) is greater than 6 million euros, and its Internal Rate of Return (IRR) is greater than 215%. It is anticipated that the investment in the project would be repaid within the first seven months of operation.

In the pessimistic scenario, sales income decreased by 20%, while operational and personnel expenses were raised by 20%. This research helped grasp the business's potential if it reaches optimistic values and the business's low risk if it had resulted in a gloomy scenario.

9. Conclusion

Resulting from all the research that has been conducted for this business plan, it can be stated that there is a demand for Hatch and that there is a high possibility of becoming successful. This thesis successfully created a business strategy and met the objectives initially outlined for the analysis and planning chapters.

The field research conducted provided a greater understanding of the target consumer and his or her demands. According to this survey, the target consumer has difficulty locating a suitable home and there is demand in finding a roommate that fits their preferences. Through Hatch's competitive position evaluation and the study of internal and external elements impacting the business, it was possible to determine what positively contributes to the app's addition's success on the market and what may adversely contribute as a risk and a danger to the business. This sort of unique app is in rising demand on the market, as demonstrated by Hatch. Hatch aims to differentiate itself in the market using the "swipe/click" feature, specialized filters, and an exceptional marketing strategy to raise employer awareness. In this manner, Hatch will promote the actual person based on the sort of roommate they desire and the type of roommate they are.

On the other hand, the business should consider the rapid pace of industry development and the likelihood of new laws for the 'App Economy' industry. The defining of the strategy and the design and marketing allowed Hatch to develop a clear roadmap for launching the product on the market and reaching potential customers. Digital distribution platforms and affiliate marketing partners, suchas universities, will be the focal points of the marketing strategies.

It is anticipated that the company will have attained at least 16,000 users by the end of the fifth year, and that the workforce will have grown to meet the increasing industry requirements. The financial analysis concluded that the project plan for establishing Hatch is financially sustainable and profitable in the long run. It may be argued that if Hatch continues the proposed strategy, it will contribute to creating a sustainable housing market worldwide and inspire Millennials and Generation Z to do the same.

10. Discussion

The purpose of the discussion is to analyze and critique the results and conclusions presented in the preceding chapters. When used in the field of business planning, the theoretical model provides a suitable foundation for addressing research questions in conjunction with market research findings. Customer segmentation has led to the establishment of segments with unique preferences. This model is not able to identify single target customers.

The validity and dependability of the survey data was one of my primary concerns in this study. Validating the findings of the literature studies by determining if they correspond with the field research. The possibility existed that the target audience would not require an app for locating roommates. Thankfully, this is the case, and Hatch may be beneficial for the target market. Another calculated risk, it was necessary to determine whether Tinder is as well-known within the target population as the literature indicates and as the researcher believes. This is because Hatch has inherited a lot of Tinder's features that contribute to brand recognition and usability.

In addition, it was indicated during the preliminary study that, according to Krejcie and Morgan (1970), feedback from 370 respondents would have to be collected, because of the indicated target population of ISCTE students. In practice, 163 people participated in the survey. Possible explanation for Krejcie and Morgan's (1970) failure to reach the target number: the time frame was too short. Moreover, the researcher does not reside in the nation where the research would be conducted. This made field study more challenging, as the researcher could only spend a few days on location. If she could visit more frequently, the likelihood of success would increase. She saw that it was more challenging to communicate with respondents via email or WhatsApp.

Lastly, the researcher considered interviewing Uniplaces, one of the most well-known housing platforms in Lisbon. This would undoubtedly aid in better understanding the demands of the target customers. Additionally, the researcher desired to identify who their immediate rivals were. Unfortunately, it was not feasible to include Uniplaces and allow them to take part in an open interview.

Further studies will be necessary to make sure that Hatch will be up to date on the latest trends according to social media and the platforms that are most popular under the target group. This way Hatch will stay relevant and will remain a successful business.

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12. Annexes

Annex 1

Summary Empirical Studies

The present table summarizes the literature review, presenting the key points and its relevance to the business plan.

Keywords: Housing crisis Portugal, Business model Apps, Digital Nomads, Millennials, Gen Z, Digitalization, Dating Apps, Students in Lisbon, Working Remotely, Roommates, Travel

Authors	Title	Year	DOI	Abstract	Methodology	Conclusion	Source
Ammirato S., Felicetti A.M., Linzalone R., Carlucci D.	Digital business models in cultural tourism	2021	10.1108/IJE BR-01-2021-0070	Digitalization had a relevant impact on the cultural tourism sector, both demand and supply. If, on the one hand, advances in digital technologies provided tourists with new mobile services able to amplify the cultural experience, on the other hand, they catalyzed the development of new business models by digital enterprises.	Qualitative Research	The analysis highlights that digital enterprises offering app-based services do not fully exploit advances in technologies about users' value requirements. Hence, the results of the study suggest some directions that digital enterprises may follow to better exploit mobile app technology.	Scopus
Amore A., de Bernardi C., Arvanitis P.	The impacts of Airbnb in Athens, Lisbon and Milan: a rent gap theory perspective	2020	10.1080/136 83500.2020. 1742674	This research builds upon the rent gap theory and the Luke's' Power Theory to illustrate how Airbnb is fostering a new form of urban displacement at a faster rate than traditional housing gentrification, with the renting of prime residential areas to tourists.	Qualitative Research	This work shows how Airbnb listings expedited the process of capital circula- tion outside and back to cities addressed in the rent gap theory applications in relation to urban tourism	Scopus
Balemi N., Füss R., Weigand A.	COVID-19's impact on real estate markets: review and outlook	2021	10.1007/s11 408-021-00384-6	This paper provides a comprehensive literature review of the latest academic insights into how this pandemic has affected the housing, commercial real estate and the mortgage market. Moreover, these findings are linked to comprehensive statistics of each real estate sector's performance during the crisis.	Analytical Research	The reviewed research shows that due to the heterogeneity of real estate and varying transmission channels from ini- tial macroeconomic shocks, all real estate markets are affected in different ways by the outbreak of the virus.	Scopus
Cairns D.	Youth, precarity and the future: Undergraduate housing transitions in Portugal during the economic crisis	2011	10.7458/SP P201166776 3	This article examines the housing transitions of young people studying at universities in Lisbon, Portugal. Issues explored include housing decision-making, involvement in domestic tasks and support received from parents.	Analysis of Quantitative and Qualitative Data	The results confirm that the majority of these young people intend to prolong their stays in the parental home due to the crisis, with their housing choices strongly linked to financial considerations and employment stability	Scopus
Cavagnaro, E	Understanding millennials' tourism experience: values and meaning to travel as a key for identifying target clusters for youth (sustainable) tourism	2018	10.1108/JTF-12-2017-0058	The purpose of this paper is to better understand the tourism experience of millennials by connecting their value orientations to the meaning that they give to travel. In doing so, it also aims at discovering profiles of young tourists that can be targeted both now and in the future by tourism organisations.	Survey	Tourism organisations in general and destination management organisations in particular should take notice that the millennial target group is not homogenous. To satisfy millennial tourists in the present and future, tourism organisations should consider the different values that they uphold and the different meanings that they give to travel	Web of Science
Cristofaro M.	E-business evolution: an analysis of mobile applications' business models	2020	10.1080/095 37325.2019. 1634804	The advent of new e-businesses, i.e. mobile applications, requires investigation into which are the successful variations of e-businesses that have been selected and retained for surviving the new digital era, and how they have been formed. Results are interpreted according to evolutionary lenses. Content apps, whose value is driven by their efficiency are the ones that can survive digital Darwinism.	Mixed qualitative-quantitative research	E-business models and their innovations are the products of evolutionary processes; from that, e-business models should be evaluated and re-evaluated over time according to the modifications of the multi-level environment	Scopus
Cristofaro, M., L. Leoni, and S. Baiocco	Promoting Co-Evolutionary Adaptations for Sustainable Tourism: The 'Alpine Convention'	2019	10.1080/215 68316.2019. 1600162	The sustainable development of tourism destinations is the result of co-evolutionary adaptations between tourism firms and their environment., this paper examines the role played by institutions for the sustainable development of a tourism destination, mainly looking at the mechanisms that promote co-evolutionary adaptations.	Case study	The updated co-evolutionary perspective comprehensively explains what shapes the sustainable development of tourism destinations, and also now considers how institutions may activate promoting mechanisms of co-evolutionary adaptations, which should primarily have as a main concern the environmental sustainability of the tourism destination. In sum, this study fills the initial theoretical gap by which the co-evolutionary approach adopted in tourism studies has been explored only considering the firm's level of analysis.	
Currie G., Jain T., Aston L.	Evidence of a post-COVID change in travel behaviour – Self-reported expectations of commuting in Melbourne	2021	10.1016/j.tra .2021.09.00 9	This paper addresses the question, "Will post-pandemic travel behaviour, when the virus has gone, be different to pre-pandemic travel?". The paper provides evidence that travel behaviour post-pandemic might be different to pre-pandemic travel.	Online Survey	Work from home increased substantially during the pandemic; this will reduce after the pandemic as enforced WFH is replaced by voluntary WFH.	Scopus

Authors	Title	Year	DOI	Abstract	Methodology	Conclusion	Source
David, G and Cambre, C.	Screened Intimacies: Tinder and the Swipe Logic	2016		This article seeks to amplify discursive constructions of social connection through technology with an examination of the proposed and presumed intimacies of the Tinder app. And shows the sociotechnical dynamics of how users navigate the app and take up or resist the subject positions encouraged by the user interface feature of swiping.	Survey	As a preliminary and necessarily partial foray, provided a snapshot of technosocial relationality, as informed by the swipe UI. We have traced the story-line of the swipe logic to explore the tensions involved in screened intimacies between superficiality and depth, and closeness as a function of duration versus the quick and ephemeral, with the understanding that an analysis of what platforms invite users to do constitutes the ground for understanding of what they actually do.	Web of Science
Femenia-Serra, F. and Ivars-Baidal, J.A	Do smart tourism destinations really work?	2021	10.1080/ 10941665.20 18.1561478	Smart Destinations have gained momentum in tourism research, Real fulfilment of two of the main objectives of SDs, namely enhancing tourists' experiences and improving destinations management, remains largely unknown. By taking as a relevant case the destination of Benidorm, its smart destination strategy and solutions, this paper investigates whether and how these smart destination efforts are actually transforming destination management, marketing processes and tourists' experiences. The findings pose critical lessons for destinations in their transition towards smartness, especially for policy-makers, and shed light on the effects of smart solutions on tourist experiences.	Qualitative Research	The value provided by some solutions in information search, planning and sharing of experience has to be reinforced, and these solutions better promoted among tourists. This could result into a higher degree of awareness and use. Nonetheless, the flip side of technology and its potential to destruct value in certain situations also needs to be carefully considered. Managers need to plan smart destination areas and situations where disconnection is possible.	Web of Science
França T., Cairns D., Calvo D.M., de Azevedo L.	Lisbon, the Portuguese Erasmus city? Mis-match between representation in urban policies and international student	2021	10.1080/073 52166.2021. 1950544	This article looks at the mis-match between official discursive representations aimed at promoting Lisbon, the Portuguese capital city, as an international student hub and international students' experiences.	Qualitative Research	The study illustrates some of the most prominent contradictions, and arguably a number of shortcomings, in the city's imagological strategy, particularly in regard to concerns with Lisbon's housing market	Scopus
Garikapati, VM., Pendyala, RM., Morris, EA., Mokhtarian, PL., McDonald, N	Activity patterns, time use, and travel of millennials: a generation in transition?	2016	10.1080/014 41647.2016. 1197337	Millennials, defined in this study as those born between 1979 and 2000, became the largest population segment in the United States in 2015. Compared to recent previous generations, they have been found to travel more	Survey	Millennials appear to exhibit a lag in adopting the activity patterns of predecessor generations due to delayed lifecycle milestones and lingering effects of the economic recession, suggesting that travel demand will resume growth in the future.	Web of Science
Ketter E.	Millennial travel: tourism micro-trends of European Generation Y	2020	10.1108/JTF-10-2019-0106	Purpose: Millennials travel more than any other generation and they account now for some 40 percent of Europe's outbound travel. As Millennials travel peaks, the purpose of this paper is to shed light on European Millennials, their characteristics and travel behaviors,	Content Analysis of up-to-date academic publications and tourism industry reports.	The common characteristics and travel behaviors of Millennials drive four key tourism micro-trends: creative tourism, off-the-beaten-track tourism, alternative accommodation and fully digital tourism	Scopus
Malet Calvo, D.	A Wonderful But Uncertain Time: Youth Transitions of Erasmus Students and Lisbon's Housing Crisis	2021	10.1007/978-3-030-64235-8_40	The city of Lisbon, with a population of around 500,000 inhabitants (2,800,000 including the surrounding metropolitan region), has recently been attracting the attention of real estate investors, international students, tourists and lifestyle migrants.	Survey	Young migrants such as students have manifold competences in resisting the overwhelming power of institutions and markets in urban contexts, beginning with their ability to build their own social worlds while abroad.	Web of Science
Marques Pereira S.	Regulation of short-term rentals in Lisbon: strike a balance between tourism dependence and urban life	2020	10.1080/175 35069.2020. 1842901	The financial crisis was a critical factor for the development of short-term rentals (STR) in Lisbon, as it was in other Southern European cities. STRs became a public issue associated with unaffordable housing, neighborhood disturbances and touristification in 2016.	Qualitative Research	The tensions generated by STRs in the cities of Southern Europe help disguise multiple layers of inequality that the dominant categories of STR analysis fail to reflect.	Scopus

Authors	Title	Year	DOI	Abstract	Methodology	Conclusion	Source
Ramón Cardona J., Martorell Cunill O., Prado Román A., Serra-Cantallops A.	Is there a problem with tourist use housing?	2021	10.1016/j.iedeen.2021.100151	In the last five years, home rentals for tourists have generated significant media and social concern. There are two positions related to the impacts of peer-to-peer and intermediation platforms: some consider them to reflect the destruction of tourist destinations at the hands of international corporations, while others allege that they have helped improve the incomes of many families and meet demand.	Secondary Data Analyses	The study concludes that tourist rentals have been confused with the real problem: large and rapid increases in demand that are difficult to manage, aggravating mismatches in the rental market that are the result of multiple factors.	Scopus
Reichenberger I.	Digital nomads–a quest for holistic freedom in work and leisure	2018	10.1080/11745398.2017.1358098	Digital nomads are portrayed as young professionals working solely in an online environment while leading a location independent and often travel reliant lifestyle where the boundaries between work, leisure and travel appear blurred. It explores their motivations for adapting this lifestyle and how these are addressed in practice, and examines how work, leisure and travel are interpreted.	Online content analyses, in-depth interviews	Digital nomads aim to create a holistic lifestyle characterized by comprehensive freedom where both areas of life are regarded as equally enjoyable and do so through professional, spatial and personal freedom.	Scopus
Rietveld, J.	Creating and Capturing Value from Freemium Business Models: A Demand-Side Perspective.	2017	10.1002/sej.1279	While it has long been recognized that the business model can be a source of performance heterogeneity, less is known about how the business model affects consumers' perceptions about a firm's products and services. By taking a demand-side perspective. Business models create and capture value when the elements that compose a business model improve how consumers perceive a firm's products and better enable heterogeneous consumers to act on their willingness-to-pay.	Secondary Data Analyses	Results show that freemium games are played less and generate less revenues than premium games and that greater variety in games' menus of paid items is associated with higher revenues. This implies that in order to achieve competitive parity with firms operating the premium business model, firms operating the freemium business model need to create more value (e.g., through improved product quality, income from advertisements, or unlocking network externalities) or operate at lower costs.	Scopus
Skinner, H., Sarpong, D., White, G.R.	Meeting the needs of the Millennials and Generation Z: gamification in tourism through geocaching	2018	10.1108/JTF-12-2017-0060	The purpose of this paper is to understand the principles of popular mobile-enabled games, indicating how organisations in the tourism sector could meet the needs of Millennials and Generation Z through engaging with the existing gamified location-based practice of geocaching as an information and communication technology enabled gamified enhancement to the destination experience.	Qualitative Research	The principles and practices associated with smart tourism to meet the needs of this new generation of tourism consumers who seek richer digital and often gamified tourism experiences.	Web of Science
Stoicescu M.	Social impact of online dating platforms. A case study on tinder	2020	10.1109/RoEduNet51892.2020.9324854	This paper discusses the social impact of digital dating platforms with a case study of Tinder app, through an analysis of its business model and designed user incentives.	Case study	Future research on users' experience on dating apps during the lockdown could set ground for new functionalities to improve users.	Scopus

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Annex 2

Questions	Research questions	Objectives
Are you?	Multiple choice	x
What are your academic qualifications	Multiple choice	x
What is your current activity?	Multiple choice	x
Do you have a smartphone?	Multiple choice	Digital world
How frequently are you on social media to communicate with others?	Multiple choice	Digital world
How frequently do you use these social media channels to search for houses?	Tick box grid	Digital world
How frequently do you use these social media channels for leisure?	Tick box grid	Digital world
Why do you use this/these app/apps the most?	Open question	Digital world
Where do you come from?	Open question	Travelers
Where do you live?	Open question	Travelers
How often do you travel in a year?	Multiple choice	Travelers
How frequently do you work remotely?	Multiple choice	Travelers
Why did you decide to work remotely	Open question	Travelers
What is your housing situation?	Multiple choice	Roommates
What is your opinion on the rental price in your city?	Linear scale	Real estate
How did you get your apartment/house?	Open question	Real estate
How difficult was it to get an apartment/house?	Linear scale	Real estate
How fast was it for you to get an apartment/house?	Linear scale	Real estate
Did you know your roommates before getting the house/apartment?	Multiple choice	Roommates
Do you prefer to live with a roommate?	Multiple choice	Roommates
How much of a match are you and your roommates	Linear scale	Roommates
What are for you the most important qualities a roommate needs to have?	Checkboxes	Roommates
How hard is it to find a suitable apartment for you in your current area?	Linear scale	Real estate
Which of the the following housing rental sites do you know?	Checkboxes	Rivalry
How frequently have you used one of the following housing sites?	Tick box grid	Rivalry
If applicable, what made you choose a certain housing platform?	Open question	Rivalry
Would you use an app created for finding roommates to perfectly match your apartment?	Multiple choice	Apps
Why yes or why not?	Open question	Apps
Are you familiar with the app 'Tinder'?	Multiple choice	Apps
What do you think of the user-friendliness of the app Tinder?	Open question	Apps
Do you have a payed membership on Tinder?	Multiple choice	Apps
What reason would be applicable for you to get a membership on a certain app?	Open question	Apps
How important would you consider the following features for a roommate app?	Tick box grid	Apps

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Annex 3
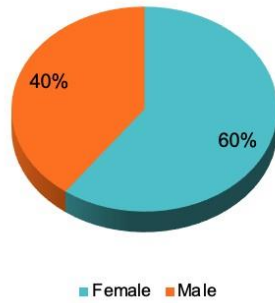
Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
Note: N is Population Size; S is Sample Size						Source: Krejcie & Morgan, 1970			

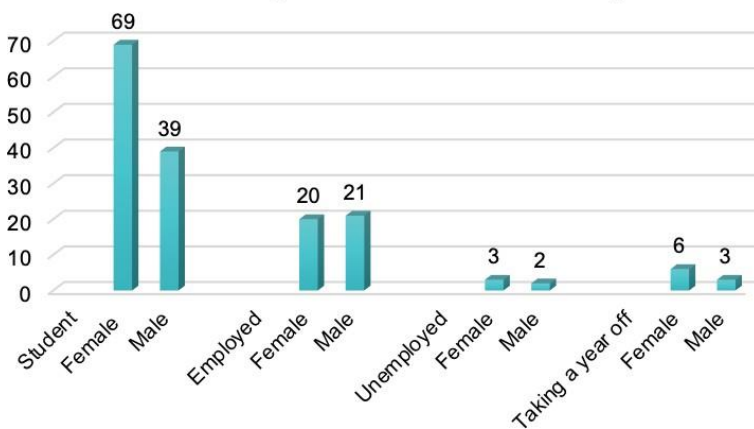Sample size of a known population (Krejcie and Morgan, 1970)
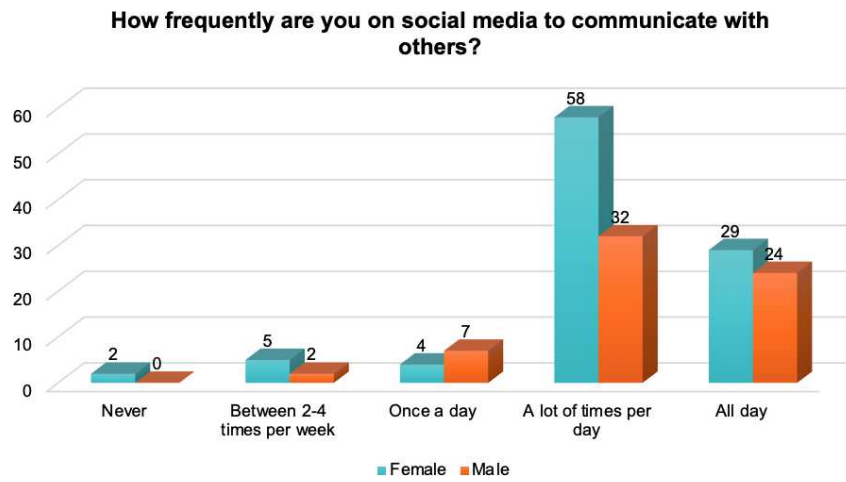
Are you?

40%   60%

■ Female ■ Male

What are your academic qualifications?

	Female	Male
Basic school	0	0
Secondary school	2	0
Bachelor	16	11
Undergraduate	4	5
Graduate	15	4
Post-graduate	21	14
Masters	40	31
PhD	0	0

■ Female ■ Male

What is your current activity?

	Female	Male
Student	69	39
Employed	20	21
Unemployed	3	2
Taking a year off	6	3

Annex 5

How frequently are you on social media to communicate with others?

	Never	Between 2-4 times per week	Once a day	A lot of times per day	All day
Female	2	5	4	58	29
Male	0	2	7	32	24

■ Female ■ Male

Annex 5b

How frequently are you on social media to communicate with others?

	Never	Between 2-4 times per week	Once a day	A lot of times per day	All day
Student	0	6	7	57	38
Employed	0	1	3	28	7
Unemployed	2	0	0	2	3
Taking a year off	0	0	1	3	5

■ Student ■ Employed ■ Unemployed ■ Taking a year off

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Annex 6

Instagram; How frequently do you use these social media channels to search for houses?
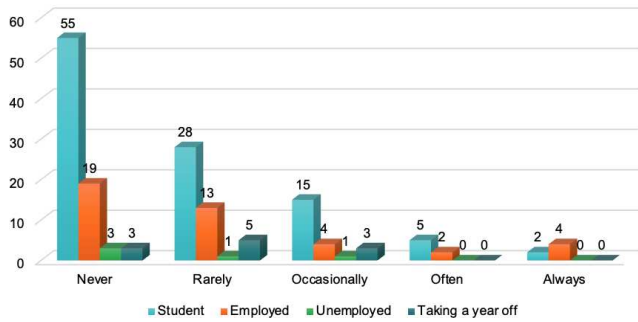
Facebook; How frequently do you use these social media channels to search for houses?
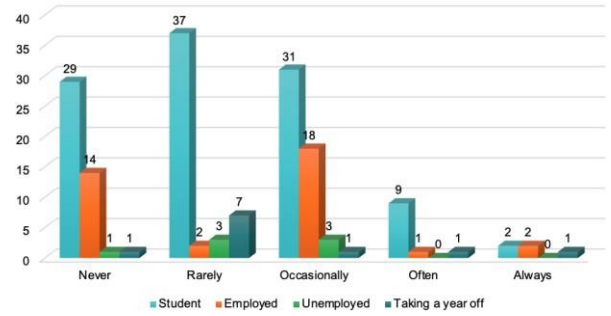
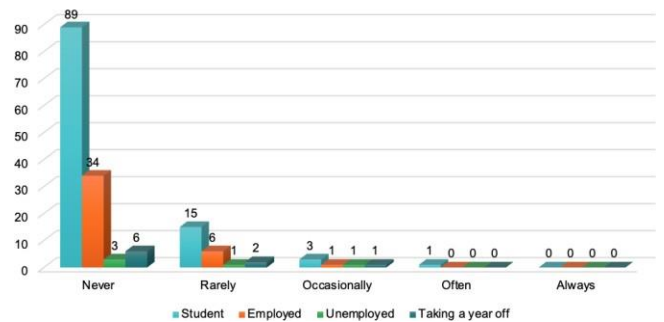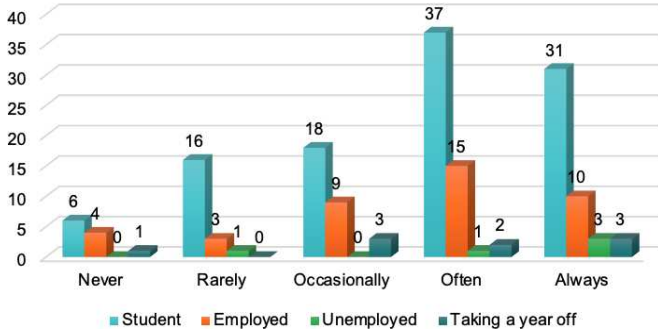**Facebook Groups; How frequently do you use these social media channels to search for houses?**
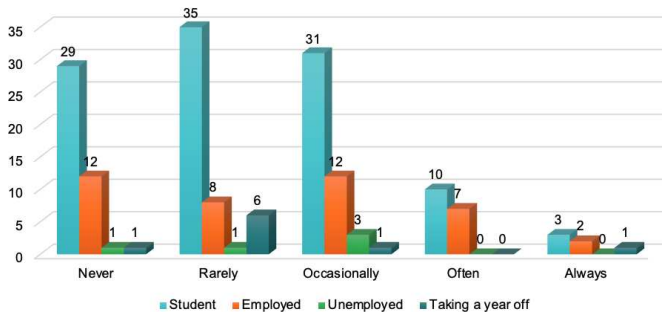
Facebook Marketplace; How frequently do you use these social media channels to search for houses?
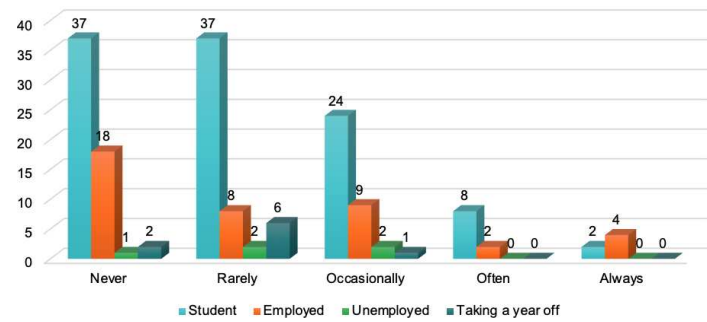
Tiktok; How frequently do you use these social media channels to search for houses?
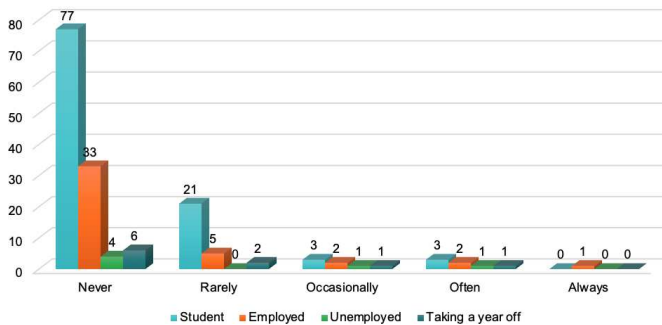
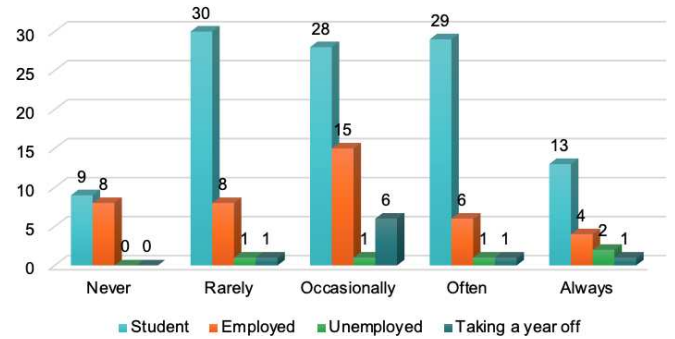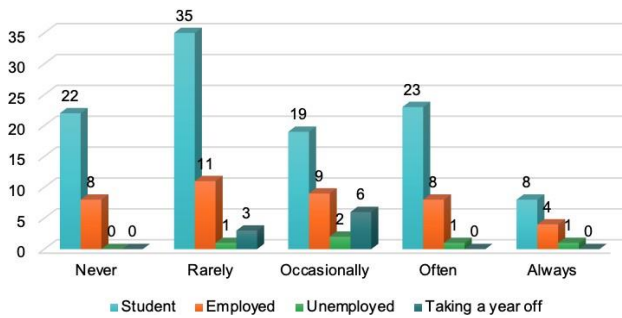**Snapchat; How frequently do you use these social media channels to search for houses?**

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Instagram; How frequently do you use these social media channels for leisure?

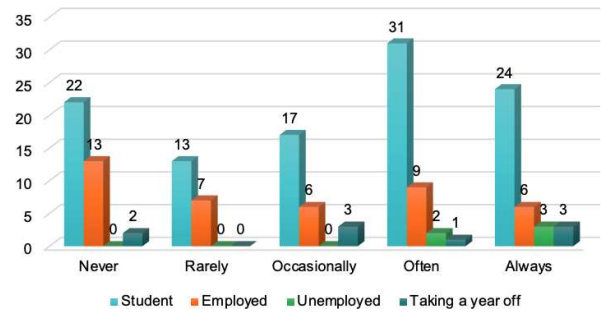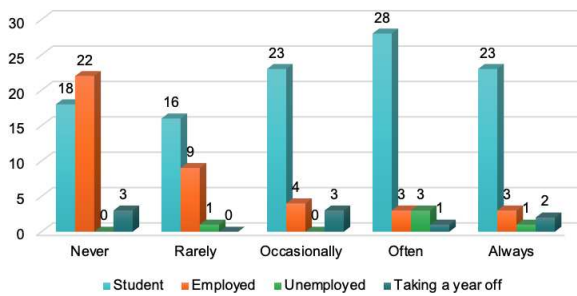### Facebook; How frequently do you use these social media channels for leisure?

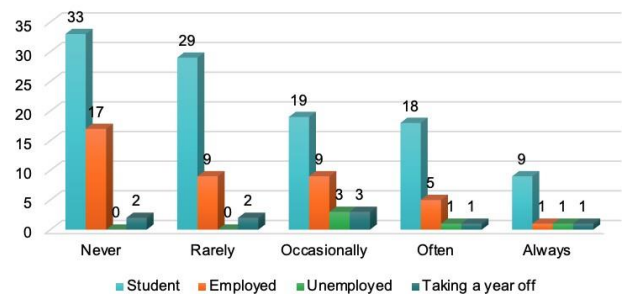### Linkedin; How frequently do you use these social media channels for leisure?

Tiktok; How frequently do you use these social media channels for leisure?

Snapchat; How frequently do you use these social media channels for leisure?
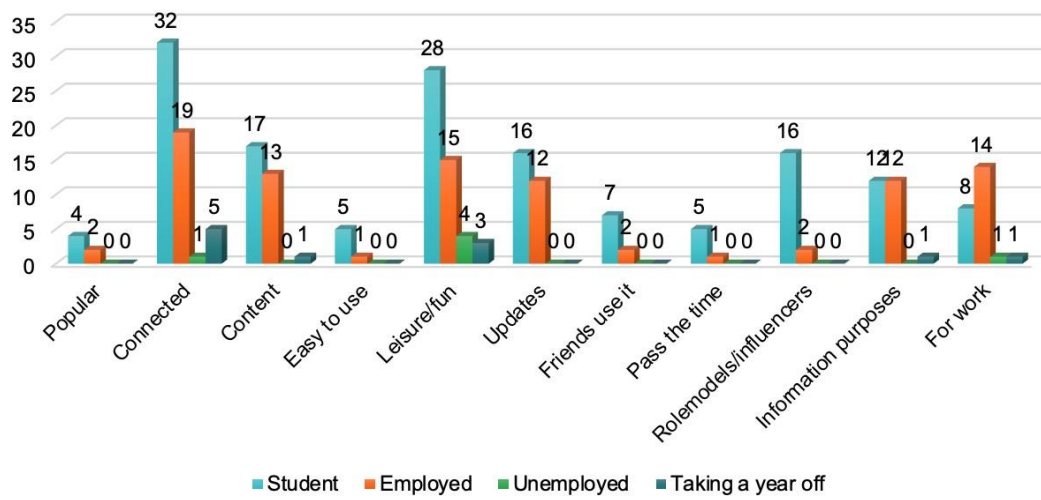

Pinterest; How frequently do you use these social media channels for leisure?
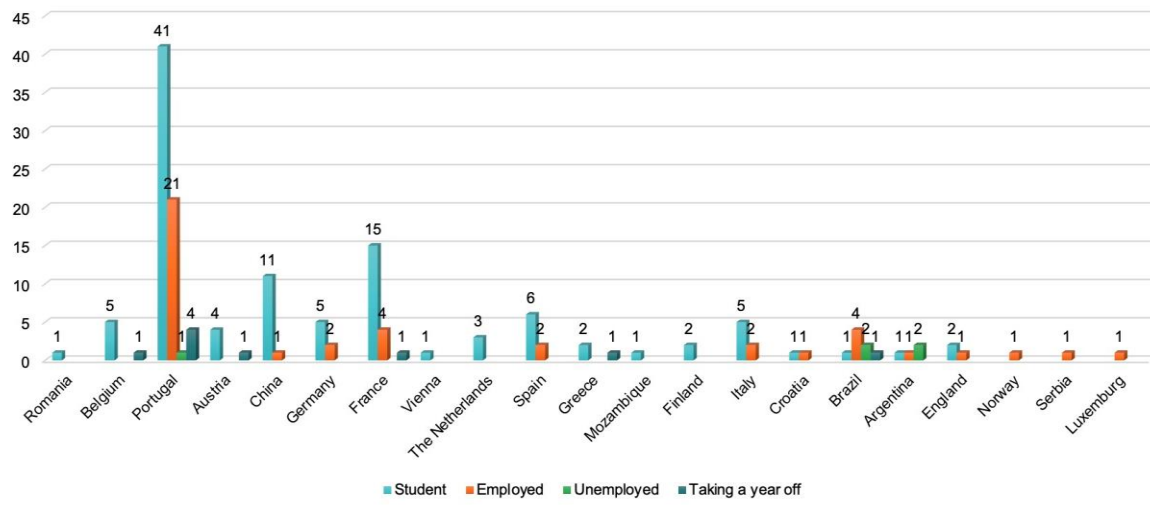
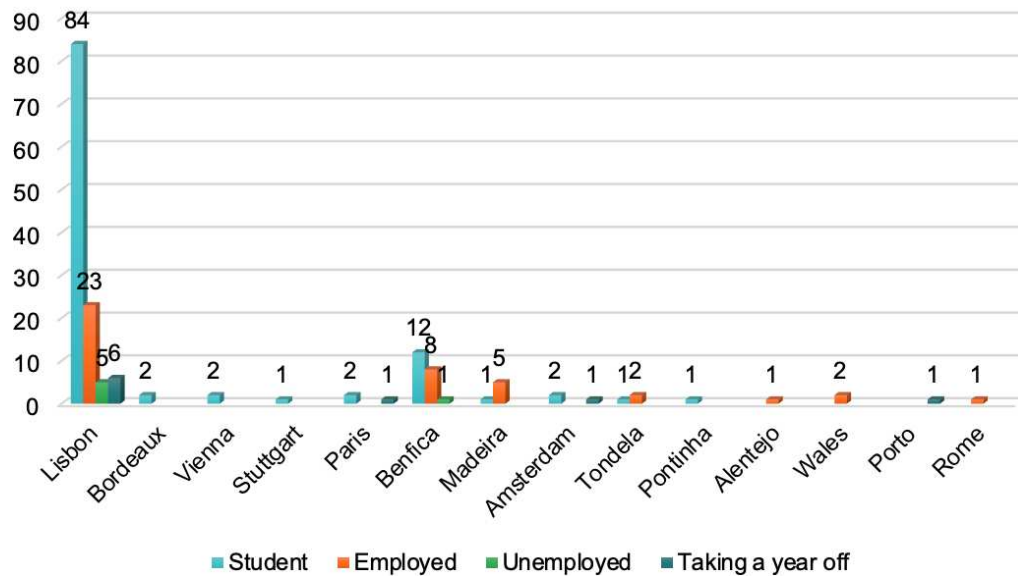**Annex 8**

Why do you use this/these app/apps the most?

■ Student ■ Employed ■ Unemployed ■ Taking a year off

65

Where do you come from?

Annex 10

Where do you live?

Legend: Student, Employed, Unemployed, Taking a year off

Values: Lisbon — 84, 23, 5, 6; Bordeaux — 2; Vienna — 2; Stuttgart — 1; Paris — 2, 1; Benfica — 12, 8, 1; Madeira — 1, 5; Amsterdam — 2, 1; Tondela — 1, 2; Pontinha — 1; Alentejo — 1; Wales — 2; Porto — 1; Rome — 1

Annex 11

How often do you travel in a year?

Legend: Student, Employed, Unemployed, Taking a year off

Values: Never — 0, 0, 0, 0; Once a year — 18, 2, 0, 0; 2-4 times a year — 60, 22, 2, 2; Each month — 8, 8, 1, 5; Every 6 months — 19, 1, 1, 1; Always — 4, 8, 1, 1

Annex 12

How frequently do you work remotely?

	Never	Once a year	2-4 times a year	Each month	Every 6 months	Always
Student	76	0	3	5	2	6
Employed	20	0	1	14	0	21
Unemployed	5	0	1	0	0	0
Taking a year off	5	0	0	0	0	4

■ Student ■ Employed ■ Unemployed ■ Taking a year off

Annex 13

Why did you decide to work remotely?

	Flexibility	Covid-19	Preference/comfortable	To travel	Save time	Decision work	Freedom
Student	2	14	9	1			
Employed	3	7	8	16	1	2	4
Unemployed				3			
Taking a year off	2			2			1

■ Student ■ Employed ■ Unemployed ■ Taking a year off

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Annex 14

What is your housing situation?

Legend: Student, Employed, Unemployed, Taking a year off

	Living alone	Living with parents	Living with roommates	Living with family
Student	8	11	84	5
Employed	11	7	18	5
Unemployed	0	2	3	0
Taking a year off	5	2	2	0

Annex 15

What is your opinion on the rental price in your city?

Legend: Student, Employed, Unemployed, Taking a year off

	1	2	3	4	5 Extremely high
Student	0	3	16	41	48
Employed	0	1	5	20	6
Unemployed	0	0	0	1	8
Taking a year off	0	0	1	6	7

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Annex 16

How did you get your apartment/house?

Legend: Student, Employed, Unemployed, Taking a year off

Annex 17

How difficult was it to get an apartment/house?

Legend: Student, Employed, Unemployed, Taking a year off

Annex 18

How fast was it for you to get an apartment/house?

Legend: Student, Employed, Unemployed, Taking a year off
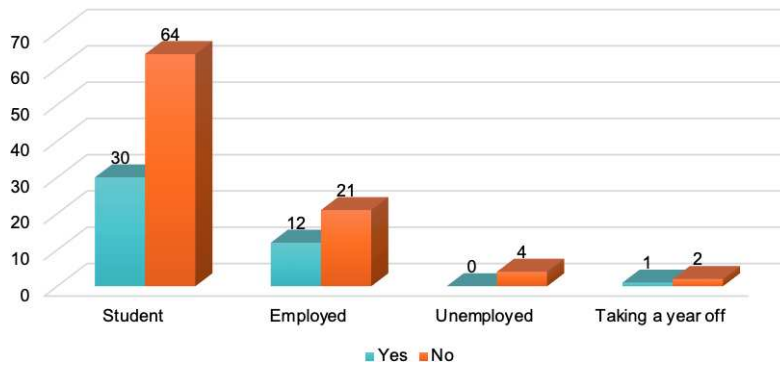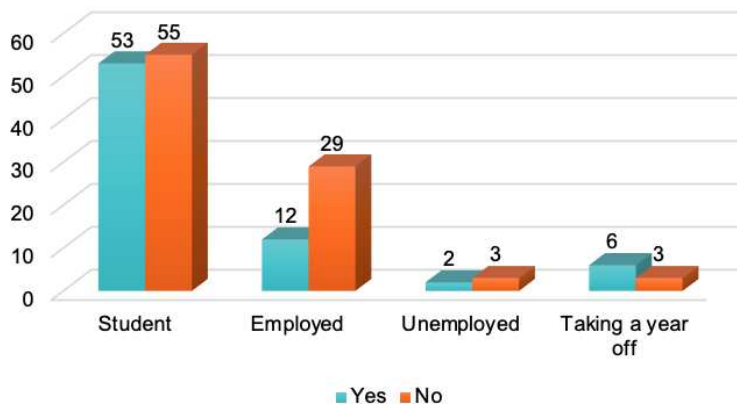
Annex 19

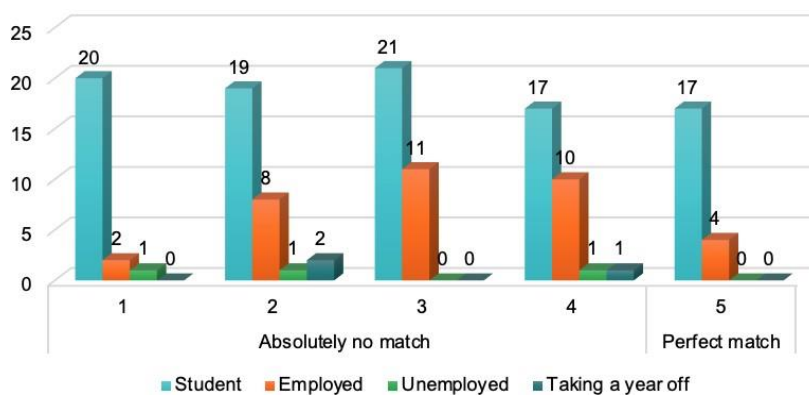Did you know your roommates before getting the house/apartment?

Annex 20

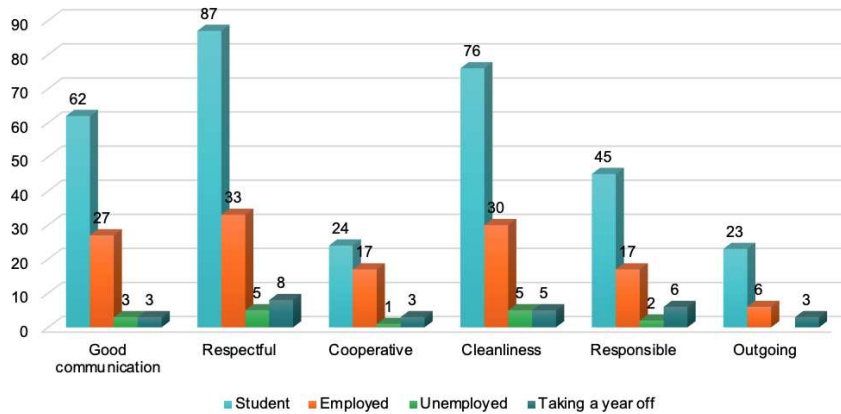Do you prefer to live with a roommate?

Annex 21

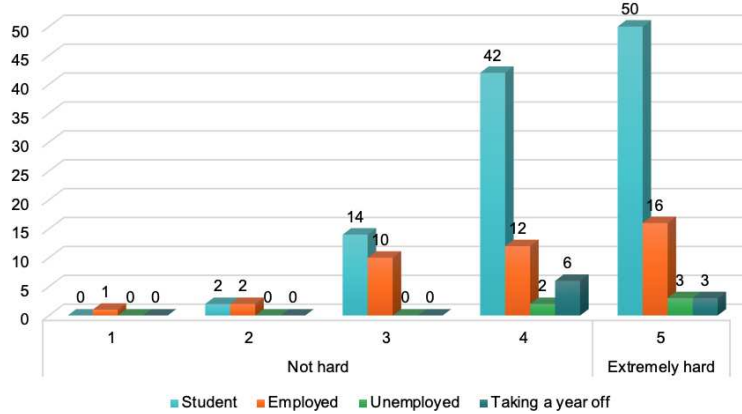How much of a match are you and your roommates?

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Annex 22

What are for you the most important qualities a roommate needs to have?

Annex 23

How hard is it to find a suitable apartment for you in your current area?

Annex 24

Which of the the following housing rental sites do you know?
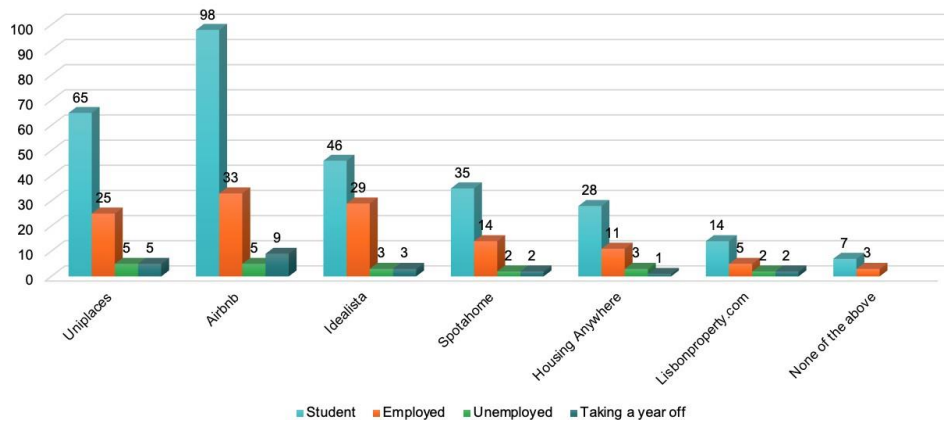
Uniplaces; How frequently have you used one of the following housing sites?
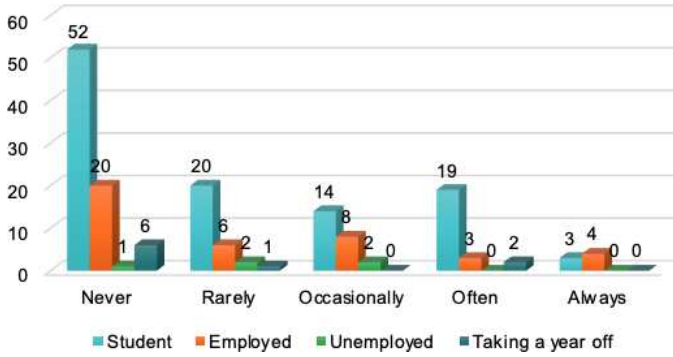
Idealista; How frequently have you used one of the following housing sites?
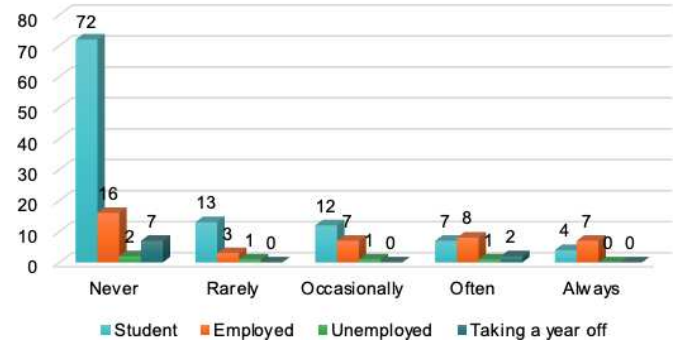
Housing Anywhere; How frequently have you used one of the following housing sites?
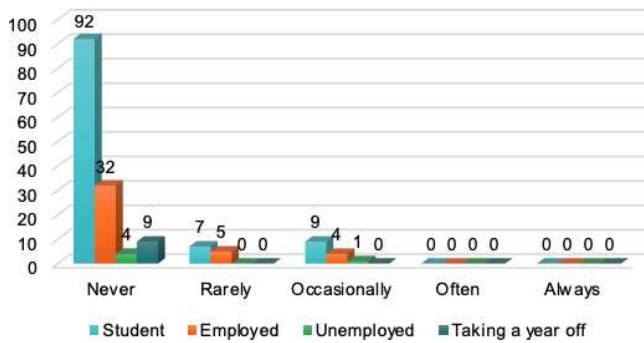
Airbnb; How frequently have you used one of the following housing sites?
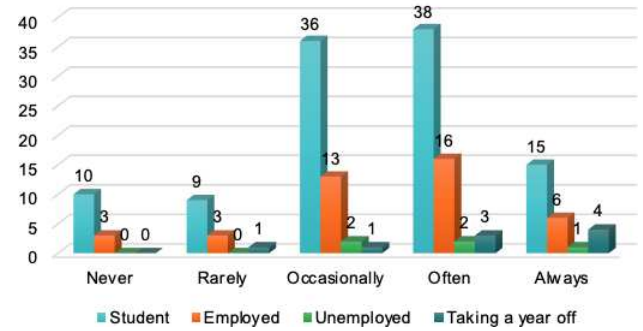
Spotahome; How frequently have you used one of the following housing sites?
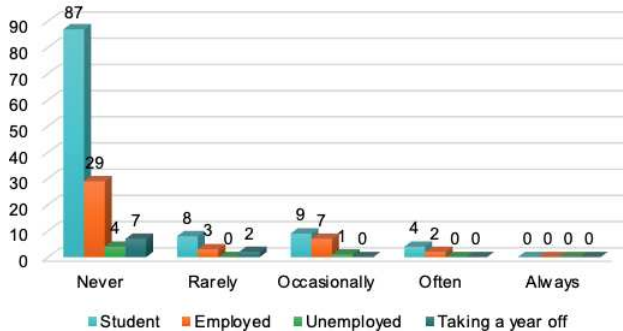
Lisbonproperty.com; How frequently have you used one of the following housing sites?
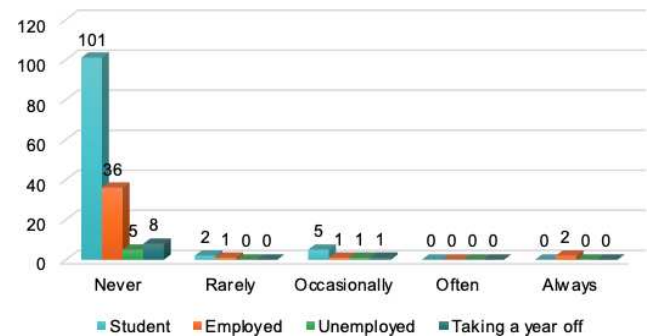
If applicable, what made you choose a certain housing platform?

Legend: Student, Employed, Unemployed, Taking a year off

Would you use an app created for finding roommates to perfectly match your apartment?

Legend: Yes, No

Why yes or why not?

Legend: Student, Employed, Unemployed, Taking a year off

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Annex 29

Are you familiar with the app 'Tinder'?

Annex 30

What do you think of the user-friendliness of the app Tinder?

Annex 31

Do you have a paid membership on Tinder?
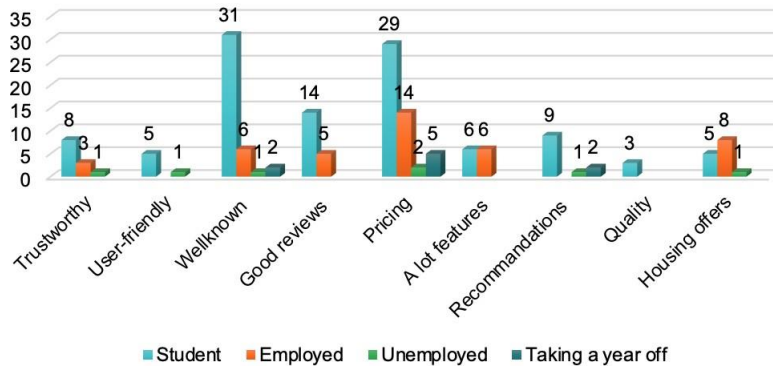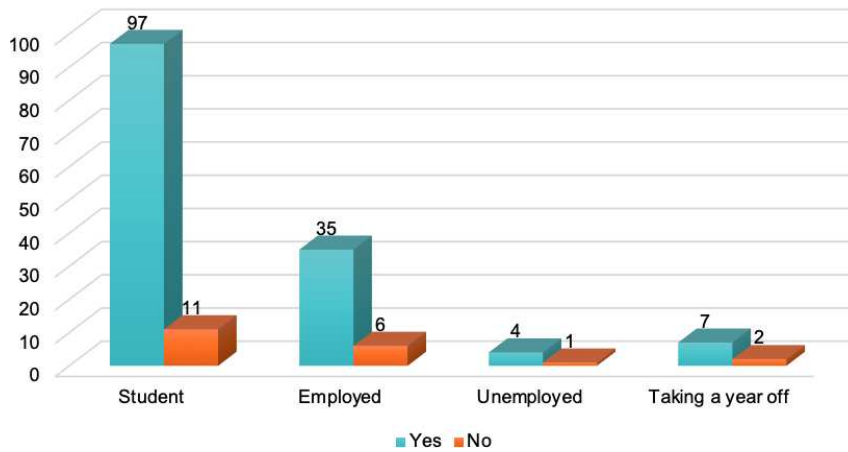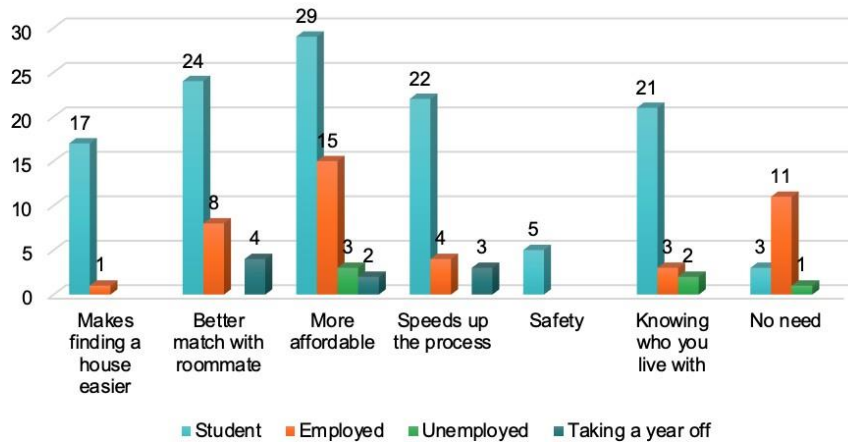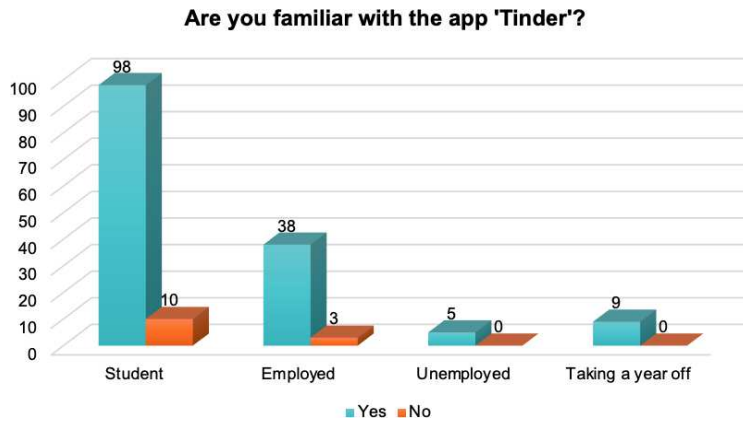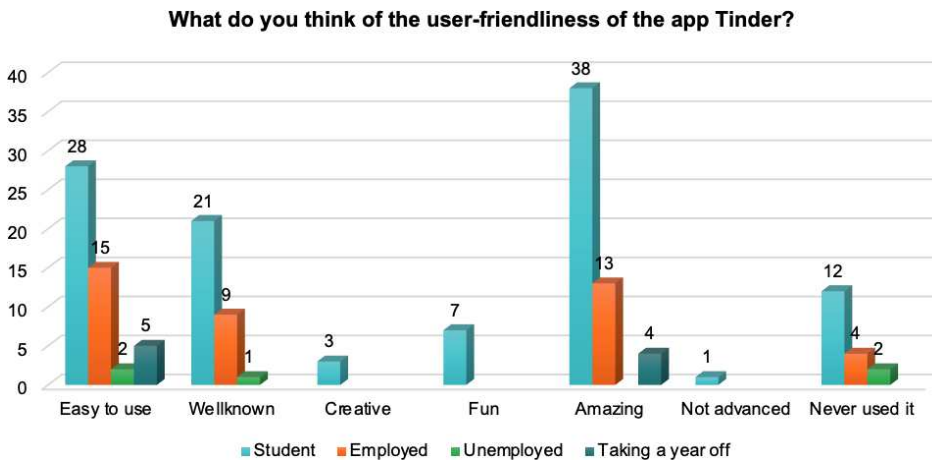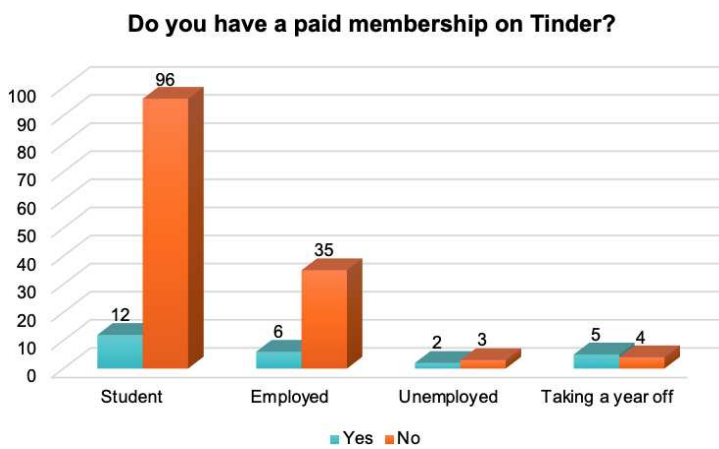
What reason would be applicable for you to get a membership on a certain app?
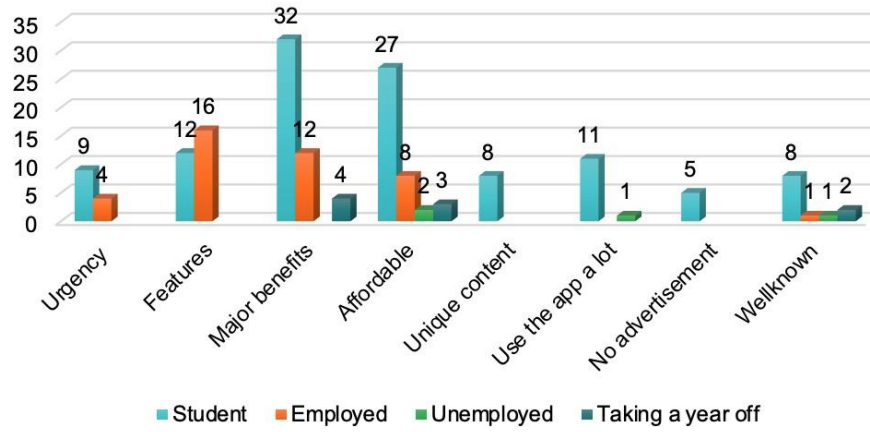
Swipe function; How important would you consider the following features for a roommate app?
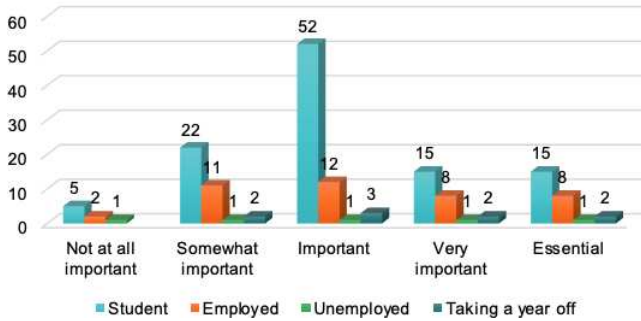
Filter roommates on specific interest; How important would you consider the following features for a roommate app?
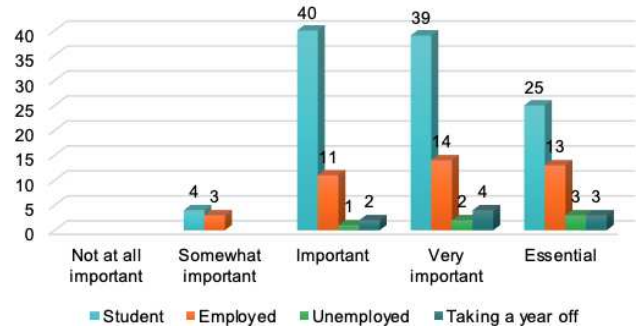
Option to a free version of the app; How important would you consider the following features for a roommate app?
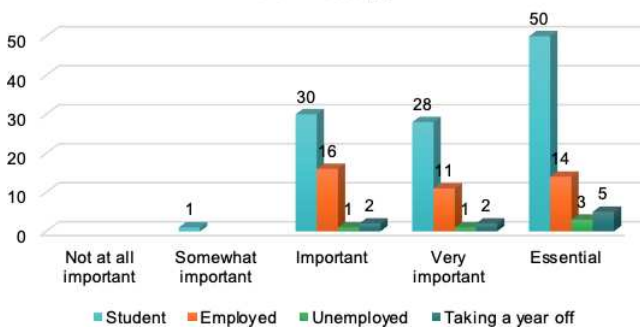
Chat support; How important would you consider the following features for a roommate app?
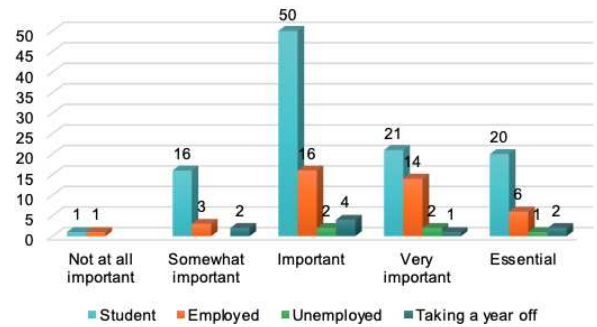
Clear privacy options; How important would you consider the following features for a roommate app?
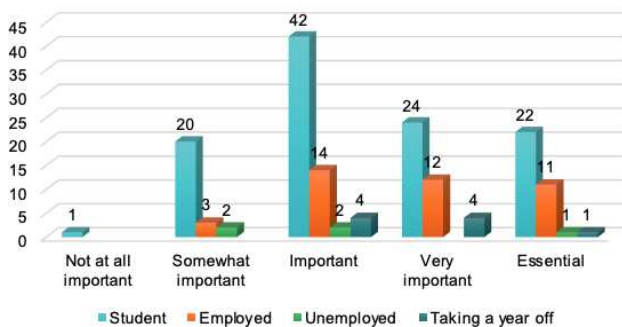
Push notifications; How important would you consider the following features for a roommate app?
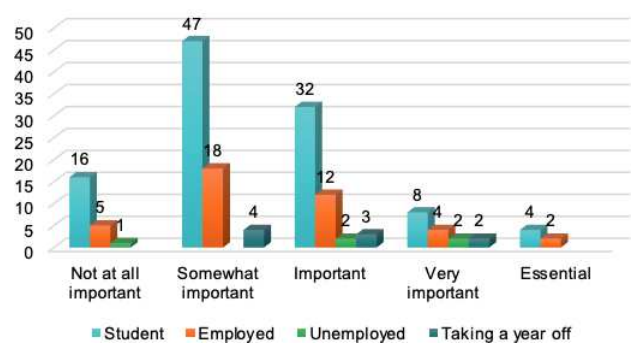
Easy navigation; How important would you consider the following features for a roommate app?

Categories: Not at all important, Somewhat important, Important, Very important, Essential
Series: Student, Employed, Unemployed, Taking a year off

- Not at all important: 2, 2, 1
- Somewhat important: (values)
- Important: 28, 12, 2, 2
- Very important: 39, 14, 1, 2
- Essential: 39, 13, 1, 5
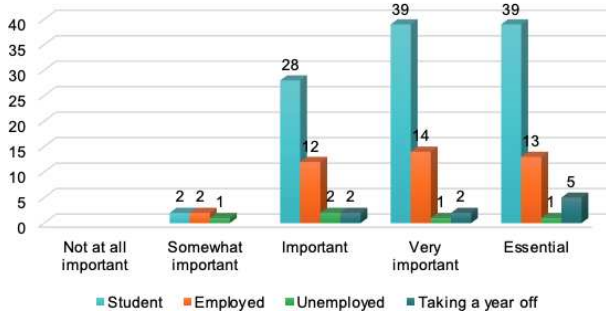
Phone number login; How important would you consider the following features for a roommate app?

Series: Student, Employed, Unemployed, Taking a year off

- Not at all important: 5, 4
- Somewhat important: 14, 9, 1, 2
- Important: 44, 13, 2, 1
- Very important: 28, 11, 2, 3
- Essential: 17, 4, 3
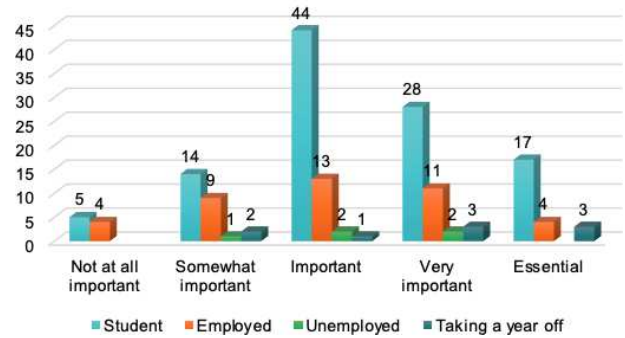
Passport to swipe around the world; How important would you consider the following features for a roommate app?
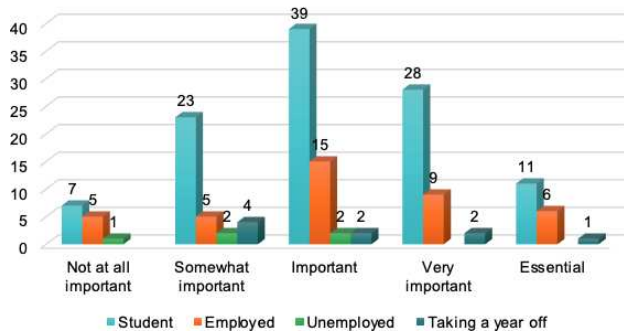
Series: Student, Employed, Unemployed, Taking a year off

- Not at all important: 7, 5, 1
- Somewhat important: 23, 5, 2, 4
- Important: 39, 15, 2, 2
- Very important: 28, 9, 2
- Essential: 11, 6, 1

No ads; How important would you consider the following features for a roommate app?

Series: Student, Employed, Unemployed, Taking a year off

- Not at all important: 1, 1, 1
- Somewhat important: 30, 9, 1, 1
- Important: 28, 10, 4
- Very important: 32, 10, 3, 1
- Essential: 17, 10, 3
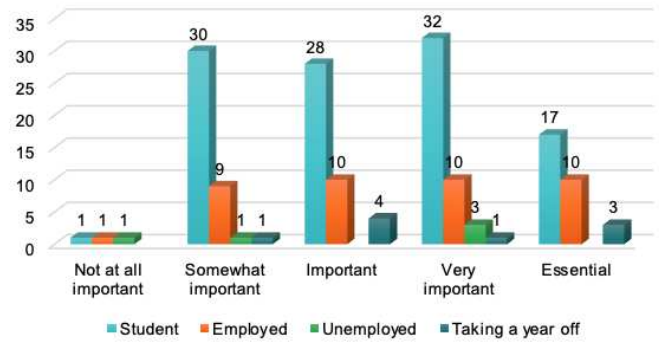
Control whom you see; How important would you consider the following features for a roommate app?

Series: Student, Employed, Unemployed, Taking a year off

- Not at all important: 8, 2, 1, 1
- Somewhat important: 43, 11, 3, 5
- Important: 39, 14, 1, 1
- Very important: 9, 10, 1
- Essential: 9, 4, 1
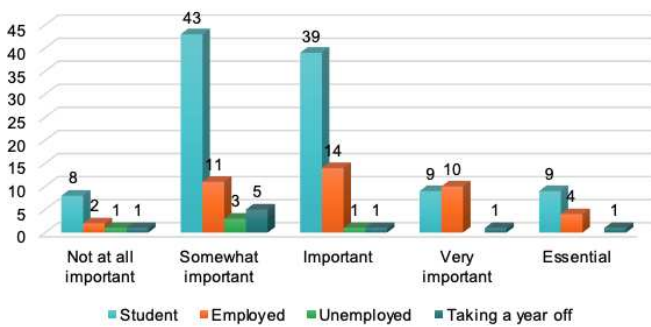
Control who sees you; How important would you consider the following features for a roommate app?

Series: Student, Employed, Unemployed, Taking a year off

- Not at all important: 8, 2, 1, 1
- Somewhat important: 44, 11, 3, 5
- Important: 39, 13, 1, 1
- Very important: 9, 10, 1
- Essential: 8, 5, 1
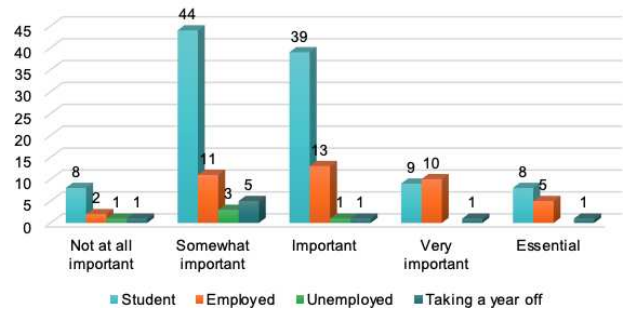
Block users; How important would you consider the following features for a roommate app?

Legend: Student, Employed, Unemployed, Taking a year off

Category	Student	Employed	Unemployed	Taking a year off
Not at all important				
Somewhat important	3	1		
Important	19	10	1	2
Very important	39	12	3	4
Essential	47	18	1	3
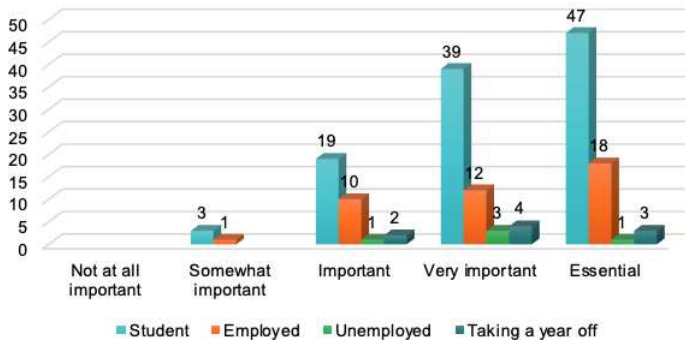
Photo Verification; How important would you consider the following features for a roommate app?

Legend: Student, Employed, Unemployed, Taking a year off

Category	Student	Employed	Unemployed	Taking a year off
Not at all important	1	1		1
Somewhat important	47	10	2	2
Important	23	9	2	2
Very important	20	12		3
Essential	17	9	1	1
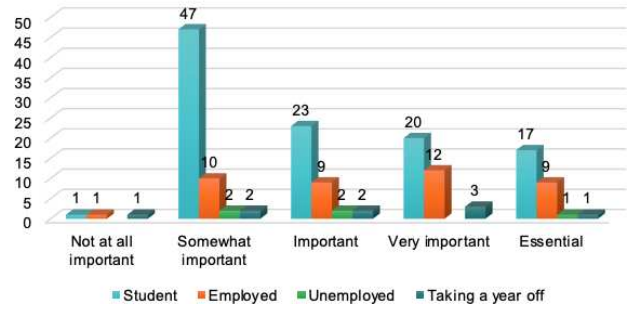
About me' section; How important would you consider the following features for a roommate app?

Legend: Student, Employed, Unemployed, Taking a year off

Category	Student	Employed	Unemployed	Taking a year off
Not at all important				
Somewhat important	2	1		
Important	35	15	1	2
Very important	34	11	2	6
Essential	37	13	2	1
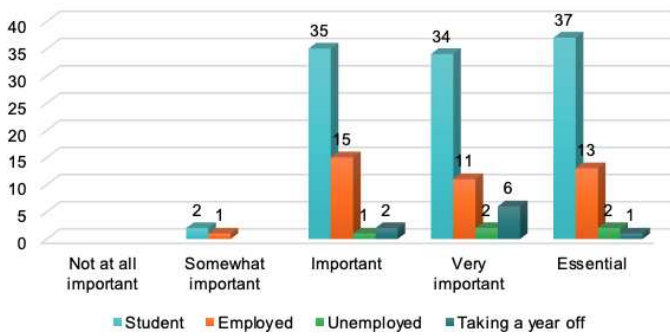
Option to verify profiles; How important would you consider the following features for a roommate app?

Legend: Student, Employed, Unemployed, Taking a year off

Category	Student	Employed	Unemployed	Taking a year off
Not at all important	1	1	1	
Somewhat important	9	2		
Important	43	16	1	2
Very important	28	10	1	5
Essential	26	11	2	2
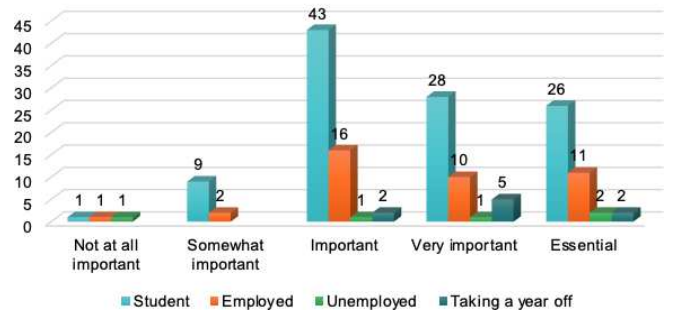
Annex 34

Open interviews with experts

'The Roommate App':

The purpose of this business plan is to outline an innovative app in Lisbon that is created especially for finding roommates. The program is mostly focused on matching users with potential roommates who share their preferences. With the help of specific filters and the swipe feature that is common in dating apps, the app will promote the actual person in terms of the type of roommate they desire and the type of roommate they are. The goal is to create a better living environment with roommates that match your own preferences. And besides that, make potential roommates more accessible in order to split the cost of housing.

1. Interview Student Lisbon: Joao Urbano

1. Where are you from?

Tondela, Portugal

2. Where do you live?

Lisbon, Portugal.

3. Why did you choose to study in Lisbon?

Because some of the best universities in Portugal are located here.

4. Can you tell me about the process of getting your stay in Lisbon?

I'm currently living with my sister. Previously when I was renting a room I searched online or on social media housing groups.

5. Do you have roommates now?

Yes, 1.

6. Have you already had roommates before?

Yes, I've always lived with roommates after I started my studies.

7. What is your experience with living with a roommate?

It really depends on the person you live with and on the connection you build. There are some people who can really share a house and be respectful but there's also the opposite. Overall it can be a good experience if you have roommates who can respect personal space. I have had bad experiences and good experiences. I have lived with people who were noisy, they left everything dirty and did not respect those who lived in the house. I have also lived with friends who were the opposite. So that's why it really depends on the people you get how your housing experience will be. I talked with the roommates who were not a good match and with the landlord and nothing changed, so I left the apartment.

8. What do you think are important factors for finding the right roommate for you?

The ideal roommate is someone who is outgoing, nice to hang around, clean and respectful.

9. What do you think are important qualities your roommate should have?

Cleanliness, respectfulness, out-going person.

10. What is your opinion about the possibility of having a roommate app?

Sounds good, there is not an app like that in Lisbon that I know.

11. Which social media platforms do you think will be relevant to advertise the app to target students?

Instagram, tiktok, facebook, snapchat, whatsapp

12. Which features do you think will be relevant for the app? And why?

I think the most important feature is that the person using it has a verified profile.

13. What kind of subscription fee do you think will be appealing for students?

If it's a one time fee I would be willing to pay 50 – 100 euros to find a good roommate.

14. In your opinion, is there any question I should add to the questionnaire?

Not in the questionnaire, but I have an idea for the filters function. You could also include pets. For example, 'Do you own any pets or are you comfortable with pets?'

2. Interview Students Lisbon: Tomas Soares

1. Where are you from?

Madeira

2. Where do you live?

Lisbon

3. Why did you choose to study in Lisbon?

Because it's the Portuguese Capital and I wanted to move into a city with more job opportunities in the Future.

4. Can you tell me about the process of getting your stay in Lisbon?

I had some problems finding a place to stay because of the price, the conditions or even the placement when taking into consideration my university's location. A lot of people from Madeira come to Lisbon to live, therefore a friend of mine could offer me a room in his apartment.

5. Do you have roommates now?

Yes, the same for the last 3 years.

6. Have you already had roommates before?

Yes, I lived with my brother for 2 years.

7. What is your experience with living with a roommate?

It is easy if both have respect for each other. And the tasks need to be defined in an early stage so both feel that they have control over the situation. Living with someone with different definitions of something "clean" is also very hard as you might think that a shared room is clean but your roommate does not share the same opinion. This can lead to a bad environment between everyone involved.

I believe that when I lived with my brother it was harder and we argued more often as we are more comfortable with each other, and our personalities tend to collide. With my current roommate we spent the quarantine together and there was no problem. Of course, sometimes one of us would do something that the other disliked but we would tell the person what was bothering us and in the end we resolved everything relatively quickly and peacefully.

8. What do you think are important factors for finding the right roommate for you?

Share some hobbies or interests in certain subjects for that "small talk" that is necessary when living with someone to keep a good environment. It is also important for everyone involved to respect each other's privacy especially when you share a room.

9. What do you think are important qualities your roommate should have?

I think a roommate needs to have some social skills to talk with some friends that another roommate invites to their place. On the other end, the roommate that invites friends needs to be respectable and understand the boundaries between being a good host and a bad roommate. People must also be comprehensive with the other roommates. For example, someone might not clean the dishes because he/she has an exam the next day and still has a lot to study.

10. What is your opinion about the possibility of having a roommate app?

Right now I don't need it but if I want to change places or get a new roommate to the one that I live in, I would certainly download that app.

11. Which social media platforms do you think will be relevant to advertise the app to target students?

Instagram, TikTok and Twitter are some where I believe the ads would reach the target population.

12. Which features do you think will be relevant for the app? And why?

A resume of each person's background and personal traits. As I said before, I believe it's easier to live with someone if you have similar lifestyles and hobbies as it will strengthen the bond between roommates. Also, a face ID recognizer or Passport Confirmer would be important so the person looking for a new roommate feels protected when talking with a stranger.

13. What kind of subscription fee do you think will be appealing for students?

Something between 5 euros or 10 euros monthly. The problem is that after you find someone to move in with you, you will cancel the subscription for the app, right? And the process of finding a place to stay will never take more than a month.

14. In your opinion, is there any question I should add to the questionnaire?

I think those are enough and help collect data about every important aspect of your Research.

3. Interview Digital Nomad: Jasmine Sophia Davies

1. Why did you choose to work remotely?

I chose to work remotely in order to have the freedom to live in different countries.

2. Have you worked in Lisbon remotely? If yes, for how long?

I worked in Lisbon remotely for six months.

3. Why did you choose to stay in Lisbon?

I chose to stay in Lisbon for the warm climate, low cost of life compared to the U.K and easy access to beaches.

4. Could you tell me about your experience in finding a stay? How difficult was this for you?

Prior to moving to Lisbon I attempted to find roommates to split the cost of accommodation. I found a few options, however it wasn't possible to know who the housemates were in order to see if we would match in a houseshare. As I work remotely I find it important to know what kind of roommates I would be sharing a house with as my living space would also be my workspace and would need housemates to understand boundaries whilst I work. I wasn't successful in finding roommates or finding an app/website that allowed me to get to know my roommates before moving in. As a result, I ended up paying double for my one bedroom apartment to live by myself. In addition, if I had a roommate to split the cost of the accommodation, I would be living in a much newer, more modern home.

5. Which housing platforms in Lisbon are you familiar with and have you used any of them before?

I am familiar with the platform: Idealista. I checked other platforms however none of them would allow me to know what kind of person I would be sharing my living space with.

6. Have you lived with a roommate before? If yes/no what is therefore the reason?

Yes. Because they were my friends and we needed to find somewhere to live to split the cost.

7. What do you think are important factors for finding the right roommate for you?

It is important that we respect each other's boundaries. It would also be great to find a roommate who's character/personality/lifestyle matches mine.

8. What do you think are important qualities your roommate should have?

I consider respect, open mindedness, and good communication important qualities my roommate should have.

9. What is your opinion about the possibility of having a roommate app?

It would be great to have an app that would facilitate roommates being able to match with each other based on personality and qualities. I spend most of my time at home since it is also my working space and I would like to be able to choose who I share my living space with.

10. Which social media platforms do you think will be relevant to advertise the app to target students?

I would think Facebook is important. I think Facebook is important as a lot of people use Facebook and Facebook groups to connect and look for roommates. So I think advertisements on Facebook would target people who are using Facebook to find roommates.

11. Which features do you think will be relevant for the app? And why?

I would like the app to have a swipe feature to make it user friendly. I would also like to see an 'about me' section and a 'chat' function in order to chat with potential roommates.

12. What kind of subscription fee do you think will be appealing for Digital Nomads?

I think it might be an idea to have a limit of messages we are able to send to potential roommates in order to encourage us to pay for the app. Perhaps monthly subscriptions wouldn't last very long as after finding roommates you would cancel your subscription.

13. In your opinion, is there any question I should add to the questionnaire?

Yes, I would add the question: 'How long do you plan to stay in each place?'. I would add this question to gauge how you would plan out your payment setup subscriptions (e.g monthly, weekly). I am aware that some digital nomads would perhaps move to a new place every month. I think it would be great to gauge how often digital nomads would need to use the app.

4. International Office coordinator of ISCTE: Cristina Sobreira

1. How does ISCTE support in finding a stay for the exchange students?

ISCTE doesn't help students directly but indirectly by recommending digital platforms that we have an agreement with (for example Uniplaces). We also have other associations that work for exchange students which are Erasmus Lisboa, ISN and Collegiate high level residence.

2. Does ISCTE have partnerships with housing companies (for example Uniplaces, idealista), If yes, why did ISCTE choose these companies?

We just advertise the accommodations and platforms that we know and who have a good history with us. So, the students can check it out for themselves. We don't receive money for this service.

3. What is your opinion on the housing market in Lisbon? Do you think it is difficult for Gen Z or millennials to find housing?

It is very expensive and hard to find housing in Lisbon. We notice that by the demand of students asking us to help. Nowadays only some students can afford to have a place in Lisbon.

4. What are some complaints that you, as an International Office coordinator will hear from students related to their stay?

Out of my experience I know that most students would not contact us when they would have a complaint. Or give us feedback. They rather share it with friends or complain to the landlord. But the complaints I sometimes heard were about students that had to pay in advance to see three apartments. And if they didn't like the apartments that were shown, they had to pay again. Another complaint we get more often is about a roommate who did not fit the student. For example, the student did not know the roommate and shortly after she found out that her roommate was a drug addict. Also, complaints about students who did not get their deposit back or neighbors who had also access to the apartment.

5. How will they be solved?

We would communicate it to the platforms and that was it.

6. What is your opinion about the possibility of having a roommate app?

I think it is an excellent idea. Because most students have issues with roommates who leave a mess in the apartment or who are not a good fit. And it is better to know the roommates in advance, just for safety but also to prevent these problems. Also, you would know if these roommates had cats or if they smoke.

7. Which features do you think will be relevant for the app? And why?

I think it would be relevant to have a filter that allows you to show if potential roommates have animals. Or for example if they smoke or if they are students/working.

8. Which social media platforms do you think will be relevant to advertise the app to target students?

I would say Instagram because it is relevant to the students. It is easy for students to check out quickly.

9. What kind of subscription fee do you think will be appealing for students?

There could be a discount for only students to get a paid description.

10. In your opinion, is there any question I should add to the questionnaire?

I think you're already asking the most important questions.

Annex 35

	Portugal		EU
	rank	score	score
DESI 2022	15	50.8	52.3

Digital Economy and Society Index (DESI) 2022 ranking

■ 1 Human capital ■ 2 Connectivity ■ 3 Integration of digital technology ■ 4 Digital public services
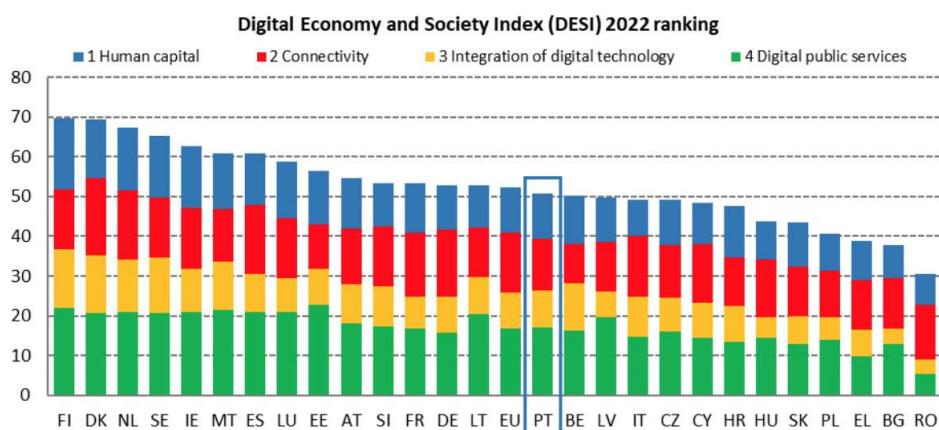
Annex 36

2 Connectivity	Portugal		EU
	rank	score	score
DESI 2022	18	51.6	59.9

		Portugal		EU
	DESI 2020	DESI 2021	DESI 2022	DESI 2022
2a1 Overall fixed broadband take-up	75%	79%	81%	78%
% households	2019	2020	2021	2021
2a2 At least 100 Mbps fixed broadband take-up	56%	63%	68%	41%
% households	2019	2020	2021	2021
2a3 At least 1 Gbps take-up	1.18%	1.28%	1.89%	7.58%
% households	2019	2020	2021	2021
2b1 Fast broadband (NGA) coverage	83%	87%	91%	90%
% households	2019	2020	2021	2021
2b2 Fixed Very High Capacity Network (VHCN) coverage	83%	87%	91%	70%
% households	2019	2020	2021	2021
2b3 Fibre to the Premises (FTTP) coverage	77%	82%	88%	50%
% households	2019	2020	2021	2021
2c1 5G spectrum	8%	8%	61%	56%
Assigned spectrum as a % of total harmonised 5G spectrum	04/2020	09/2021	04/2022	04/2022
2c2 5G coverage[5]	NA	0%	0%	66%
% populated areas		2020	2021	2021
2c3 Mobile broadband take-up	72%	72%	82%	87%
% individuals	2018	2018	2021	2021
2d1 Broadband price index	51	50	58	73
Score (0-100)	2019	2020	2021	2021

PORTUGAL

OECD Countries

▼ **AVERAGE PERFORMANCE BY SDG**

▼ **OVERALL PERFORMANCE**

COUNTRY RANKING

PORTUGAL

20/163

COUNTRY SCORE

79.2

REGIONAL AVERAGE: 77.2
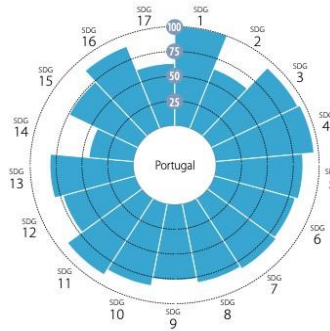
▼ **SDG DASHBOARDS AND TRENDS**

1 NO POVERTY ⬆	2 ZERO HUNGER ↗	3 GOOD HEALTH AND WELL-BEING ↗
4 QUALITY EDUCATION →	5 GENDER EQUALITY ⬆	6 CLEAN WATER AND SANITATION ⬆
7 AFFORDABLE AND CLEAN ENERGY ⬆	8 DECENT WORK AND ECONOMIC GROWTH ↗	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE ⬆
10 REDUCED INEQUALITIES ↗	11 SUSTAINABLE CITIES AND COMMUNITIES ↗	12 RESPONSIBLE CONSUMPTION AND PRODUCTION →
13 CLIMATE ACTION ↗	14 LIFE BELOW WATER ⬇	15 LIFE ON LAND →
16 PEACE, JUSTICE AND STRONG INSTITUTIONS ⬆	17 PARTNERSHIPS FOR THE GOALS ↗	

■ Major challenges   ■ Significant challenges   ■ Challenges remain   ■ SDG achieved   ■ Information unavailable
⬇ Decreasing   → Stagnating   ↗ Moderately improving   ⬆ On track or maintaining SDG achievement   ● Information unavailable

Note: The full title of each SDG is available here: https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

Annex 38

	Year	Strategic objectives	KPI's
Short-term objectives	Year 1	Create profiles on Instagram, Tiktok, LinkedIn and Facebook	Due date
		Creation of a brandbook	The whole brand elements
		Launch the application's alpha English and Portuguese version in 6 months from the start of product development	Due date (3 weeks)
		Launch the application's beta English and Portuguese version to the public in 3 months after the previous version	Due date
		Create a discount for first users of Hatch	First 100 users
		Increase social media posting to three times a week	Due date
		Implement monthly giveaways for customers on social media	Due date
		Hire three new marketing interns over the next 7 months from university collaborations	Due date
		Collaborations with influencers	Promotion on social media
		Begin an "Employee of the Month" award program	Start when 10 or employees
		Select a charity to begin sponsoring	After 6 months
		Create Hatch Merch	Phone case, sweater, t-shirt, stickers, mug

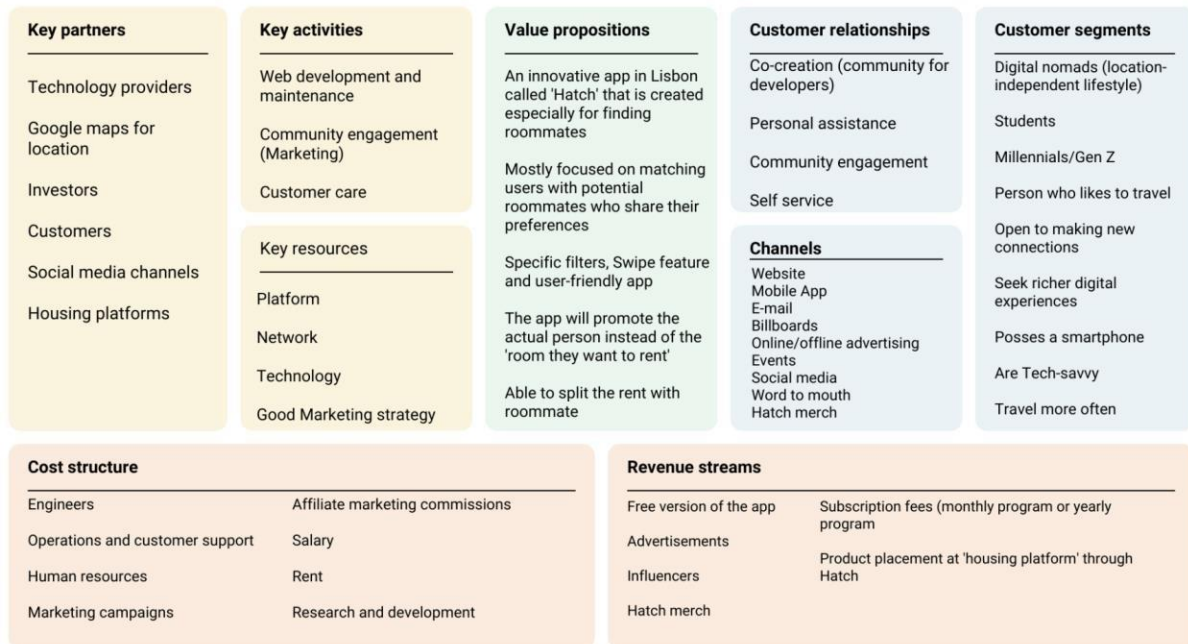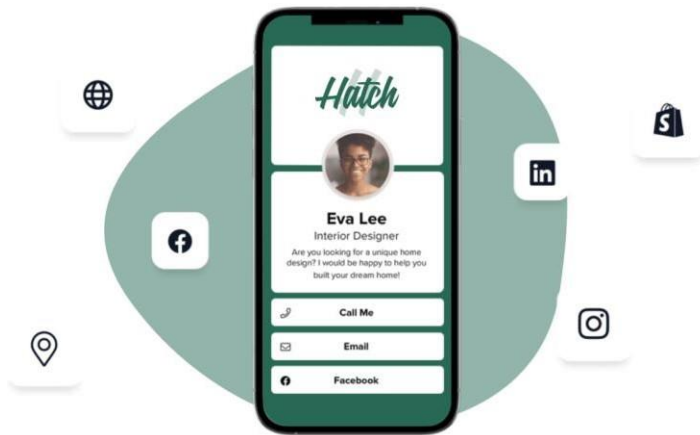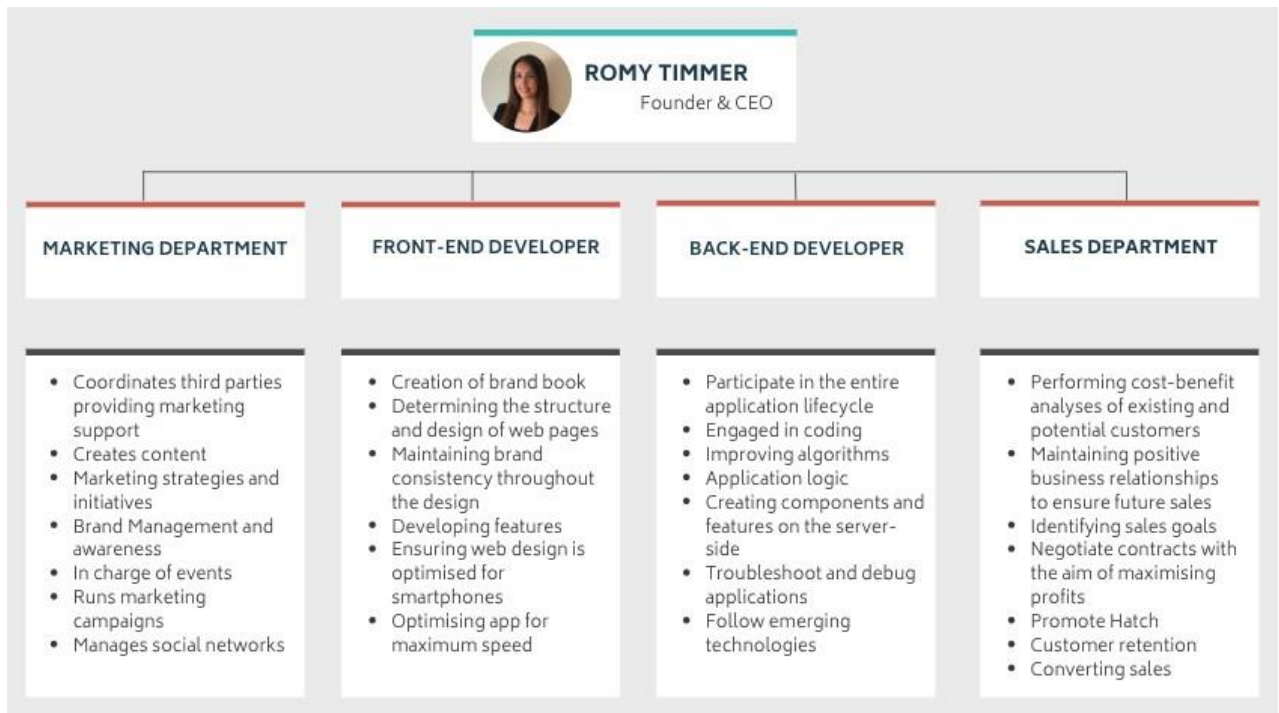|	Year	Strategic objectives	KPI's
Long-term objectives	Year 2	Increase overall brand awareness	Due date
		Achieve 2,000+ active users in the application for the first 12	2,000 active users
		Build 50 partnerships to grow the affiliate marketing program	50 partnerships
		Launch CRM application in 6 months	6 months development
		Host promotional events	In Lisbon
		Development courses for employees	Microsoft/Google free courses
		Collaborations with Lisbon Universities to suggest the app to their	Give student discount
		Grow social media following	2,000+ followers
	Year 3	Get on the first page of Google	Use Digital Marketing
		Collaborations with housing platforms to book a room through	Number of collaboration
		Build 100 more partnerships to grow the affiliate marketing	150+ partnerships
		Increase total income of Hatch by 30%	Due date
		Host promotional events	Europe
		Launch the Spanish version of the product at the end of the year	3 months development
		Collaborations with universities to translate the app for different	Due date
		First physical office location in Lisbon through incubators	Due date
	Year 4	Achieve 8,000 active users in the application for the next 12 months	Due date
		Couchsurfing feature added to the app	X amount of users
		New feature that allows the user to book flexible workspaces with	Partnership with coworking spaces
		Expand to Europe	London, The Netherlands, France, Spain and Germany and Italy
	Year 5	Build affordable apartments for Hatch users	Due date
		Incubator offices around Europe	England, The Netherlands, France, Spain and Germany

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Annex 39

Key partners	Key activities	Value propositions	Customer relationships	Customer segments
Technology providers	Web development and maintenance	An innovative app in Lisbon called 'Hatch' that is created especially for finding roommates	Co-creation (community for developers)	Digital nomads (location-independent lifestyle)
Google maps for location	Community engagement (Marketing)	Mostly focused on matching users with potential roommates who share their preferences	Personal assistance	Students
Investors	Customer care		Community engagement	Millennials/Gen Z
Customers			Self service	Person who likes to travel
Social media channels	**Key resources**	Specific filters, Swipe feature and user-friendly app		Open to making new connections
Housing platforms	Platform	The app will promote the actual person instead of the 'room they want to rent'	**Channels** Website Mobile App E-mail Billboards Online/offline advertising Events Social media Word to mouth Hatch merch	Seek richer digital experiences
	Network			Posses a smartphone
	Technology	Able to split the rent with roommate		Are Tech-savvy
	Good Marketing strategy			Travel more often

Cost structure		Revenue streams	
Engineers	Affiliate marketing commissions	Free version of the app	Subscription fees (monthly program or yearly program)
Operations and customer support	Salary	Advertisements	
Human resources	Rent	Influencers	Product placement at 'housing platform' through Hatch
Marketing campaigns	Research and development	Hatch merch	

Annex 40

Brand Symbols	Brandbook Elements	Explanation
Lettering	*Hatch*	Why the name Hatch? There are two reasons: - The roommates will be a Match and the H stands for housing - To Hatch (for a baby turtle) means to struggle out of the nest and make its way to the water
Logo	(turtle logo)	The logo is a Turtle because the company name 'Hatch' means a baby turtle that will leave its nest. The concept of the innovative app is to help users find a roommate who they can share a new home with. Therefore the logo of a turtle fits into the concept.
Color Palette	1B3D2F Phthalo Green · 276955 Bottle Green · 69273B Old Mauve · B09398 Tuscany · D2DAC3 Beige · EFEEEA Isabelline	The reason for the logo and color palette to have the main color green: - According to color psychology, green stimulates a positive perception for the content. To associate green with safety, growth and reliability. And represent wealth and prosperity. That is what Hatch will stand for. - The color of a turtle is green

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Annex 41

Annex 42

ROMY TIMMER
Founder & CEO

MARKETING DEPARTMENT	FRONT-END DEVELOPER	BACK-END DEVELOPER	SALES DEPARTMENT
• Coordinates third parties providing marketing support • Creates content • Marketing strategies and initiatives • Brand Management and awareness • In charge of events • Runs marketing campaigns • Manages social networks	• Creation of brand book • Determining the structure and design of web pages • Maintaining brand consistency throughout the design • Developing features • Ensuring web design is optimised for smartphones • Optimising app for maximum speed	• Participate in the entire application lifecycle • Engaged in coding • Improving algorithms • Application logic • Creating components and features on the server-side • Troubleshoot and debug applications • Follow emerging technologies	• Performing cost-benefit analyses of existing and potential customers • Maintaining positive business relationships to ensure future sales • Identifying sales goals • Negotiate contracts with the aim of maximising profits • Promote Hatch • Customer retention • Converting sales

Annex 43

Quantity projections						
Sales (active users)		2023	2024	2025	2026	2027
Premium plan (1 month)						
Regular user		50	350	1.000	1.300	2.400
Student		150	550	1.000	1.500	2.800
Premium plan (3 month)						
Regular user		100	450	1.200	1.500	3.100
Student		200	800	1.400	1.700	3.300
Premium plan (6 month)						
Regular user		50	250	600	800	2.100
Student		100	250	800	1.200	2.300
Total		650	2.650	6.000	8.000	16.000

Annex 44

Monthly operating costs	2023	2024	2025	2026	2027
Hosting services	€ 200,00	€ 500,00	€ 750,00	€ 1.000,00	€ 2.000,00
Accounting services	€ 200,00	€ 200,00	€ 200,00	€ 200,00	€ 200,00
Legal services	€ 200,00	€ 200,00	€ 200,00	€ 200,00	€ 200,00
Communication services (includes Internet)	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Rent	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 1.500,00
Electricity services	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 120,00
Water services	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 45,00
Gas services	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 45,00
Office supplies	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 150,00
Advertising	€ 250,00	€ 500,00	€ 750,00	€ 1.000,00	€ 2.000,00
Insurance Marketing	€ 100,00	€ 100,00	€ 100,00	€ 100,00	€ 100,00
Marketing software	€ 50,00	€ 300,00	€ 525,00	€ 675,00	€ 825,00
Other services	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Total Operating Costs	€ 1.000,00	€ 1.800,00	€ 2.525,00	€ 3.175,00	€ 7.185,00

Annex 45

Annual Staff (number)	2023	2024	2025	2026	2027
Administration / Directors	0	0	1	2	4
Development / IT	2	3	5	6	7
Sales / Marketing	2	4	6	7	8
Customer Service	0	1	2	4	4
Operations	0	1	1	2	3
Interns	0	1	2	4	4
Total staff number	4	10	17	25	30

Annex 46

Monthly Staff expenses	2023	2024	2025	2026	2027
Monthly remuneration basis (gross)					
Administration / Directors	€ 0,00	€ 0,00	€ 1.000,00	€ 2.000,00	€ 4.000,00
Development / IT	€ 2.000,00	€ 3.000,00	€ 5.000,00	€ 6.000,00	€ 7.000,00
Sales / Marketing	€ 2.000,00	€ 4.000,00	€ 6.000,00	€ 7.000,00	€ 8.000,00
Customer Service	€ 0,00	€ 1.000,00	€ 2.000,00	€ 2.000,00	€ 4.000,00
Operations	€ 0,00	€ 1.000,00	€ 1.000,00	€ 2.000,00	€ 3.000,00
Intern	€ 0,00	€ 200,00	€ 400,00	€ 800,00	€ 800,00
Total monthly remuneration (gross)	€ 4.000,00	€ 9.200,00	€ 15.400,00	€ 19.800,00	€ 26.800,00