



Business model

To start a business it is important to put all your idea in the right order, in order to get a clear idea what you need to do to start a business. This is done for Opgehaald.

What is the idea?

Deliver food to lockers. The product is not as important as the service. The product so the boxes and the app are resources to sell the service.

Why?

A lot of people need to switch trains while traveling by train. Most often the time they have to switch trains is not long enough to buy some fresh food. While when they are sitting in the train they have all the time to eat some food.

Where?

We will start off only at a few stations, from there we can expand to other stations and maybe even put the lockers at other public places.

Goals:

To make Opgehaald a national known brand and have lockers at all dutch train stations where it is possible to make a financial profit. We want to make a profit of it through letting the customer pay for delivery and withhold a percentage of the restaurant incomes.

Customer goals

Getting food in a short time

Goals restaurants

Increase turnover

Characteristics of our customers:

- They have a short time to switch trains
- They have a smartphone/ tablet
- They are Hungry

What do they want?

- Get food
- Catch theirtrains

How to reach customers:

Advertising on stations
 Advertising on phones (social media)
 Flyering

To get a better image for really opening a business it is imported to find out the following things about the market:

Market research
 Environmental analysis
 Industry info
 Strong-faint competition
 Location scan

	Opportunities	Threats
Strengths	New PSS can be integrated within the building/renovation of new and existing stations.	Competitive companies could try to copy our concept, but won't get the rights to sell at stations of the NS.
Weaknesses	NS just renewed a lot of the stations. They did not have places for our lockers in mind, so it might be hard to find the right positions to place the lockers.	Delay of trains could cause people to have a lack of time to pick up their order, which we can't really do anything about. Bad user experiences will influence sales negatively.





Placing the lockers and staff organisation

Amount of lockers per station

Besides the amounts of lockers, there are three possible outcomes of the coverage of the demand.

1. There are too few lockers.
2. There are exactly enough lockers.
3. There is an surplus of lockers.

The first situation is the one we want to avoid at all times, since bad experiences lead to bad reviews, which eventually lead to a reduction in the growth of the usage figures.

In the costs overview we assume both a worst case scenario as well as a best case scenario, which we eventually will do for each station apart. By predicting the amount of active orders at the same moment at the busiest moment of the day, assuming the best case scenario, we can estimate how many lockers will be needed at that certain moment. Assuming the usage figures will not rise above the predictions of the best case scenario, we will be able to handle all of the orders. If in reality the usage figures appear to agree the best case scenario, we happen to have exactly enough lockers.

If there will be a surplus of lockers at a station, they can be transported to another station. This will be the first next station on the list we want to set up in collaboration with the NS (Nederlandse Spoorwegen). For each station apart we will have a worst, average and best case scenario. Every station where we place our lockers, we will handle the same procedure. We will place as many lockers as needed in the best case scenario.

Amount of staff members

Just like the way we determine the amount of lockers needed, we estimate the needed amount of staff members by using the values out of the best case scenario. If we have enough employees transporting the meals from the restaurants to the lockers, those who we call runners, we will also have enough runners throughout the rest of the day. Probably, just like the amount of lockers, we will have a surplus of the amount of runners. After a while, we will decide to keep only the best runners and not renew the contracts of the others. How many runners we will keep, depends on the usage figures. If there is a surplus of both the runners and the lockers, we might place the runners on a different station.



Besides the runners, we will also have managers. Their responsibilities exist out of instructing the runners and support them if needed. They will also be the contact person for the restaurants and the headquarters. The amount of managers per station will always be one, since there is no need to have more of them.

Transporting a surplus of lockers

The time it takes to decide whether or not we are going to transport lockers to another station, does not have to be determined in advance. It is hard to predict how long it will take for the usage figures to reach constant values of the amount of values per moment. Hence, we will wait for this equilibrium and then we will make a decision. We will have a constant overview of those numbers, so we will know when an equilibrium is reached.

Selection of stations

All of the decisions on at which stations and the amount of stations where we will place our lockers, will be decided in collaboration with the NS. From our point of view, the goal is to finally have our lockers located at all of the stations at which we can make a financial profit. At the start, we will locate our lockers at Utrecht Centraal and Amsterdam Centraal. Both of these are visited by many travellers, including a lot of people switching from perron, our main target group.



Risks

There are a lot of risks with setting up a business. This spread contains the most common risks that probably will be relevant **Opgehaald™**.

Opgehaald™ can be exposed to substantive risks when:

- The results shows that it is not the solution of the problem
- The solution is different than expected during the start up of the Opgehaald™
- The info Opgehaald™ are using is wrong.

Opgehaald™ can be exposed to commercial risks when:

- Nobody will use or buy the product
- The competition will develop a cheaper version
- The competition is faster in getting a product on the market
- Opgehaald™ is missing first adopters to start using Opgehaald™ r product

Opgehaald™ can be exposed to commercial risks when:

- Opgehaald™ does not pass the legal requirements
- Opgehaald™ don't get a license to run Opgehaald™ r project
- Project will delay because of complaints/objections of stakeholders
- Stakeholders change their mind and want a different solution
- There are legal problems with hiring employees and selling food
- Regulations are adjusted and Opgehaald™ is too late to respond and change policy.
- Bad contracts, people will abuse that
- Opgehaald™ doesn't have enough legal knowledge of personnel

Opgehaald™ can be exposed to technical risks when:

- Certain production techniques that Opgehaald™ need aren't available
- Not enough knowledge about the market the business operates in among the employees and stakeholders.
- The design has flaws that haven't been corrected in the beginning or even end of the design process
- Opgehaald™ is experiencing overdue maintenance

Opgehaald™ can be exposed to financial risks when:

- The costs rise to fast
- The costs are forgotten / or miscalculated
- The actual revenue turns out to be lower than the projected revenue
- interest rate on loans increases
- Personnel makes errors, and it is Opgehaald's responsibility
- The dealer does not deliver goods on time or at all.

Opgehaald™ can be exposed to communication risks when:

- There is a lot of negative publicity around the project, public opinion is low.
- There is not enough info about how the product works or the info is too hard to find.
- Important people/ business don't support Opgehaald™ enough in public, low public relations.

To prevent a lot of risks the business can make a conclusion with insurances.

Opgehaald™ can take a lot of insurances to lower its risks, but Opgehaald™ can also take risks by saving money to cover them. This is a risk the company will have to decide to take or not. Opgehaald™ can take Company Liability Insurance, Income insurance, disability insurance, sickness insurance, director liability insurance and there are a lot more insurances.

Company Liability Insurance insure among other things problems with: employees complaints, incorrectly delivered finished products, safety workplace, external influences, damage arising during or after delivery of a service, employee liability, environmental damage and damage to items from someone else.

Under income insurance will fit, disability and sickness insurance. The entrepreneur is mandatory to insure all his employees with an income insurance. So that the employee still get money when the business is not able to pay the employee anymore because he or she is not working anymore.