

Victor SELLE

MBA Dirección Estratégica



Business Plan

MyChef



December 1st, 2014

Tutor: Sra Griselda Lassaga

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THE BUSINESS

WHERE DOES THE IDEA COME FROM

The idea to create MyChef comes from two friends who have known each other for more than 15 years now. One of them is in a business school, and the other in an engineering school, specialized in digital technologies. Thanks to both of their abilities in their own field, but also thanks to an open minded spirit that they had the chance to develop during numerous international exchanges during their time in university, a common goal has quickly appeared: create a start-up. Then, a same passion for the food industry has pushed us to create a website in this field. Moreover, our professional experiences (internship in the human resources section of a Michelin starred restaurant group for one, catering service in luxury hotels for the other) is an additional reason to jump into this project.

THE IDEA

The years passing by, the gap between people who like to cook, that are raising a true passion and those who don't like cooking at all, is getting bigger. Our idea, then, is to make those two different groups meet. We do believe they are potentially complementary.

The idea is to offer “cooks” (by cooks is meant, a person who enjoy cooking) under the same community-business funded model than Blablacar (sharing car rides) or AirBnb (renting private apartments): everybody could have someone cooking for him/her, at home, tonight, for a reasonable price; less than what someone would pay at a restaurant, but for an even quality. There would be “cooks” and “eaters”, the cooks would offer their menu of what he/she can do, for a given price. On the other side, the “eater”, will have the possibility to ask for a “cook”, matching what he/she wants to eat tonight. “Eaters” and “cooks” will be able to rate each other, with, obviously a major importance for “cooks” (idea of Chef of the month prize, by region/ city, opportunity to win stages in the kitchen of great restaurants).

The ideal will be interpreted through digital content. First, it will appear under a website, and then, maybe, with a digital application, available on Smartphone and Ipads (iOS and Android). The main feature of this website/ application will be to connect “eaters” and “cooks” among a determined geographical area. Creating this website, we rely on two suppositions. The first one is that the “eaters” may be offered a meal that fits their taste and budget. The second one is that the “eaters” may share the cost of the meal (food bought in bigger quantity will always be cheaper), but also and enjoyable and friendly moment.

When someone or a group of people ask for this type of service, there will be two possibilities:

- “Eaters” will buy their own product that the “cooks” will later cook.
- Products are supplied by the “cooks”, which may imply an additional cost, but also an interrogation in terms of quality of the product.

The main advantage of this concept is that it is between home tailored catering and the community-based business model (for example, the French website “*Cookening*”). We do believe that, by adding part of the restaurant features such as the service of cooking food without having to share it with unknown people, it would make a difference with our “community-based” competitors. “Eaters” will also have the ability to invite their friends via a “Social” button. To sum it up, “eaters” will pay the service (supposed to be cheaper than a restaurant), but they will certainly get benefits from it because the price will be divided between guests.

The concept also relies on a certain quality in terms of food that may vary from one taste or budget to another. Represented by the catchphrase “eating well starts at home”, the idea is that the “eater” chooses what he/ she wants to eat and will find someone to cook it for him/ her. The “cook” will obviously be chosen depending on certain criteria.

Coupled with a home groceries delivery, the website will have the opportunity to get his/ her meal without going out to get food.

MyChef in 3 points:

- Someone who enjoy cooking, cooks for you
- Possibility to buy your own products and then check the quality
- Social “button” to invite friends/ family through social networks

MISSION OF THE COMPANY

The mission of our company could be divided in three different points, as follows:

- Offer the opportunity to “eaters” to get home personalized-cooking with quality products
- Give the possibility to “eaters” to share a meal for a reasonable price, with the help of a “cook”
- Connect potential “eaters” between each other, in order to share a meal and save money, in a friendly manner

VISION

Create and make grow a community of “cooks and eaters”, in order to that, on the long run, our company becomes a credible alternative to in-restaurant dining and position itself as a leader on the “alternative eating solutions” market.

GOALS OF THE COMPANY

Obviously, by creating a “community” based business of this kind, the two primary goals are as follows:

- The first one is the creation of a community. Indeed, either at the “cooks” level or the “eaters” one, it is important that a number of people subscribe to the website and ask/ offer a service on a regular basis.

- The second goal, as for any company, is, in a first place, to generate sales, and then, benefits. To succeed, we will later consider the different possibilities concerning the “moneytization” of a website.

It is also important to consider the “secondary” goals of the company such as the creation of partnership for home-delivery products (Houra.com, coradrive.com), but also at the social level with specialized networks (adopteunmec.com; copainsdavant.com).

KEYS TO SUCCESS

- Becoming viral

Nowadays, the “virality” of a concept is all about timing. Indeed, if it’s launched at the right time and in the right way, with an efficient advertising, the concept can quickly become social networks friendly and then become “viral”.

- Efficiency in the development of the website/ digital app

Because our product will be materialized through digital content, it is essential that the product is friendly using and clear right from the start for the user. Thus, if the development of our website is an important part of the product, the quality of the content is even more important.

- Finding the right way to sell the concept

If the “meal-sharing” market is developing quickly and starts to be known, our concept is a bit different and will need a different approach regarding the users. The way that we are planning to present and promote MyChef is then one of the keys to be successful.

KEY FEATURES OF THE INDUSTRY (PESTEL ANALYSIS)

- Political

First, upon the Silicon Valley Californian model and its start-ups funders such as Y Combinator (who basically created Airbnb and DropBox), France is also starting to develop this kind of “tools” with start-ups funders such as “Le Camping”. These start-ups funders act as “preparing-class”, it is hard to be picked by one of them¹ but the chosen ones can grow very fast once they are in the process.

On a governmental level, different institutions that help company launch and develop and support small and medium companies exist. First, business chambers offer different help at the regional level. Then, at the national level exists, for example, Public Bank of Investment “BpiFrance”, whose mission is to offer financial support tools to small and medium companies, or also “the Agency for company creation” whom exposes the different public plan support to companies.

On the political tone, lately, it is also necessary to take into account a law than plans to double increase in value taxation upon selling a company. It could be a drawback if we want to sell our company.

- Economical

Macro-economic level:

- GDP: In 2013, France’s GDP raised by 1,1%.²
- Unemployment rate: 10,3% in 2013³.
- Part of part-time work. Between 2003 and 2013, the part of part-time workers in employment in general has raised from 13 to 14%. This allows justifying the availability of potential “cooks” for small jobs.

¹ http://www.lemonde.fr/economie/article/2012/10/17/heureux-comme-un-patron-de-start-up-en-france_1776702_3234.html

² http://www.insee.fr/fr/themes/tableau.asp?reg_id=0&id=159

³ <http://data.lesechos.fr/pays-indicateur/france/taux-de-chomage.html#>

- Housing consumption: In 2013 and 2014, housing consumption has respectively grown by 0,3 and 0,4%.
- Social

At the social level, we can first mention an obvious trend, French people like more and more the “good food”, and the quality of the products that they find in their plates, at home or at the restaurant, is more and more important. This phenomenon is partly due to “food scandals” such as horse lasagnas from Findus⁴. It is important to remember that MyChef takes into consideration this trend because the concept let the “eaters” choose the products they want to eat, themselves (they could be bio or from a regular supermarket). To sum it up, the user of MyChef knows what he/she puts in the plate, and it might be a huge advantage in an era where the quality of the product is the most important thing for the eater.

A study realized by Opinionway⁵ allows confirming the trend mentioned earlier. First, only 55% of French people approve the origin of the product and only 42% of them are satisfied with the prices of the restaurants. Moreover, concerning the quality of the products served in a restaurant, 81% of them say to be aware that the dishes served are already partially or entirely cooked. 82% of French people assert that those practices are incompatible with what they expect from a restaurant. Thus, in order to have only freshly-cooked dishes, 93% of them would be ready to only have on the menu seasonal dishes.

On another hand, the first word mentionned by French people to describe their experience at a restaurant is “expensive” (for 25% of them). Thanks to MyChef we are looking to solve French people’s unhappiness in terms of price and dishes freshness.

⁴ <http://tempsreel.nouvelobs.com/societe/20130209.OBS8368/findus-le-scandale-des-lasagnes-au-cheval-secoue-l-europe.html>

⁵ http://www.opinion-way.com/pdf/opinionway_-_les_restaurants_vus_par_les_francais_-_umih_-_avril_2013_.pdf

To finish, concerning the time spent by the French population in their kitchen, we can notice that between 1986 and 2010, daily time spent in the kitchen has gone down from an hour and 11 minutes to only 53 minutes per day⁶.

- Technological

Concerning, the technological factors that may affect us, it may be useful to know that the market of “community-based” business websites or digital apps is fully growing. We are then throwing ourselves in a market that is getting bigger every day.

One figure that has to be mentioned is about the number of internet users in France: in 2013, 82% of the French population was using internet.

- Environmental

At the environmental level, we can obviously mention the biological food which is a very important trend in France given that 75% of French people buy this kind of products⁷. Even if the growth of the market only plans to be around 4,3% per year between 2013 and 2017, after being two-figures style since 2011, consumption of biological products is slowly entering French people culinary habits. If the main reason for buying those products remain staying healthy (for 56% of French people), protection of the environment, for 41% of them, is also a good reasons to buy those products.

This trend can then, in a certain way, be paired with our project in a way that we are planning to differentiate ourselves on the quality of the products that the “eaters” choose and that the “cooks” will prepare. The “bio” trend is good news at the point of launching our company.

⁶ Le temps de l'alimentation en France, INSEE PREMIERE, N*1417, Octobre 2012.

⁷ <http://www.lefigaro.fr/conso/2014/03/03/05007-20140303ARTFIG00073-les-francais-consomment-bio-mais-a-petite-dose.php>

- Legal

On a legal note, none of the existing laws seem to prevent us from creating our website and launch our company. We are not the contractors, we are just helping “eaters” and “cooks” connect (e.g : Uber Model).

OUR PRODUCT

INTRODUCTION

We have been hesitating for a long time between two options: create a multi-app platform (iOS/Android) or create a website in a first place, and then create a digital app in the case where MyChef goes viral and gets bigger. We have finally agreed on the second one.

NEEDS TO DEVELOP THE WEBSITE/ DIGITAL APP

- Website/ digital app interface

The website will look modern and welcoming with colors and icons following the trend of the “flat” initiated by Apple and its iOS7. The less heavy-looking the website will be, the less the user will feel lost or attacked.

- Development

Choosing between a digital app and a website had its pros and cons:

- A digital app, even more on iOS through the App Store can become quickly viral. Indeed, if it is well developed, it can appear in the “selection of the month” or “Top apps”. With the option, the main drawback is that the app has to be developed in Object-C (iOS) and also in Java (Android) and this implies a very high cost for a start-up.

- Using a website is completely opposite to the app in terms of pros and cons, but has however a little plus. It is true that the website would appear drowned in an ocean of millions of website, and making it on the web is very tough, unless we spend a lot of money. With this option, becoming viral is less important than with a digital app. Moreover, a website has the advantage to be written in one and only computing language and represents a cheaper cost for the developer.

The website stands in front of a digital app because it is completely impossible to use an app through a web browser. On the other side, it is very easy to make a true web-app on a smartphone out of a website. A very precise development of the MyChef website would allow a perfect use via smartphone, without going through the creation of a digital app (using simply CSS3 or JavaScript).

Considering those differences, we will go for the creation of a website in a first place adaptable and dynamic, and if MyChef goes viral, money earned through the website will probably allow us to launch digital apps.

- “Moneytization”

In order to avoid the loss of interest from our users, our website shouldn't be full of ads at all. If there is advertising, it would have to be discreet, even if we don't earn a lot of money at first. This would allow us to gain loyalty from our users. Our short term goal is not to make tons of money at first, but simply that the money that we get out of it helps us pay the servers and the domain name, for example. Once that we would have gained our users loyalty, we could think about ways to make the website “bankable” by adding a little more advertising or by taxing transactions (long-term vision).

DESCRIPTION OF THE PRODUCT

In order to best describe our product and its interface, we are going to expose the different situations our users might be facing: eaters and cooks.

“I would like to sign up to MyChef, which information are necessary to fill my profile?”

- Email
- First Name
- Last Name
- Date of Birth
- City/ Country
- Photo (optional)
- Spoken languages (optional)

From this moment, a profile is created and it can be accessed through a dedicated interface. The user can then join MyChef as a cook, as an eater or as both.

“I sign up as a cook/eater, which information do I have to give?”

Eaters:

- Exact address (which appears only when a deal is concluded)
- The kind of cuisine that I like
- Phone number
- My kitchen tools (micro-wave, blender...)
- Pictures of my kitchen (optional)
- A short description about me

Cook:

- Menu/ Dishes offered
- Pictures of the dishes
- Products necessary to realize the menu/ dishes
- Kitchen tools that I need to realize my menu
- Availability
- Price to cook the menu
- Phone number

“I am looking for a cook in order to organize a dinner with three other friends, how do I get started?”

- On the homepage I inform..
 - o The place/ The date (+/- 1 or 2 days)/ number of people to cook for
- On the same page appears..
 - o Cook of the month (ratings)
 - o Suggested kind of cuisines
- I access an menu listing available for the place and date
- On the left, there is a floating panel where I can sort by..
 - o Kind of cuisines
 - o Food allergies/ restrictions
 - o Budget (including suggested price for the meal)
 - o Cooks ratings
 - o The price of the cook's service

“I have chosen my cook for tonight, what happens next?”

I organize the meal:

- I click on a menu/cook
- I can choose between buying my own products (option to buy it online through home groceries delivery website) or the cook buys and brings the products (additional fee).
- Information of any kind to the cook (how to access the place,..)
- The cook gives me the shopping list for his menu
- If the cooks has accepted the request, phone numbers are exchange and address is given
- Anticipated payment of the service

“Now that the meal has taken place, what's the last step?”

The after-meal:

- The eater has to rate his cook and can give information about the price that he paid for its products.
- The cook can also rate the eater (with different criterias such as kitchen, kitchen tools, cleanliness, etc)

MARKET ANALYSIS

SEGMENTATION

Because the MyChef community will be divided into two types of users, it is necessary to realize a double segmentation. To do so, we will first see who could be the “eater” type, and then the “cook” type.

Eater

- Geographic segmentation

At the geographic level, knowing that the concept relies on the community spirit and proximity, it sounds reasonable to aim a part of the market where the actors of the website/ app live in cities with more than 100 000 inhabitants in order to have a density of users high enough to have the business working. It is the only pre-requisite at the geographic level.

- Demographic segmentation
 - Age

If the regular users of new technologies are usually between 10 and 65, we are aiming at the 24-35 years old segment. Right after the students (18-24 years old), they are a range of the population that uses new technologies on a regular basis, they have more money to spend on restaurants, and they have a higher buying power than the students. Moreover, hobbies of the 24-35 are more oriented towards “reasonable” activities than students. Group diners are an example.

Also, it turns out that the 18-24 years old don’t live alone or are sharing a house, many of them are still living at their parent’s house and it is almost impossible for them to use our service in this case. However, the 18-24 years old could also be an option. Student could be tempted by this kind of service. Several reasons are credible: their small

budget could be a motivation in order to share a quality meal; the student “community-spirit” and the social side of the student life; and finally, the well-known inability of student to cook for themselves could also be a motivation to take them away from their poor culinary habits.

- Occupation

Considering their age, our target will be the young workers (in their early career), who don't have a family situation yet, and are often looking for new social networks, professionals and “privates”.

- Education

Paired with the average salary of our targets, our users would have study until university. Their interest for “good food”, due to their social habits, and quality might be more important than people who haven't been to university.

- Religion

MyChef is obviously targeting all religions. However, needs to be considered the fact that some of the eaters (or cooks) might have food restrictions from their religion (Jew, Muslim, for example.)

- Salary

Even if the price of the service offered by the cooks are cheaper than the price in a restaurant, the salary of the “eaters” should be high enough to allow them to pay for this kind of service.

- Health

At the “health” and physiological level, MyChef is also targeting people with special food diet, such as vegetarians, vegetalians or people who have food allergies such as allergy to gluten. MyChef represents an opportunity for those people to include a “rotation” during their meals (sometimes it's hard to be creative with such food restrictions), without spending too much money in specialized restaurants that are usually enjoying the situation in order to make the consumer pay more a gluten-free meal, for example.

- Psychographic segmentation
 - Personality

Users of MyChef should be open-minded, open to others given that our concept relies on the creation of a community, so, word of mouth, for example, is very important. Enough open-minded to let someone come into their home and let them cook. Moreover, users would need to be curious, and probably looking to discover new flavors and new types of cuisine.

Very proper to the restaurant market and gastronomy industry, one of our main target will be the “foodies” (also called epicureans in French), people that make of the restaurant world and food in general, one of their top interest. They are very interesting targets in the way that they do not hesitate to share their culinary experiences on social networks, it would allow helping MyChef to become viral even more quickly.

- Attitudes

A pro-active attitude is ideal in the process of looking for a cook available, but also to activate someone’s own network in order to organize dinners.

- Behavioral segmentation
 - Users of new technologies

MyChef will be materialized by a website and/or a digital app. Then, our targets would thus be regular users of those new technologies.

- Occasions to use MyChef

Obviously, we are not expecting for someone to order the service of a cook through MyChef on a very regular basis (not more than two times per week), given that the point

of this community-based business is to become a credible alternative to restaurants or even food delivery (sushis, pizzas).

Among potential users of MyChef, we have identified the following occasions of using MyChef:

- Couples: date dinners at home could have an even more relaxing and intimate side than going to a restaurant. Also, it is also way more fun than ordering pizza.

- Night with friends: as well, organizing a night with friends, at home, with MyChef has two main advantages, guests are offered a certain quality of food that is supposed to be equal to a restaurant (or at least not too far), without for the host to care preparing dinner. Also, the level of comfort (socially speaking) is similar or higher than in a restaurant because guests are at home. We can also make the difference between different types of “nights”. It could be a girls party or dudes party. Nights are then more thematic.

- Exceptional events: can be counted in this category occasions to use MyChef, rare events (and then needed to be celebrated) such as birthdays, graduation, driving license, Valentine’s Day. So many occasions where a cozy dinner at home can be organized with friends or family.

- People that don’t (know how to) cook: they represent a minor segment. However, some people that don’t like or don’t know how to cook (or just never had the chance to learn – ex: students that have lived with their parents their whole life), still show interest for the good food and “good things”.

Cook

On the segmentation level of the “cooks”, even if it’s important to consider both sides of the community, this one have less importance because an opportunity to work and earn

money is offered to this type of users. At first sight, it then looks easier to attract cooks than eaters. Nevertheless, here is how we intent to draw the “cook” type.

- Geographic segmentation

At the geographic level, knowing that the concept relies on the community spirit and proximity, it sounds reasonable to aim a part of the market where the actors of the website/ app live in cities with more than 100000 inhabitants in order to have a density of users high enough to have the business working. It is the only pre-requisite at the geographic level.

- Demographic segmentation
 - Age

Users of MyChef on the cook side could be of every age as long as they have access to new technologies. However, it appears more logical that students that may want to find a little gig in order to earn some money look for this kind of opportunity. The 18-24 years old are then the main target. The “active” category of our society, the 26-40 years old should also be considered. We could then look for individuals that lack a stable professional situation (working part-time, following a parallel career). To finish, the 50-60 years old should also be taken into consideration given that for many of them, this age may represent a time when their professional situation is declining, and when additional revenues are needed. We may also find in this category some cooking lovers.

- Occupation

As it was mentioned earlier, the targeted “cooks” are not people that already have stable professional situation. Indeed, targets could be people looking for small gigs, part-time workers, unemployed...

- Education

Correlation between revenue and secondary studies having being proved, the targeted “cooks” would be people who didn’t go to college.

- Religion

As on the “eater” side, we would have to take into account alimentary restrictions of the different religions.

- Revenues

“Cooks” are supposed to have low revenues, because the fact that they offer their services, and even though they are passionate about cooking, there also has to be a financial need. Revenues of the “cooks” should then be located around minimum wage.

- Health

On the health level, “cooks” should be fully capable and be healthy enough to cook and prepare a meal. That’s why; due to the physical effort required by the preparation of a meal, their age shouldn’t overcome the age of 65.

- Psychographic segmentation
 - Personality

About the “cooks” personality, cooks should also be open-minded in the way that they would have to bring something extra than a simple culinary service because it will be important to exchange with the “eaters” if necessary. However the common personality features of the “cooks” should be: being serious, on time, respect deadlines, being dedicated, show quality in their work.

- Attitude

As in every service field, a pro-active attitude is important in order to anticipate and satisfy needs of customers.

- New technologies users

As “actor” of a virtual community, every cook should have access to new technologies (either laptop or smartphones). We are not expecting from them as much as implication as we would for the “eaters” (rating the eaters doesn’t matter as much as the contrary), but they should always be reactive upon “eaters” request.

- Providing a service with MyChef

If the will of offering a service through MyChef could be seen as a whole, here are the different reasons that are possible to distinguish or assemble:

- Earn money: indeed, for a majority of the cooks, provide this kind of service could allow them to satisfy a need in terms of revenues that could be due to a lack of work-time or an unstable situation.
 - Share their passion: even though this opportunity to provide a service through MyChef is bankable for them, some people for whom cooking is a real passion will allow them to make money and will, in the meantime, allow them to make money.
 - People looking to connect with others: it is also an occasion for “cooks” to exchange with “eaters” and meet to new people, exchange culinary tips, but most of all to get a feedback about their cooking.
- For which advantages?

Advantages that users of MyChef are looking for are numerous, on both sides.

On the eater's side:

- Save time by not cooking
- Realize savings on the restaurant budget
- Eat good products that they would have choose themselves (or not)
- Discover new types of cuisine
- Building social network
- Side services: online food shopping to cook the dinner, organize a dinner by sharing the information in social networks.

On the cook's side:

- Make money by doing something that they like
- Get feedback on their culinary skills
- Build social/ professional network

COMPETITION

Even if we are getting started into something that has never been done before, it is important to evaluate our competitors, may they be direct or indirect. This analyze will allow us to know which points we have to differentiate ourselves.

Direct	Indirect
<p>Meal-sharing market competitors:</p> <ul style="list-style-type: none"> - Cookening: Launched in 2012, this company is the most famous one on the meal-sharing market in France. Everything is about “social”. Its plus; the company is the leader on the market and has benefited from many press over the past few years. Its weaknesses, the prices. Like Blablacar or AirBnb, this community website is perverted by the hosts who want to maximize their profit, we then find high prices. 	<ul style="list-style-type: none"> - Restaurants <p>Restaurants are considered as indirect competitors in the way that one of our objectives is to become a credible alternative to in-restaurant dining with family or friends.</p>
<ul style="list-style-type: none"> - Super-marmite: Even if the company is on the downward side, super-marmite has been the first to launch on the meal-sharing market. The concept is a bit different because the idea is to propose take-away meals cooked by the community. The concept apparently didn’t work. 	<ul style="list-style-type: none"> - Pre-cooked meals <p>Even if they do not fit the in the restaurant industry, pre-cooked meals are still an indirect competitor. May they be from the supermarket or from the local caterer (price and quality are yet still very different), those meals are considered as to be taken “out of the kitchen”.</p>

<p>- Partagetonrepas: Same concept than Cookening. Currently looking for investors on kisskissbankbank. Its plus, part of the contribution of the meal is given to the “Resto du coeur” (charity). Its weakness: the website still hasn’t been launched.</p>	<p>- Food delivery (pizza, sushi) Same as for restaurants, with, however, different customers (like students), food delivery is also an alternative to in-restaurant dining.</p>
<p>- Voulezvousdiner: direct competitor to Cookening, the concept is exactly the same. Its plus, the design of the website is excellent. Its weakness, low number of users and copycat of Cookening.</p>	<p>- Personal chefs Those private cooks are more likely hired by rich families to work full-time. - Cuisinier tres particulier (“Very particular cook”) The concept relies on cooks that come and cook naked in your kitchen. The idea is fun and original.</p>
<p>- Monvoisincuisine: it is the closest concept to ours, which proposes take-away and different options (in-house dining). The point is to connect neighbors of a same area to share their meals. Plurality of options could be a weakness, confusing the user.</p>	<p>- Others Partage ton frigo (share your fridge): this community website position itself as eco-friendly. The purpose is to connect people to make them share what they have in their fridge.</p>

To conclude, we can see that the “meal-sharing” market is growing with many competitors, even if we haven’t seen any projects like ours.

SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> - The Price/Quality of MyChef: the eater controls the budget of his/her meal by buying his/her own products. - Simplicity - Social side - Newness of the concept - Partnerships with home-delivery grocery store (coradrive, carrefourdrive...) - Our product could be use everywhere as long as the geographical concentration of users is big enough. 	<ul style="list-style-type: none"> - The food sharing concept is still a niche and underdeveloped market - French people’s restaurant budget is shrinking (reduction of the buying power) - French people have less and less time/ motivation to cook - The “good food” trend (perfectly represented by the foodies) - Development of the biological food market - Demographically, our market reaches almost 4 million of potential users - Possibility to develop the concept abroad - Partnerships could be created with other community websites like AirBnB
Weaknesses	Threats
<ul style="list-style-type: none"> - Our success depends on the viral effect and on the way we are going to commercialize our product. There are some elements we cannot control. - We have no/ few information concerning the market. - No experience in creating start-up 	<ul style="list-style-type: none"> - Being drown on the internet - Pre-cooked meals market reaching maturity. - Possible rise of the food-sharing: an opportunity but also a threat because other competitors could appear. - Cooks could create a minimum

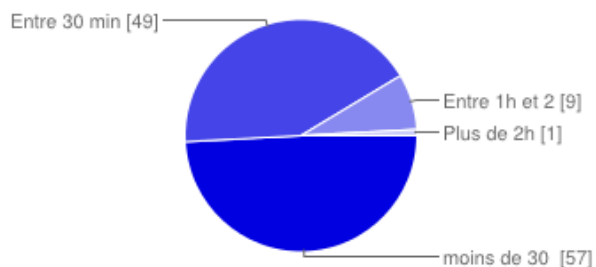
<p>- The newness of the concept is also a weakness since we don't know if it will work.</p>	<p>price for their service which could harm the concept.</p>
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PRIMARY RESEARCH

Concerning the primary research on the market we are trying to reach, and besides secondary research (figures, academic articles), we have created a questionnaire⁸ that we have shared on social networks (Facebook, Twitter, LinkedIn) and by email, mostly to the people that we know. It has been a real success since we have been able to gather around 120 answers⁹. This questionnaire also helped us confirming some trends that we had noticed during secondary research. However we also got some surprises.

First, even if 83% of people answering were between 18 and 35 years old, we have noticed that 91% of them spent less than an hour daily cooking in their kitchen, and 49% of them would spend less than 30 minutes. This confirms the trend that we explained earlier in our PESTEL.

Daily average time spent cooking

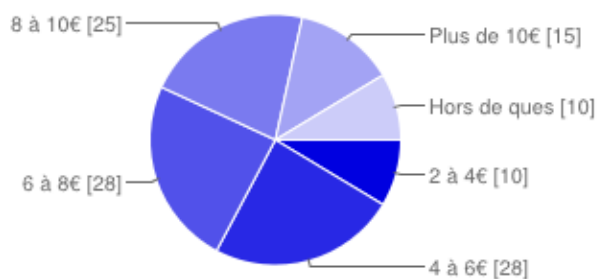


Explanations: [57] less than 30 minutes; [49] between 30min and 1 hour; [9] between 1 and 2 hrs; [1] more than 2 hrs.

⁸ Appendix 1

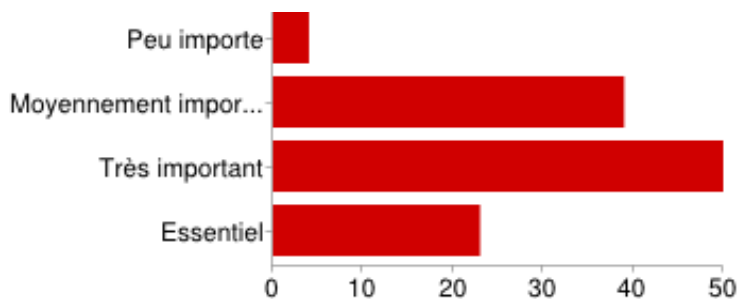
Then, concerning our service itself, we were happily surprised to see that in order to have someone cook for them at home, 46% of people answering would be ready to pay between 6 and 10 euros per person, without food costs. A price, which, for this service, appears as an “essential” feature for only 20% of them, when the “quality of the meals” is essential for 59% of the respondents. So, it’s interesting to mention that those figures indicate us, that in this kind of service, the price is not the only criteria of selection for most of our potential users. It seems that the quality of the products is most important to them. However, 9% of our respondents wouldn’t be ready to use this service, preferring cooking for themselves.

Price that our respondents would be ready to pay for our service:



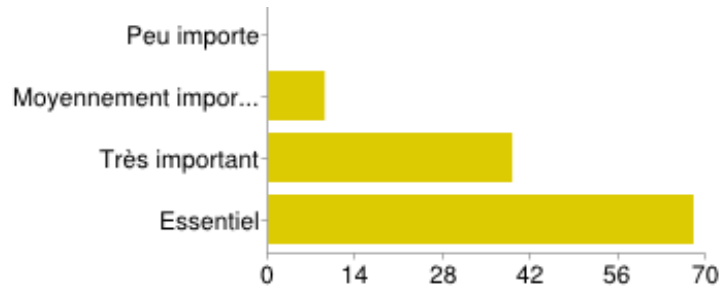
Explanations: [15] more than 10 euros; [10] I wouldn’t use your service.

Importance of the price for this service:



Explanations: from top to bottom, I don’t care/ Matters a little/ Very important/ Essential

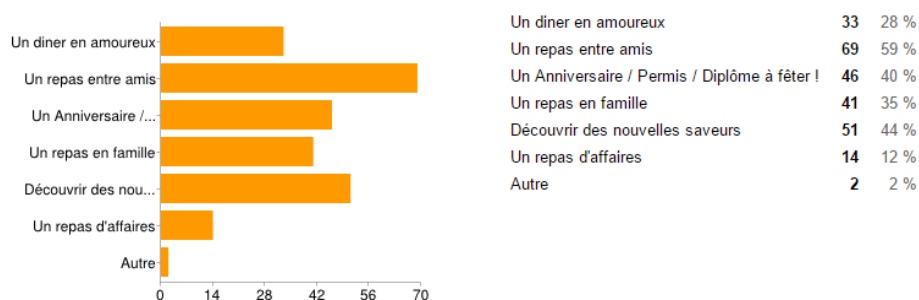
Importance of the quality of the meals for this service:



Explanations: from top to bottom, I don't care/ Matters a little/ Very important/ Essential

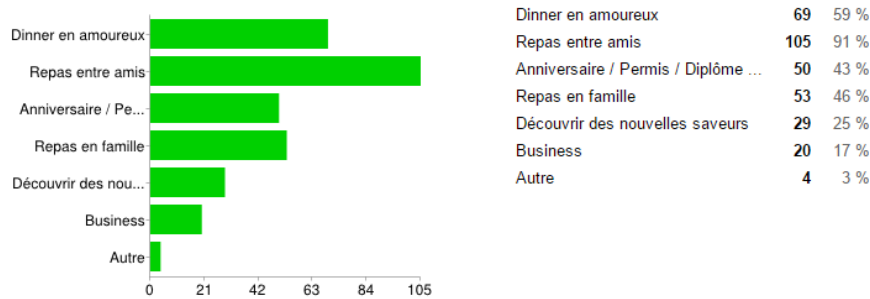
Now about the best occasion to use our services, this questionnaire has helped us to understand better under which circumstances respondents would be ready to pay for MyChef and have someone cooking at home for them. Indeed, if the three first motivations “share a meal with friends (for 59% of them), “Discover new types of cuisine” (44%), and “celebrate a birthday/ graduation” (40%), it is interesting to mention that, even more than for restaurants, (only 25% of respondents), 44% of respondents would use our service to “Discover new types of cuisine”. This gives us an idea about how to differentiate from our competitors (indirect ones such as restaurants, for example).

For which purpose respondents would use MyChef:



Explanations: from top to bottom, dinner date/ meal with friends/ Celebrate a dinner or graduation/ Discover new types of cuisine/ Business meeting/ Others

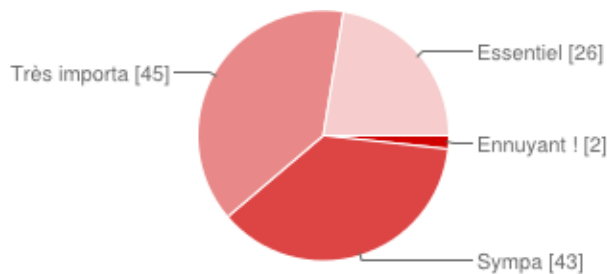
For which purpose respondents would go to a restaurant:



Explanations: from top to bottom, dinner date/ meal with friends/ Celebrate a dinner or graduation/ Discover new types of cuisine/ Business meeting/ Others

Finally, during this questionnaire, we could notice that sharing a meal “family style”, remains a good moment for a very large majority of our respondents given that only 2% of them think it’s “boring”.

How our respondents judge “family-style” meal:



Explanations: [45] Very important; [43] Nice; [26] Essential; [2] Boring.

On the demographical level, majority of our respondents (54%) lived in cities with more than 100 000 inhabitants and are consequently potential users. The sampling was composed 59% by women and 41% by men.

SIZE-MARKET SHAPING

French population	100%	66 000 000
+ 100 000 inhab. Cities	13,87%	9 153 300
20 – 29 yrs old	11,9%	1 089 243
30 – 39 yrs old	12,4%	1 135 009
40 – 49 yrs old	13,9%	1 272 309
50 – 59 yrs old	13,1%	1 199 082
Total 20 – 59 yrs old	51,3%	4 695 643
Internet Users	82%	<u>3 850 427</u>

Thanks to the percentage chain, we can estimate the number of potential users. Thus, if we consider the demographic data, our potential market is almost reaching 4 million people. From there, what's the best strategy to reach targets that we have defined during the segmentation part among such a big potential market?

SALES AND MARKETING

NEEDS OF THE USERS

By launching MyChef, we think that we can answer efficiently to two essential users' needs as soon as we talk about consuming a meal: price and product. Indeed, as mentioned earlier in the PESTEL, only 55% of French people approve the origin of the products they eat at a restaurant. Also, the most used word to describe their experience at a restaurant is “expensive” (for 25% of them).

- The price

With the services of MyChef, the user surely benefits from certain advantages at the price level. Indeed, by choosing his menu, he can also decide the money he's planning on spending to organize his meal. After getting the shopping list from the cook, the user can choose where he wants to buy his products: in a supermarket, from local producers (market), in specialized shops (biological food, halal food...). Thus, this allows the “eater” to keep monitoring his budget. MyChef is then a solution way cheaper to organize a meal than going to a restaurant or participating to a real “meal-sharing” type meal, where the only persons who controls the price of the meal is the one who organize it.

- The product

As explained earlier, French people tend to less and less trust what is being served in their plates at restaurants (culinary scandals, pre-cooked meals...). Then, in order to overcome this barrier, we think that the solution is to make “eaters” buy their products themselves. This will allow them to control different variables: first sanitary; limit date of consumption, conservation mode, freshness (if we talk about meat or fruits, for example); and secondly culinary; which ingredients are composing the product; which quality (difference between a steak from a real butcher and one from the supermarket).

POSITIONING OUR PRODUCT

If we refer ourselves to the name “MyChef” and our slogan “Eating well starts at home”, we can assert that our positioning claim to be simple and efficient.

Indeed, on one hand, we want to position ourselves as a new concept, knowing that this concept has to be simple and understandable from everyone. To do so, the name of our product clearly indicates what our service is about: personal cook. This allows us to differentiate ourselves from other “meal-sharing” websites like Cookening or VoulezVousDiner: I choose my cook for my meal! I don’t have to share my meal with people that I don’t know.

Also, the second feature of our product that we are planning to rely on in our differentiation process against our competitors is about the quality of the service. Indeed, as it has been explained above, with MyChef, the “eater” gets to choose the products that his/her cook will be preparing for the meal. That’s the reason why we have chosen the slogan “Eating well starts at home”; it allows us to insist on the quality of the products that are being used, a very important topic nowadays is the food industry, as it has been explained before.

To finish, because our objective is to become a credible alternative to in-restaurant dining, it is important to impose ourselves as competitive in terms of price. That the reason why our concept still very close from the “meal-sharing” spirit. Indeed, using MyChef allow users to control the cost of their meal from the service to the cost of products: I choose what I put in the plate and I share the price with my guest.

MARKETING STRATEGY

- Which strategy?

Concerning our marketing strategy, and in order to reach our targets, we have decided to proceed as follows. In a first place, we want to test the idea on a small community of

MyChef potential users, and then, we will fully expose our project using mass marketing.

Pre-launch strategy

- Using social networks

In a first place, we are planning to rely on different social networks that we are already using. Those tools of communication are free and our “friends” or “contacts” already match our potential targets. It would be an efficient way, to begin, to test the reactivity of those potential users to the idea in itself but also to the different steps we are taking during the advancement of the project such as building the website, how it works partnerships creation. Here is how we are planning to use each one of the social networks:

- Facebook

Facebook will be useful in a first place to build the heart of the community around people that we already know, and whom will show cooperation. It will be the most efficient way to gain their loyalty and get a regular feedback about the advancement of the project.

- Twitter

Twitter is very efficient to connect with “actors” of the market (such as influent bloggers of the industry, other companies, press) and to share short news. This social network will be then useful to interact with the “meal-sharing” market by sharing information about our project, but also by showing interest to the food industry in general.

- Instagram

Instagram will be a tool to inform “visually” how our project is moving forward: creation of a logo, creation of partnerships. It is also an additional way to make people aware of our project.

- LinkedIn

For its “professional” side, LinkedIn could be useful to get a feedback from our professional connections, whom will be consequently a bit more detached from our project than our Facebook friends, for example.

- Creation of a landing page

During the pre-launch phase of our product, this landing page will be accessible from social networks. It is an ideal way to build an email database given that on this landing page, we will offer visitors to type in their email address in order to be kept on the loop of what’s happening concerning the project and also about the launching date of MyChef. Chances are big that those visitors would turn into users of the website. The email follow-up phase will take place during the whole launching phase.

- Fairs and forums

One of the intermediary steps during the pre-launching phase will be to participate to different fairs either specialized in the food industry and/or start-ups. This will allow us to meet potential users located in the targeted population and get feedback from other companies or actors of this field. This will also be an occasion to grow our email database by collecting them directly and make people discover our product.

- Specialized press

Concerning this last phase of the pre-launching strategy, we would like to publish several articles in specialized press (culinary magazines) in order to get in touch with people for whom cooking is a real passion.

Post-launch strategy

Once all of the elements of the pre-launch strategy are added one to the other, we will be in a position where we can spread the concept and make people aware of our product more easily. We will then use mass marketing keeping using social networks (adding the creation of a Youtube channel to be more “interactive” with our users.)

Thus, as soon as we could rely on a user basis big enough and active enough, we are planning on word of mouth in order to make the “viral effect” happen. It is definitely a

key element to succeed. In order to obtain feedback on our website and about our concept we are planning to use the following methods:

- Online surveys: these short surveys will aim at knowing what the users think about MyChef: which problem they have faced using our services, how the website should be improved, what they like about our product. Listening users' feedback is a good way to stay connected with the user.
- Rating the website: Rating is the most direct way to get feedback about our website. This rating could be done from our website (on a dedicated page or after each experience from customers), or in blogs/ press specialized in new technologies and start-ups. The rating could be accompanied by a "share" option linked to social networks in order for users to recommend our website and then get the word of mouth started.

TIMELINE

This how we plan to organize the launching strategy, starting March 2015.

	03/15	04/15	05/15	06/15	07/15	08/15
Social Networks						
Landing Page						
Email follow-up						
Fairs/ forums						
Press release						
Feedback/ evaluation						
	09/15	10/15	11/15	12/15	01/16	02/16

Social Networks						
Landing Page						
Email follow-up						
Fairs/ forums						
Press release						
Feedback/ evaluation						

ADVERTISING

Concerning the advertising we have two projects. The first one concerns the landing page: we plan to make people that sign up to our mailing list participate in a draw where they could win a dinner or several dinners for 4 people cooked by us (the funders). It will be a great source of motivation for users to sign up and make our database grow, and a great opportunity for us, when we get to the point where we cook this dinner to record an advertising video to promote our product.

The second project concerns a trip that we are planning to do around South America. During this journey we plan to record as many food-related video as possible in order to build an ad that would promote culinary diversity and then help us differentiate ourselves as a creative way to discover new types of cuisine through MyChef, a point that we have raised during the analysis of our primary research.

SALES STRATEGY

Now about the “moneytization” of the website, for the first year, because we can’t think one second about making the users of MyChef pay (cooks and eaters), the only income

will come from advertising. The objective being in a first place to see if the concept works and if the number of active users grows. Those incomes will allow us to payback the servers with which we are going to “store” the website. Prices of placing an ad on our website will grow quarterly in comparison with the number of users because the bigger this number is, the more expensive it will cost us to “store” the website.

Then, if the concept works as we wish, and that we get to have a regular number of users big enough, we will, the second year, move to a new form of “moneytization” (added to advertising): taxation of the cooks service. Indeed, when the “eater” will pay for the service of a cook, will be added a tax (“booking fees”) as high as 8%. We will move to this second phase only if we get good feedback from users.

MANAGEMENT

ROLES

Knowing that, from the beginning, we will only be two working on the project from day 0, tasks will be divided this way. Victor will take care of the whole “business part” including marketing, finance, sales, human resources and operations in general. Sacha, the other funder, will, on his side, take care of all the “digital” part, from the development maintenance of the website to managing the content of it, but also will take part in operations in general. Key decisions will be taken from a common agreement.

Then, between six months and a year after launching MyChef, we do not exclude to hire a websmater in order to make it easier for us concerning the management of the website and the digital content, in order for us to focus on the development of the company. Finally, the third year, if the company grows as desired, we are planning on hiring a second webmaster or an app developer, and a marketing/ communication specialist.

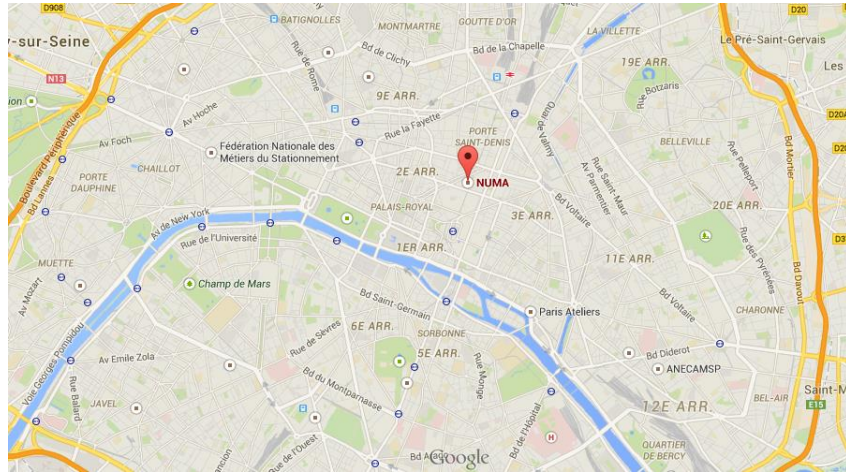
COMMITMENT TO THE BUSINESS

This project represents something huge for the two partners, with the will to create something that goes ahead of the lucrative part of it. If each of them has chosen a different path (engineer and business), the construction of the business plan between Buenos Aires and Paris during more than 3 months is a proof of motivation. If the two partners will both be in France during the first semester of 2015, each of them will do an internship during the second semester (France for one, Asia for the other). This could slow down a little bit the development of the project, but having created the business plan so far from each other is a proof that it can work as long as we can't make a living out of this business.

OPERATIONS

LOCATION

The location of our business won't need to be materialized since we can work from any computer. However, in order to catch up and to work in an entrepreneurial environment, we are planning to spend time, as soon as we have the occasion, in a "co-working" center dedicated to start-up called NUMA and located in Paris.



FACILITIES

In terms of facilities MyChef doesn't require anything but a computer, a server and software such as the Microsoft pack, Photoshop, Eclipse and Coda to develop the website, or other database management software.

FINANCIAL PART

COSTS

Monthly costs		Set up costs	
Website domain	€ 2,92	Creation of the website	2 000,00 €
Website onlineshop	€ 12,92	Logo	50,00 €
Website online booking system	€ 5,00	Wordpress template	55,00 €
Website hosting	€ 10,00	Administrative fees	300,00 €
Promotion budget	€ 10,00	Total	2 405,00 €
Total	€ 40,83		

QUARTERLY EXPECTATIONS (4 YEARS)

We are planning to start from day 0 with database of cooks that we would have recruited earlier, because with no one to cook the concept doesn't work. The CPT represents the number of times an ad is seen. The traffic is the number of times the homepage is opened. As mentioned during the "moneytization" part we are planning to apply administrative "tax" (8%) on the website from Year 2.

Year 1

Quarters	0	3	6	9	12
CPT (cost per thousand)		0,95	1,05	1,15	1,25
Number of cooks	40	61	85	114	143
Monthly cooks growth rate		15%	12%	10%	8%
Number of eaters	0	200	266	405	616
Monthly eaters growth rate			10%	15%	15%
Number of deals/ month		176	256	349	450
Average deal price		18,00 €	18,00 €	18,00 €	18,00 €
Tax on deal		0%	0%	0%	0%
Traffic/ month		15000	30000	50000	80000
Sales		45,00 €	90,00 €	150,00 €	240,00 €
				Y1	525,00 €

Year 2

Quarters	15	18	21	24
CPT	0	0	0	0
Number of cooks	171	203	235	272
Monthly cooks growth rate	6%	6%	5%	5%
Number of eaters	776	977	1164	1386
Monthly eaters growth rate	8%	8%	6%	6%
Number of deals/ month	549	654	768	889
Average deal price	19,20 €	19,20 €	19,20 €	19,20 €
Tax on deal	8%	8%	8%	8%
Traffic/ month				
Sales	2 531,94 €	3 015,58 €	3 536,87 €	4 094,36 €
			Y2	13 178,75 €

Year 3

Quarters	27	30	33	36
CPT	0	0	0	0
Number of cooks	306	345	388	436
Monthly cooks growth rate	4%	4%	4%	4%
Number of eaters	1515	1655	1808	1976
Monthly eaters growth rate	3%	3%	3%	3%
Number of deals/ month	1013	1139	1282	1442
Average deal price	19,60 €	19,60 €	19,60 €	19,60 €
Tax on deal	8%	8%	8%	8%
Traffic/ month				
Sales	4 765,02 €	5 360,00 €	6 029,27 €	6 782,10 €
			Y3	22 936,38 €

Year 4

Quarters	39	42	45	48
CPT	0	0	0	0
Number of cooks	491	552	621	698
Monthly cooks growth rate	4%	4%	4%	4%
Number of eaters	1575	1722	1881	2056
Monthly eaters growth rate	3%	3%	3%	3%
Number of deals/ month	1622	1824	2052	2308
Average deal price	19,80 €	19,80 €	19,80 €	19,80 €
Tax on deal	8%	8%	8%	8%
Traffic/ month				
Sales	7 706,79 €	8 669,09 €	9 751,55 €	10 969,17 €
			Y4	37 096,60 €

SUPPOSITIONS

SUPUESTOS	0	1	2	3	4
Inflación Anuall		1,57%	1,57%	1,57%	1,57%
Ventas		525	13 179	22 936	37 097
CMV		0,0%	0,0%	0,0%	0,0%
Gastos		2 895	490	490	490
Bienes de Uso	1 800				
Periodos Amortizacion	5				
Mercaderia	0	0,0%	0,0%	0,0%	0,0%
Tasa Impuesto					
Ganancias		15,0%	15,0%	15,0%	15,0%
Tasa de Descuento Real (ku)		10,0%	10,0%	10,0%	10,0%
Coeficiente Inflación	1	1,02	1,03	1,05	1,06

RESULTS

Cuadro de Resultados	0	1	2	3	4
Ventas		533	13 596	24 034	39 482
CMV		0	0	0	0
GASTOS		-2 940	-506	-513	-522
Amortización		-360	-360	-360	-360
Utilidad Operativa		-2 767	12 730	23 160	38 600
Impuesto Ganancias		415	-1 910	-3 474	-5 790
Utilidad Neta		-2 352	10 821	19 686	32 810
Stock	0	0	0	0	0
Compras = CMV-EI+EF	0	0	0	0	0

BALANCE

Control	0	0	0	0	
Balance	0	1	2	3	4
Caja	0	-1 992	9 189	29 235	62 405
Stock	0	0	0	0	0
Clientes	0	0	0	0	0
Bienes de Uso	1 800	1 440	1 080	720	360
Activo	1 800	-552	10 269	29 955	62 765
Deudas	0	0	0	0	0
Pasivo	0	0	0	0	0
Patrimonio Neto	1 800	-552	10 269	29 955	62 765
Control	0	0	0	0	0

LIQUIDATION VALUE

VALOR DE LIQUIDACION

Venta Bienes de Uso	383
Valor Libro	-360
Utilidad	23
Impuesto	-3
Utilidad Neta	20
Valor Libro	360
Valor Liquidacion	380

CASH FLOW

Flujo de fondos (Metodo Indirecto)	0	1	2	3	4
Utilidad Operativa		-2 767	12 730	23 160	38 600
Impuesto Ganancias		415	-1 910	-3 474	-5 790
Amortización		360	360	360	360
Variacion Capitalde Trabajo	0	0	0	0	0
Bienes de Uso	-1 800				
Flujo de Fondos Libres	-1 800	-1 992	11 181	20 046	33 170
Valor Terminal					380

Recupero Capital de Trabajo					0
Flujo de Fondos Netos	-1 800	-1 992	11 181	20 046	33 550

INDICATORS/ RATIOS

INDICADORES

Flujo de Fondos	-1 800	-1 992	11 181	20 046	33 550
Tasa descuento (ku)		11,7%	11,7%	11,7%	11,7%
Factor Descuento (ku)	1,00	0,90	0,80	0,72	0,64
Valor Actual	-1 800	-1 783	8 957	14 373	21 531
Valor Actual Acumulado	-1 800	-3 583	5 374	19 747	41 278
VAN con inflación	41 278				
TIR con inflación	196,7%				
Periodo de Recupero de la Inversión					
Flujo de Fondos	-1 800	-1 992	11 181	20 046	33 550
Flujo de Fondos Acumulado	-1 800	-3 792	7 389	27 435	60 985
Pay Back	2 Años 4 Meses				
Maxima Exposición al Riesgo	-1 992				
Indice de Rentabilidad	23,93				

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APPENDIX

APPENDIX 1: ONLINE SURVEY

Cooking my own food..? Nop

How much time per day do you spend cooking ?

- Less than 30 minutes
- 30 minutes to an hour
- 1h to 2hrs
- More than 2hrs

How many times per month do you go to a restaurant ?

- Never
- 1 or 2 times
- 3 to 4 times
- More than 5 times

What's your weekly budget for food ?

Excluding restaurants

- Less than 30 euros
- 31 to 50 euros
- 51 to 70 euros
- More than 70 euros

How much do you spend on average when you go to a restaurant ?

Excluding fast-food restaurant

- Less than 10 euros
- 11 to 20 euros
- 21 to 30 euros
- 31 to 45 euros
- More than 45 euros

What is for you, the best occasion to go to a restaurant ?

- Date
- Sharing a meal with friends
- Celebrate birthdays, graduations...
- Family dinner
- Discover new types of food
- Autre :

If you would choose to go to a restaurant tonight it would be...

- French Bistro
- Italian
- Chinese
- Japanese
- Mexican
- Fast-food
- Autre :

For the same quality, but for a lower price than a restaurant, would you be interested into having someone cooking for you at home?

- Yes
- No

If yes, what would be your budget?

- Less than 10 euros
- 11 to 20 euros
- 21 to 30 euros
- 31 to 45 euros
- More than 45 euros

How important would be each of those criterias regarding this service?

	I don't care	Matters a little	Very important	Essential
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of the meal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informations about the cook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility/ Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How often do you get food delivery?

- Never
- Occasionally
- 2/3 times per month
- at least 1 time per week

How important is "family dinner style" to you ?

We mean sitted at the table, spending at least 30 minutes eating!

- I don't care
- Matters a little
- Very important
- Essential

Do you live in a city with more than 100 000 inhabitants?

- Yes
- No

How old are you ?

- 18 - 25 yrs old
- 26 - 40 yrs old
- 41 - 60 yrs old
- More than 60 yrs old

You are...

- A man
- A woman

What is your country of origin?

Envoyer

N'envoyez jamais de mots de passe via Google Forms.