

A Work Project, presented as part of the requirements for the Award of a Master's degree in Master on Impact Entrepreneurship and Innovation from the Nova School of Business and Economics.

CAMIA SHOES – TACKLING RESPONSIBLE CONSUMPTION AND PRODUCTION WHILE STAYING ON TREND

CAROLINA RODRIGUEZ HOYOS 49627

Work project carried out under the supervision of:

RICARDO ZOZIMO

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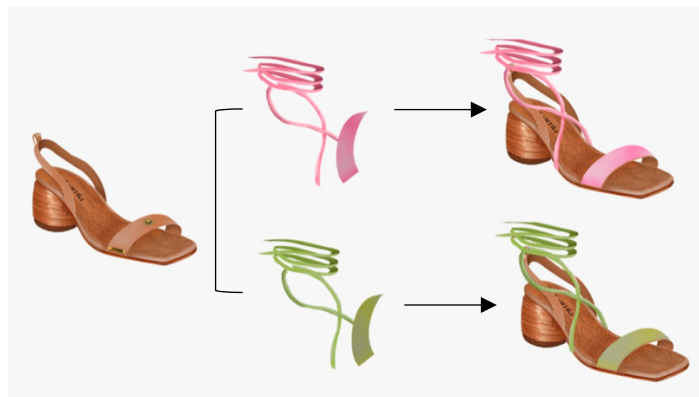
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## Executive Summary

Have you ever bought a pair of shoes SO comfortable, that you wish you could buy them in every color?

Camia is a brand for fashionable women who are conscious about the impact of fast fashion in our world. We are a sustainable shoe company made in Portugal, design in Colombia that believes in the balance between practicality and beauty. Given the constant changes of fashion trends, the desire of many women to look always fabulous and the urge to find more sustainable solutions towards responsible production and consumption; Camia developed a sandal-heel base that allows the user to change the top straps whenever they want. This mechanism is not only practical and creative, but also sustainable.

Our customers will initially buy their shoe base and then, as the trends or their needs change, they will only need to buy the strap that matches their desires. This is where magic comes: one pair of shoes and many different look options. Refer to the following image, there is a shoe base, and there are two different straps, a pink and a green one. The user will be able to buy the base and by either of the two straps, or only one, or Camia might also offer blue, silver, purple straps. Meaning that with one base and different straps the owner of the shoe will have many combinations of shoes.



The following work is based on the framework provided by the disciplined entrepreneurship canvas. Due to the type of business developed, an e-commerce for a sustainable and versatile shoe brand, it was considered that this framework of a 24-step approach allowed the business to deeply understand and analyze the target market and its customers, by an iterative process, that provide a general perspective of the business initial flow.

### 1. A. Fashion Problem

Over the past 15 years consumption rates have augmented exponentially. The fashion industry in general, is consuming 400% more than the amount used to consumed 20 years ago (Firth, 2022). This

rate of consumption is at least directly proportional to the pace of production. There are no longer only four collections per year; there are companies nowadays that produce 52 micro seasons/collections per year, meaning they release something new every week (Barrera, 2021). On top of that, globalization and social media, makes our center of attention extend beyond geographical boundaries, they change from one trend to another in just one click; and in many cases the only way to “be on trend” is to buy cheap and frequently.

Trends are changing on a weekly basis, and the truth is many women and men, want to keep on trend. In an article written by Celine Choussy, a marketing guru, she mentions how “Consumers are now calling the shots and influencing each other with user-generated content. They are setting the pace for the fashion industry to follow. They go from one trend to another quickly, making it difficult for fashion companies to keep up. Today’s fashion companies have to listen to their consumers, decide quickly on which trends to capitalize on for their collections, and develop them quickly. Whoever acts the fastest wins the game. And of course, they have to achieve this while keeping their brand DNA intact.” (Choussy, 2019) Camia wants to allow consumers to dream about different color and material combinations in their shoes, to be able to set their trends, at their own rhythm, to pursue their creativity through the straps of their most comfortable shoes.

A “survey of 3,000 women, by Gocompare.com, shows that the average woman has about 19 pairs of shoes – three pairs with heels, six pairs of flip-flops, sandals, ballet pumps or wedges, three pairs of boots and four pairs of “foxy-style” shoes for nights out. They also have two pairs of work shoes and another two or so “random” purchases” (Financial Express, 2010). Additional to these, on an online survey we did to 61 women from 52 nationalities, between 25-36 ages, we found out that 83.6% of women use high-heels, 44.3% of them use heels for special occasions because it makes them feel elegant/special/prettier entitled as women. 87% of women take the time every morning to carefully choose their outfit. An outfit is composed by several things, the main are: cloths, accessories, a bag and shoes... And then, there are high heel shoes, shoes that make women legs looked stylish and sophisticated. These high-heel shoes turn any outfit into something glamorous, and most of women, love glamour. But these high heel shoes also tend to be expensive, uncomfortable and as mentioned above, they are constantly changing due to the pace of fashion. The pink color that used to be on trend is no longer on trend and the polka dots have become a thing; and as mentioned, we like being on trend and matching our outfits. On the survey, 85% of women said that if they found a comfortable pair of high heels shoes they would like to have them in different colors so they could use them more frequently than they currently do.

Camia wants to tackle these problems: constantly changing fashion trends, un-comfortless of high-heels and irresponsible production/consumption.

## 2. A practical solution to be always on trend

Camia Shoes is a sustainable shoe company, that aims to tackle responsible consumption and production by allowing to only change the strap of your high heel shoe and proving a very comfortable long-lasting shoe base. Camia wants to be a reference for handcrafted, multicultural, community driven and sustainably conceived brand. A slow fashion brand, that allows you to be on trend without spending and producing on new pairs of shoes every time.

Camia Shoes develop one neutral high-quality base of sandals-heels that allows the user to change the color or material of the straps. This means the user, with only one pair of shoes can actually match any outfit by just changing a strap. In the future, the same base will allow the straps to change the shape of the top part of the heel and afterwards we will develop a flat base that will allow the user to use the same straps that they use for the sandal-heel model, with the flat model.

The base, as shown in the picture below, will be a season less base, delicately design to last in time. A small 4 cm heels that allows women to have their “feet on the ground and feel good”. A study made in France, showed that 65% of women prefer to wear a 4 cm or less heel for their daily professional lives (Statista Research Department, 2014).



Then women would several options to mix and match their base. They could add two thick straps to the base, or just one thick strap and then thinner long straps, or even play around with the colors, refer to the three options below.



### 2.1 Why Camia Shoes solution

Camia strongly believes that are going to make a difference in shoe consumption and production. It's not about the quantity of the shoes we sale it's about the quality of the shoes we are selling. Nevertheless, in our equation, the importance of staying on trend and the desire of making part of this glamorous fashion world is also taken into consideration. That is why, you can change your straps as

many times at a low cost, but you keep the same base which reduces the customer expenditure, the consumption and also the production.

Camia is practical/functional. If the customer needs to travel it's easy to take one pair of shoes with many colors' straps, if you need to change after a day in the office, or if the color on trend is no longer pink but blue. Through a practical and easy mechanism, as easy as tying your shoe lace, the customer will be allowed to change the color and material of the straps of the shoe.

## 2.2 Camia's inspiration

I was getting married in France and had several events. I had lunches, dinners and the big the day. Currently travelling with a lot of luggage is complicated and expensive. Additionally, having a pair of shoes that matches all your outfits its very unlikely. I needed different color shoes for the different outfits I was wearing, but I couldn't really afford buying 4 different pairs of sandals-heels nor they could fit my bag. So, I thought, what if I had the same base and I could just change the color of the top part strap? This way I would only have one pair of shoes and 4 different straps, that I could match with my outfits.

The reason to start: Given the current world situation and how consumption rates have exponentially increased, the Camia Team wanted to develop a business that could co-habit within the framework of sustainability and fashion trends. This is the reason why we are focusing on responsible consumption and production. Buying less, buying smarter and being practical. We want women to continue to looking stunning when they walk, to maintain a strut gait but at the same time being aware and conscious.

## 3. Shoe Market Segmentation

### 3.1 Shoe History

Let's go back a bit in time and understand when did the use of high heels started, why do women use high-heels and what does wear a pair of high heels represents nowadays.

The use of high-heel shoes dates back to the times of Persian warriors on horsebacks, "the heel enabled a soldier to stand up in the stirrups and shoot a bow and arrow more efficiently." Cultural exchange began a Europeans felt in love with Persian things and this is how aristocratic men, began to wear heels to appear more masculine. Then, in the 16<sup>th</sup> century, the first women to actually wore a heel was Catherine de Medici because she wanted to appear taller for her wedding. Women were used to wear platforms, sometimes even as high as 60 cm, but these tend to be unstable and dangerous. Shoemakers, started to carved the platform until arriving to a high heel; making it more stable. After de Medici died, women stopped wearing high heels as a fashion item, and started wearing lower heels to be just a appear a bit taller. This taller appearance was liked by men, who wanted to "tower" above

everyone else (Wayne, 2017); the new shoe style filtered down to the lower classes, reason why the aristocrats increased their heel height to again show privilege and status. (Boyd, 2022) This growing trend kept called Louis XIV attention who, in 1643, designed a pair of high heel shoes with red soles and heels which identified everyone who was in favor of the royal family. Everyone wearing these red heels was closer to the royal family. High heels represented status and power (Boyd, 2022).

Time went by and in 1791 Napoleon ruled out high heels, then in mid-19th century heels came back mainly as a sex, seducing symbol. Then by 1920 they started to be popular around general public after turning them into an attractiveness statement (Boyd, 2022). Heels made those who wore them tall and stylish. The turning point was in 1980 when “The fashion gods transform women into something other than human. They become plant-like, animal-like; elevated, but also easier to catch and subdue” (Brennan, 2019). A woman wearing a high heel was an empowered woman, strong and sure of herself. Their gait is perceived as more feminine “The raised heel makes the women’s stride shorter and increases the rotation and tilt of the women’s hips. It is this exaggeration of femininity that may make high-heeled women more desirable to men” (Elsesser 2021). A woman or even a man, using high heels represented: “high social stature, military prowess, refined fashionable taste, and the height of 'cool'.” (Maude Bass-Krueger) and one could argue that statement continues to be truth.

Nowadays, high heels are in every fashion event, every important occasion or elegant event. The women from the royal families are never off their heels, models in runways are always on heels, even if they are show casting bathing suits and for most professional event, if a woman wants to put their best foot, heels are the go to option. Women continue to use high heels as a proof of their fashion taste, to feel more elegant and glamour’s, to feel special. Given the history of high-heels and how, although the use has varied, the essence has remained the same. For this reason, Camia shoes wants to honor the history and continue to develop shoes that allow women to feel empower, fashionable but above all comfortable.

### 3.2 Shoe Market Share

The global leather footwear considers town footwear, boots, sandals and clogs with leather uppers for women, men and children, this market segment is expected to grow annually by 4.54% (CAGR 2022-2027), zooming into the European market, this one, is expected to grow annually by 5.11% (CAGR 2022-2027). For the purpose of this business case, we will be focusing in data related to high-heel leather women shoes and sustainable shoes. “In 2019, the value of the global high heels market amounted to about 34.1 billion U.S. dollars. The value of this market was expected to rise to 42.7 billion U.S. dollars by 2024.” (Smith 2021) As our survey reflected, 85% of women interviewed have a pair of high-heels in their wardrobe and uses it either daily or occasionally. Studies show that, average

women have two to three pairs of heels in their closet and that they mostly only use one. (Robins, 2021) (appendix 1)

“In the last several years, global market of High Heels developed smoothly, with an average growth rate of 2.82%. In 2017, global revenue of High Heels is nearly 34.1 billion USD; the actual production is about 832 million pairs. The worldwide market for High Heels is expected to grow at a CAGR of roughly 3.8% over the next five years, will reach 42700 million US\$ in 2024, from 34100 million US\$ in 2019, according to a new study.” (Smith 2021) High heels served different uses, there are women that use them daily either to go to work or not, performance or special occasions. But, the most proportion of High Heels is used for Daily Wear, and the proportion in 2017 was about 56.81%. (Smith 2021). Camia aims to speak directly to these daily wear personas, those who use them for work, a weekly dinner, but also those that enjoy complementing their outfits with them. (appendix 2,3)

Within this market share, we will be focusing on women from ages 26-46, “the Spine Health Institute reports that 72 percent of women will wear high heels in their lifetime. Of those who wear heels daily, 49 percent are among 18-24-years-olds, 42 percent of women among ages 20-49, and 34 percent of women 50 and over.” (Hudson, 2022). Camia wants to grasp on those two ranges from 18-24 and 20-49, but to ensure a larger percentage of daily use will reduce the gap to the most professionally active stage of life, from 26-46.

### 3.3 Shoe Market segmentation

To arrive to our target market, we did several activities to narrow down our audience and understand the behavior of the women. Camia needed to understand women attitudes, needs, feelings and experiences with high heels. Overall, Camia needs to understand if only Camia founders are experiencing these problems, or if there are more women having the same type of problems.

1. The first activity was an online survey to have an initial statistic, this result would serve as support to the research literature and also would allow Camia to understand if their initial approachable market can be part of their target market.
2. Second activity, focus groups, with the first very artisanal prototype Camia had, it was important to get a general overview of the feeling this shoe produced. Do women liked the concept, the changeable straps, do they thought it solved a problem, would they buy them. This focus group allowed Camia to fully see the reaction to this product.
3. One to one interview, Camia presented the project to mentors provided by the university, women from the fashion industry that could give an objective opinion of the concept and brand.
4. Last but not least, WhatsApp Camia group, since it's not always feasible to meet and show the actual product, Camia decided to make a WhatsApp group to showcase the product. With only

photos and messages, it's hard to explain many details and get the feeling about the shoe, but it was an interesting and challenging activity to send photos with a short explanation, and read the thoughts and reactions of different women.

### 3.3.1 Online Survey

The online survey was composed of 21 multiple choice questions that could give us a general idea if women with similar surroundings to me, had the same perspective I had from high-heels shoes. The questionnaire was distributed via social media and email. Camia understands that the reach of this questionnaire is not ideal, but it gives us a small perception about the use of high-heels, how many pairs of heels women have in their closets, when they wear them and their purchase behaviors.

-61 responses, 100% women, 52 nationalities, ages between 25-36; 77.1% Employees/Self Employed.

#### **Important Findings:**

- 83.6% wear high-heels
- of the 16.4% of women that do not use high-heels, 41% express they do not use them because its uncomfortable.
- 83.3% said that they would dream on buying the most comfortable pair of heels they have in different colors.
- The three main criteria's when buying a new pair of heels are:
  - Comfort 75%
  - Design 73.3%
  - Quality 63.3%

Analyzing the highlights above and the rest of the questions (all responses appendix 4) Camia concluded that one of the main characteristics for the development of product is: comfort. Developing a versatile and comfortable shoe, will not only increase our market but also increase the frequency of the use. On the versatility, knowing that 83.3% of the women will like to have the same heel in different colors, because of its comfortless, means that if Camia is able to develop a shoe pretty and comfortable shoe, women will “marry” those shoes and would likely just change the straps to have them in different colors and materials. On the survey we noticed that sustainability is not on the main criteria when it comes to buying new shoes, which means Camia could use this as additional value but not making it one of the main values. Also, 67.8% of women only buy heels once a year, this is a double-edged sword that needs further study, Camia would like to understand if they do not buy more because of the regular price of heels, because with one pair woman consider they are well off given the frequency of the use, or they only buy a heels for a very important occasion; these hypothesis will be presented in the focus groups for further analysis. Lastly, a small interference identified was that 59% of women

prefer neutral color heels; although the base is a neutral color; one of the main characteristics of Camia is to offer a wide range of colors for the straps, Camia will need further research to understand if the preference of these women surveyed is due to using neutral color shoe so they can match with any outfit, buying less, or because trends go so fast they can't keep up? Or its just simply what they like.

### 3.3.2 Focus Group

The focus group was composed by 6 women from different ages, all Colombians, all size 37 for shoe. We wanted to cover the age range mentioned above, 26-46. There was one outsider of this range but, Camia knew from before that she is a real shoe lover reason why it was thought the age difference wouldn't spoil the same. We selected women that could wear shoes on a daily basis, that live in different weathers and had different lifestyles and jobs. The objective of this activity was to present Camia as a brand to these women, explain the concept, show them the first artisanal prototype, that they could all wear, get feedback about the design and comfortless and overall feeling and reactions.

- Maria Fernanda Osorio, Business Administrator Works for Unilever, 36 years old.
- Trini Hoyos, Housewife, 62 years old.
- Maria Jaramillo, Doctor 28 years old.
- Laura Angel, Lawyer works for BakerMackinsey 33 years old.
- Daniela Tenorio, Lawyer works for the UN, 32 years old.
- Camila Vasquez, Fashion Designer, Self-employed, 35 years old.

It was interesting to see the curiosity face when the concept was being explained. As a general feeling, the first reaction to the concept was "Wow, why has no one ever thought of this before" The next comment was: "But, wait, how do you change the straps? can it fall off? Wait, is it comfortable? Overall the concept was very well accepted, a little skeptic at the begging, wondering if the mechanism of changing the straps was really feasible.

#### **General comments:**

1. Maria Fernanda Osorio, 36 years – she wears heels every time she goes to the office (twice a week), in Bogota, a cold city. She said open shoes wouldn't be ideal for her unless she is visiting a client on a warm weather city, that happens once a month. Nevertheless, she is actually from a warm city and she travels every two months to visit her mom. She said, it's the perfect solution for her when travelling, she always likes buying new dresses and wearing comfortable but pretty shoes when she is out visiting friends and family in Cali. Suggested if we could later on change the height of the heel.
2. Trini Hoyos, 62 years – She lives in a warm city and actually always wear medium to small heels, she says flat shoes get her tired, there must always be a bit of a heel to walk. She loved

- the idea, passionate about shoes, said her closet has more than 40 pairs of shoes, but she mentioned that most of times every time she wants to wear a different shoe she remembers how uncomfortable it is, and sticks to the same 3 she always wears: a black pair, a gold pair and a nude pair. She is worried about how easy would it actually be to change the strap every day, she says she doesn't see really good and it will annoy her to struggle while changing the strap.
3. Maria Jaramillo, 28 years – Lives in Cali, warm city. While she is on shift never wears something different than her crocs, but did mentioned that during the weekend she likes dressing up since she is always in a medical gown. Can't wait to try the shoes, the artisanal pair, she finds it very comfortable.
  4. Laura Angel, 33 years – Loves how practical it seems. She is a very plain person when it comes to dressing, being a lawyer from a big firm, makes her dress in black every day, as Maria Fernanda she can only wear a close heel when she goes to work, she mentioned she only has one pair of black heels that she wears almost every day. The reason for this, she hates being uncomfortable and so always wear the same pair. For her, the use of Camia Shoe is straight forward, she likes the idea of only having on pair of sandals heels, that she can changes the color straps depending on the occasion she has.
  5. Daniela Tenorio, 32 years – She considers herself a little shop-aholic. Loves browsing online for new trends, loves buying. For her Camia is the perfect solution for her pocket, she won't be spending as much as she is currently. She loves dressing up, matching, mixing, with Camia she feels she can expend less money and still be up to trend. Wants to buy them immediately. She loves buying online, mentioned the importance of size charts and easy purchasing online. Her concern is, if they are produced in Portugal, in how long will they be arriving to Colombia? How long will the shipping take and how much would it cost.
  6. Camila Vasquez, 35 years – Also very into fashion trends, she prefers luxury brands shoes, she said “at the end, shoes are responsible for me standing”. For her Camia could be interesting but not a first choice for her daily use. She could have them, if there a few special straps with Collab's or interesting artists. She likes exclusivity. Anyhow she mentioned that for travelling it will definitely solve her biggest problem, never enough space in her luggage for shoes. She said, my husband is the one that will like this solution more. (Appendix 5)

### 3.3.3 One-to-one semi structured interview

1. **Interview One** (Online) with Sofia Pitta, current employee of Farfetch, a luxury fashion marketplace. Sofia's expertise is marketing. For these reasons, I introduced her with the brand and concept and discuss the initial marketing strategies to reach our customer.

- Sofia's comments were positive, she identified herself as a Camia user, she likes wearing comfortable mid-high heels. There are periods of time where she wears them daily, periods where she is all about sneakers. She really like the idea; when travelling to tropical or warm weathers she said she is usually about flat shoes so she can walk freely.
- Regarding the go to market strategy – Kickstarter campaign – she mentioned that she has never seen any Kickstarter campaign. She mentioned she know what it is, she likes what they do, but she would never go there looking for a fashion/sustainable brand.

**2. Interview Two (Live)** with Clio Van Peteghem, works remotely for Australia, she is French. She said ever since she works remotely she is always on leggings and sneakers. She wears heels on special occasions: a birthday, a nice dinner with her partner, a work dinner with her partner colleagues. She said they look like summer shoes, and asked what were we thinking on doing during the winter period. Clio mentioned she thinks if she wears them it would more likely be in Paris than in Lisbon, because of the hills of Lisbon. Nevertheless, she said, she is not a fan of heels, they would need to be crazy comfortable for her to buy them. Found the design “very French” likes the round heel and the height of the heel. Lastly, she mentioned she would never use a high heel higher than 5 cm in her life, that was for teenagers, ended up by saying: “I wouldn't buy them without trying them first”

**3. Interview Three (Online)** with Catarina Pedroso, owner of Balluta, a Portuguese Vegan shoe brand. Industry expert. After the first meeting with Catarina, she has become a kind of mentor for Camia. She has helped with resources, contacts and polishing the strategy. In the first interview with her, we discuss about the concept and target audience. She really likes the idea of having a low stock when it comes to producing, since there is only one model and what varies are the straps this makes the business economically more feasible. For her not using leather is very important, so she said if you change the material of your shoes I would be a user, but if you use leather I can't be one. Made us think on how we want to approach this type of customer taking into consideration that today leather has become topic of debate and disagreement. Lastly, she said, focus in one market first, when you try to reach different markets it becomes very hard to handle logistics, she said, pick one and when you dominate that one, move to next. On the target audience, Catarina mentioned that price plays an important role, if the shoes are expensive the age tier needs to be higher. She said looking at our shoes, she would price them around 200 euros and will be looking for an age range from 30 to 40-year-old women. (Appendix 6 for photos)

### 3.3.4 WhatsApp Group

Camia received the second prototype on Nov 30, 2022. As mentioned above, since it's not always possible to meet in person, Camia decided to send the photos and write a little summary to both, people that had been in the focus group and new people that had never seen the shoes before. Through a WhatsApp group, women, mostly friends of Carolina, commented on what they were seeing in the pictures. (Find screenshots Appendix 6.1) Overall comments were positive, women liked the shoes. For those who had seen the artisanal prototype, commented on how much the design has changed and how much they like it. Positive opinions on the colors used for the base, highlight on the printed sole that gives brand identity, cheering the high of the heel. Those who were seeing the shoe for the first time and learning about the concept, were surprise on how the straps change, they said "by the photos we are not able to identify how are you changing the straps, it seems as if you had different pairs of shoes". They felt really connected with the idea of buying and producing less, spending less but being able to keep on trend. Camia concludes this is a positive comment, because one of the main concerns when developing the product is that the mechanism is not discrete enough breaking the lean and clean design of the shoe. If by the photos, they were not able to see how the shoe works, at a mechanism level, it means appearance wise it looks like a perfectly normal shoe: ticking one more box, design.

### 3.3.5 Activities Conclusions

Item	General Conclusion	Action
Comfort	Transversal aspect highlighted in all the activities done	Prototype has to be worn by several women for at least an hour to get an overall rating on how comfortable it is
Concept	Innovative, none of the women we talked to have seen a brand doing similar things	Highlight on marketing tactics, shoe how easy it is to change.
Market Location	Definitely a design for warm weathers and more of a casual look .	If launch in an European country it must be for spring or summer
Design	Appealing, they see it's a summer/spring type of shoe. Lean look.	Kept it lean and simple, seansoless base.
Marketing Focus	Mixed feelings. There are women that highlight the sustainability part, others tilt more towards being able to change the straps when they want	Marketing tactics should approach both perspectives.
Price	Not relevant conclusions, spoke to women of different nationalities with different currencies, nevertheless since the price range will be around the 150-200 euros, its consider a "expensive" shoe (med/high income required)	Talk about the high quality materials, highlight on the lower cost of the price. Investment of a long lasting base.
Women	All women interviewed, except one, were between the range 26-36	Target audience should be in this range that covers the more active stage professional and social of a womens life.
Made in Portugal	If the target market is in Europe, women thought it made sense to produce in Europe (shipping and CO2 concerns). Not all knew about the high quality shoes made in Portugal.	Importance on showing the history of high quality shoe production in Portugal, added value

## 3.4 Finding Camia's Market

### 3.4.1 Breaking down the shoe market

To breakdown the market into the segment of the population that interests us we will consider the following variables: main cities population, gender (W), working age population, ages between 26-46, world bank income, and the percentage of the population that has a med-high income. To this number

we will apply the previously mentioned percentage of 56.81 of women that wear heels on a daily basis (Appendix 8).

- Camia understands that entering big cities is harder than intermediate or small cities, nevertheless, people in big cities are more prone to fashion trends and innovation. The most fashionable cities for 2021 were: New York, London, Paris, Milan and Los Angeles (FWO, 2021). As a brand we would love to aim for the USA market but consider that this will be on a next step. London is also an attractive market but given the weather conditions it makes it less wearable, Milan would be a dream but they have a vast shoe and leather industry we consider is also for a next step. Paris, although high couture rules the city, including at least one of the top 5 cities, will give Camia more leverage. Next to these fashionable cities, we have Madrid, Barcelona and Lisbon. Big cities too, not fashion icons but yes highly trendy. Camia decided to consider Lisbon, because the shoes are produced in Portugal, it's a small city in terms of population and it's been booming in terms of expats, making it an initial good window to showcase the shoes with a multicultural reach. Madrid and Barcelona, bigger cities compared to Lisbon, but there is one a facility in terms of language, second also multicultural window, Spanish women are known for dressing up, and easy shipping and logistic from Portugal. Last but not least, we choose Bogota, as a natural market because both of the founders are Colombians and the network they have there is strong, word of mouth would be an easy strategy to get traffic on the website.
- Age range 26- 46: Highest percentage of women that uses heels.
- Working age population: Higher frequency of usage.
- Med-High Income: Given the price point, med-high income required.

After adding all these variables Camia has a total market of 277,874 women in the 6 main cities of the previously selected countries. Then, we assume that Camia will only be able to reach 5% of these total markets, having a Camia market of 13,894 women. Among these women, Camia has identified 6 different type of buyers. The first two buyers, daily wear and special occasions are based on the traditional segmentation and Camia identified four more, for more detailed division: Chic Voyageur, Sustainable buyers, Fashion Trend followers and Ready to go users. This other four segmentations were identified through the online survey responses where one could see the different purposes for the one's consumers buy heels and the different moments of when they use them.

- *Working Women (Daily)*: This segment will be understood as daily users, women that normally wear heels to go their offices or traditional daily activities.

- *Occasional Users*: Women that uses heels only in special occasions, special dinners, a party, special office event.
- *Fashion trend followers*: Women that are always looking for new trends, they read magazines, follow instagramers or fashion bloggers, follow fashion brands to be on the loop of what is new. They love shopping.
- *Sustainable Buyers*: Women that are conscious of fashion waste and climate change; the environment in general. They try to make more responsible choices when it comes to purchases. Look for sustainable production, consumption and materials, when they identified a brand that has sustainable values and ethics, and their product aligns to their needs, they usually support this brand.
- *Chic Voyageur*: A mix of Fashion trend followers, daily users; Normally women that love Instagram, pictures, dressing trendy, they enjoy travelling to tropical or Mediterranean weathers for vacations. Normally travel twice per year. When they travel they enjoy dressing pretty and having special outfits during the trip.
- *Ready to Go Users*: Women that like browsing on internet or personal shopping, they shop because they enjoy it, normally there is not a specific purpose for the things they buy.

### 3.4.2 Camia’s Customer Segmentation

After carefully analysis of the top market segments, it was identified the main driver of each segment to buy heel shoes:

Segment	Main Driver	Hunter Type
<b>Fashion Trend Followers</b>	Loves shopping in general, likes dressing differently lately, falls in love with new trends easily, buys when she likes.	Actively + Frequent Hunter
<b>Chic Vogayeur</b>	New trip planned, needs cute outfits, buys cloths and shoes	Actively + Occasional Hunter
<b>Sustainable buyers</b>	Has a need of new heels, hers are already old, looks for sustainable brands	Passive Occasional Hunter
<b>Ready to go buyers</b>	Spends a lot of time browsing on internet, buys when falls in love	Coincidental Frequent Hunter
<b>Occasional User</b>	Has a special event, she buys a new outfit, feels the need of new pair of heels.	Actively + Occasional Hunter
<b>Working Women</b>	Goes to work, nothing very flashy, looks for neutral choices.	Occasional Hunter

Classifying what type of consumer, they were, if they were actively looking for heels to buy “Active Hunters” or if they were a passive style, started guiding the direction of the segment to focus on. The fashion trend follower, the chic voyageur and the working women where active hunters, nevertheless only the fashion trend follower was frequently looking. On the other side the ready to go buyers, were coincidental, they are browsing without a clear objective but it’s a constant browse. To better select our market segment a comparison between the two active hunters was made: chic voyageur and the fashion trend follower. In the comparison, although both users have a medium to high urgency of this product, and although is clear that these users could buy any type of heel, that would be Camia’s direct



#### 3.4.4.1 Demographics

- Gender: Women
- Age: 26-46
- Income: Medium-High level
- Geographic Location: France, Spain, Portugal, USA, Colombia
- Level of Education: High level of Education / Master / MBA

Camia women likes seeing herself as natural as possible, she wears little to no make-up. Nevertheless, this does not mean she doesn't care about her looks. She day and night skin routines, constantly hydrating and using facial masks. Not a "fast fashion" nor global tendencies follower, she adapts her character always highlighting her "fluent" identity. Camia women is a romantic and an observer, that accepts differences, she is multicultural, likes travelling; community driven. She is delight by natural colors, earth colors, a sunrise or a sunset. Enjoys nature and its meaning. She consumes consciously, tries to eat healthy, looks for balance; it's not about the quantity but the quality. She looks for harmony and esthetics.

#### 3.4.4.2 Psychographics

Camia approaches empower and independent women. These women tend to be intellectual but at the same time very sensitive; feminine with style: romantic. These women have a connection with nature, they are serene and in search of balance. They appreciate the artisanal and art, they enjoy clam spaces and comfort. Camia's women have a clean aesthetic and is not ostentatious. Her aspiration is to have a balanced life. To enjoy her work and have quality time for her personal life too. She works for company where her values and ethics are aligned, where they respect the human being integrity and its needs.

Her heroes are mostly other women. She admires her mom, they gave an amazing relationship but also her dad, a dedicated business man. Her heroes are empowered entrepreneurial women; that have their own but manage to have a work-life balance. She admires Emma Watson and all what she has done to fight for women equality and her work with sustainable fashion brands. Admires Vera Wang resourcefulness, how she manages to build her business because she could not find in the market what she was looking for.

#### 3.4.4.3 Products

Camia's women have the economic resources to please and satisfy her desires and preferences. Given the price point Camia has approximated to the shoes and the analysis of the prices of similar brands (refer to appendix 16 to see price comparison). Camia women belongs to an economic social group, with high-med income. Nevertheless, she is subtle. When it comes to purchases, she prefers

buying either from local clothing brands or small designer or sustainable brands; she likes neutral colors that are season-less. When it comes to jewelry she has one or two very nice pieces and doesn't really like fantasy jewelry. It's important to highlight that she spends money on experiences, a spa day, a massage; she prioritizes her "me-time". She likes mystic. She likes travelling. She likes buying like souvenirs that have a meaning when she travels, something that will perfectly fit her delicate home. She appreciates art, museum and music. She enjoys going to concerts. When it comes to dressing, she buys season-less but sophisticated clothes, she has some designer pieces that she treats with love; small treasures. She likes details and accessories that complement her outfits. Her wardrobe is mainly white, black, blue, brown, but colorful touches are always present; always trying to keep a "handmade" stamp of many of her pieces. Her favorite will always be a piece of cloth that tells a story.

#### 3.4.4.4 Watering Holes

Camia's users usually congregate at yoga studio, yoga retreats, Pilates. They also congregate at coworking spaces or coworking events; where they share their professional but also some of her life experience. When she has time, ceramic/candle workshops are also a place disconnect from daily routines and explore their sensible sides. Lastly, Camia women has a nice small circle of friends that like gathering at her house. Her house is cozy, illuminated and warm. There are flowers and green plants as decorations. The main colors are white and grey with light and autumn colors touches.

#### 3.4.4.5 Day in the Life

She doesn't live in a hurry, she is organized and knows how to manage her time. She dedicates her time to develop personal and professional projects, share time with her friends and family, and most importantly taking care of herself, her body and mind. Every morning she goes yoga or Pilates and likes taking a run a couple of times per week. She gets home take a shower and prepares her coffee/tea. She works for a hybrid company that allows her to work from home or from the office. When she stays home, she likes playing some calm music that allow her to be relax but focused. When she goes to the office, she is more on a networking mode, sharing time with her colleagues. For lunch she usually has a nice colorful salad and never missed an after-lunch coffee with chocolate. Usually she walks by home. When she arrives home she cooks cook with her husband/partner. During dinner they always have a glass of wine. Then, she enjoys sitting at the living room with her partner to speak more about their days. Sometimes each of them reads a book, or works on personal projects. Likes going to bed around 10pm. During the weekend she likes playing tennis with her husband/partner and then going out for brunch around the city. She loves walking and enjoys reading a book at a park, or drinking a cup of coffee or latte, deeply soaking her surroundings.

#### 3.4.4.6 Biggest Fears and Motivators

After the focus group and sharing the concept with different friends and colleagues, Camia identified that the biggest fear of this user is getting dress for an activity and realizing that none of the shoes she owns matches the outfit in her mind. She likes planning her outfits ahead and having all what she needs to make her “vision” true, but since it’s a daily activity she likes it to be a smooth process.

#### 4. Total Addressable Market (TAM) for Camia’s Main Customers

Camia will soft launch in Lisbon, Portugal. The main reason for this is that shoes will be produced Portugal and in terms of logistics, it makes the business more efficient. Nevertheless, it’s an e-commerce business that give the possibility for quick expansion considering a good shipping and logistic. Camia aims to reach markets in France, Spain, Colombia and in the future the United States. In section 1, Camia calculated a market size of women that wear heels daily and that have a high-medium income in the main cities of the initial countries that we want to aim as a company, total of **277,874 women**. To estimate the total addressable market, we are going to make the following assumptions, based on the answers in the survey made by the team and collected data.

- Percentage of women who spend 100-300 euros in a pair of shoes (35%)
- Percentage of women that prioritize design & comfort when buying shoes (75%)
- Percentage of women who would buy the same pair of shoes in different colors (83.3%)
- Percentage of women that look for sustainable fashion (8.3%)
- Percentage of women that consider that have healthy habits (45%) (Appendix 12)

Based on these numbers, Camia will calculate an average of these five assumptions to narrow her addressable market. Average: 25,000 women, with this average number of women, we will proceed to make a top-down estimate of the number of End-User in Beachhead market. (Appendix 13) Even though we should never give an exact number, for this exercise we have made an estimation of the size of our beachhead market (approx. 1600 women)

#### 5. Camia’s Buyer Persona

After analyzing stage 4, we created three different personas that represent the profile of the end-user in our beachhead. This will allow us to create focus in our company and to design marketing and sales strategies.

- Sofia: Age 30, Marketing Director: She is an entrepreneur, she has a chocolate brand. Works from the office 3 times per week. Goes to her office walking, always has her computer in the same purse. Her style is sophisticated.

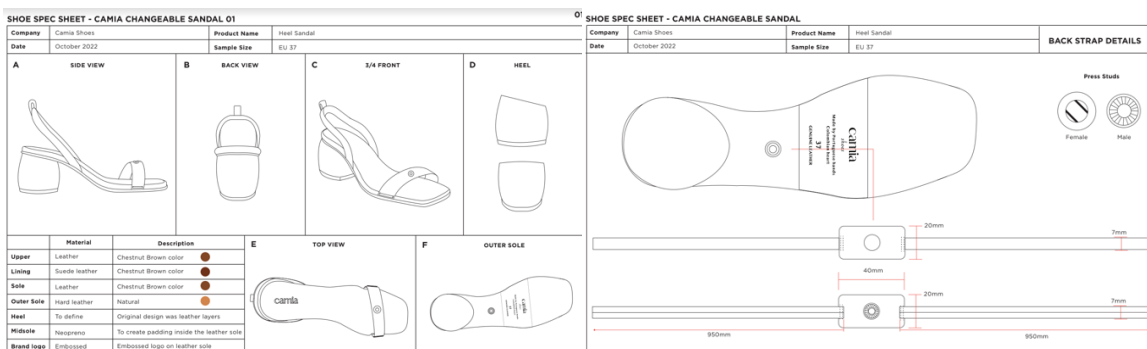
- Daniela: Age 34, works for government, with the refugees. She goes to office every day. She always has two purses, one for her laptop and one for her snacks. In her bag you find whatever you need. She is ready for what comes. Her style is classy and
- Catalina: Age 28, is an entrepreneur likes working from little trendy cafes. Likes brands with a sustainable approach. She works half time for a medical app on their UX experience. She loves drawing/painting and reading. (refer to Appendix 13.1 for further details)

## 6. Camia's Buyer Persona Lifecycle

We must accept that current solution for our problem is very simple: buying small heeled shoes of a neutral color that matches most of the outfits. When **Sofia** has different events with her husband, she always ends up wearing the same black old pair of heels she has, not only because are the only ones she finds comfortable, but also because they are the only pair she has. Every night when she wants to dress up a little more than usual, she ends up frustrated cause she only has that pair of shoes. **Daniela's** situation is different, she travels a lot because of work and needs to dress up elegant for the different work events she has, but also every time she travels she takes advantage on going out for dinners with colleagues or friends. She normally travels 3 days and when it comes to packing she always struggles in what shoes to pack, normally is not one-color fits all, but she can't definitely pack more than one pair in her carry on. Lastly, there is **Catalina**, passionate about fashion and sustainable, as mentioned she works half time and is working on her dream, launching her brand, in this moment of her life she can't spend in shoes as she wished, she ends up frustrated because she can't match her sophisticated outfits with different color or texture heels. (Appendix 14)

## 7. Shoe High-Level Specification

### 7.1 Shoe Visual Sketch :



### 7.2 Shoe Benefits:

- One neutral sandal-heel base that allows to change the top straps to the color and fabric you want and need to match your outfit.
- Neutral base – high quality durable materials, less waste.

- Less money spent on shoes, only by the additional straps.
- Conscious consumption, less unnecessary production.

### 7.3 Camia's High-Level Concept

Tired of not having the right shoes for the right occasion? Tired of having to choose only one pair of shoes instead of three when travelling? Tired of not having enough time to go home after work to change shoes to pimp up outfit and look nice for that special dinner? In love with a new trend of color but unsure of spending loads of money on a new pair of shoes?

Camia is a sustainable shoe company made in Portugal, designed in Colombia, that believes in the balance between practicality and beauty. Given the constant changes of fashion trends, the desire of many women to always look fabulous and the urge to find more sustainable solutions towards responsible production and consumption; Camia developed a sandal-heel base that allows the user to change the top straps (colors and materials) when they want. This mechanism is not only practical and creative but also sustainable.

### 8. Camia Value proposition per Buyer Persona

#### **Priority of Persona #1 - Sophia**

**“As is” State** – At the moment, Sophia, wears always the same shoes, regardless of what specific color or material she needs. She could buy more shoes, but she fears buying shoes that won't be as comfortable as she likes. Small heel, wide in the front and elegant enough to be worn in a special event, but casual enough for a daily use.

**“Possible” State** – With Camia, Sofia will be able to change the straps of her Camia Shoes to get the color combinations she is looking for and will also be reassured that Camia shoes are the comfort and high quality she looks for.

#### **Priority of Persona #2 - Daniela**

**“As is” State** – At the moment, Daniela, when she travels she can only fit in her carry-on one pair of heels. She would love to take more but she never has more space.

**“Possible” State** – With Camia, Daniela will be able to pack our neutral base and pack different color straps that will allow to look fashionable for the different occasions.

#### **Priority of Persona #3 - Catalina**

**“As is” State** – At the moment, Catalina, can't afford different pairs of sandal-heels, she wants to look fashionable every day, but she can't buy all the shoe she would like too, not only because of money but because it's also not sustainable from a foot print world perspective.

**“Possible” State** – With Camia, Catalina will be able to buy one high quality durable sandal-heel base and then buy only different straps depending on the trends and colors she likes.

## 9. Camia's next 10 customers

The easiest way to approach the next ten customers is through your initial network. For these I decided to talk to people that make part of different moments of my day to day. Friends, colleagues, family, friends of friends, classmates and random people I met sometimes at the yoga studio I go daily. With some of them I had casual conversations, with others I had a longer conversation where I had the time to pitch the idea showing a brief presentation on the phone. I spoke to all of them.

“High heel is now womankind’s most public footwear. It is a shoe for events, display, performance, authority and urbanity. In some settings and on some occasions, usually the most formal, it is even required. High heels are something like neckties for women, in that it can be harder to look both formal and femme without them” (Brennan 2019)” Taking this into consideration and given the specification of my first end-user: women who travel to tropical or Mediterranean weathers, I assumed that most of the women living a similar lifestyle as the one I do, will most likely fit my End-User. The first questions asked was if they had sandal-heels, how frequently did they wear them, if they travel to tropical or Mediterranean weathers and if when they travel they took a pair of sandals heels in their bags, with these questions I was reassured they fit my end-user and so I continued to ask the different questions and show them the concept.

## 10. Camia's Core

Camia's core product is the merge of comfort with practicality and design. Nevertheless, what will differentiate Camia from other brands, will be the brand itself and what it represents when you are wearing Camia's Shoes. When wearing Camia's shoes women will feel empowered, elegant and consciously and actively tackling responsible consumption and production. A woman wearing Camia's shoes will feel she has the flexibility to embrace any type of situation, she is always ready.

Team Assets	Camia's Moats:	Potential Cores
Expert on shoe design	Research and development on sustainable material	Merge of comfort with practicality + design
Experience on start-up environment	Transparent communication regarding company's operations	Belonging to a community of empowered women
UX and e-commerce experience	Brand partnerships	Dynamic and Practical choice
Proactive hands-on attitude	Creative strap designs	Sustainable high-quality durable shoes
Strategic thinking		Being on trend with fashion, producing less waste
Motivation		

## 11. Shoe Competitive Chart

Expressed in the survey results, the focus groups and the one to one interview, the main criteria when it comes to buying a shoe is: comfort (including quality), design and price; 75% of women design & comfort when buying shoes. Brands with similar market segments and approaches were analyzed

to get an idea of the competitive ground. As an additional activity Camia decided to make a small WhatsApp Survey to three women, in our market segment, to see what their thoughts regarding some of the above-mentioned brands (Appendix 14.1) The overall results of the thoughts of these brands were the following:

Brand	Main Trait
Alohas	Talks a lot about sustainability and on demand production
Galibelle	Changeable straps, from our perspective lacks marketing and design
Cambiarni	Changeable straps, only flat shoes, sells straps in combo.
Bobbies	High quality, very comfortable, nice design
Sezane	High quality, very comfortable, nice design
Zara	Fast Fashion
Asos	Fast Fashion
Mark and Spencer	Different style shoes, mostly closed
Kurt Geiger	More formal style, office. Day to day
K.JW PEI	Bold Style, very targeted to Asian Countries
Vagabond	Bold Style, seems rougher. thick
Filipa	Similar styles, not changeable, very comfortable, no mention on sustainability
Alta	Similar styles, not changeable, no mention on sustainability
Steve Madden	Fast Fashion
Massimo Dutt	Nice designs, not changeable, not always comfortable.
Filippa K	Comfortable fit, wide fit, very classic in style neutral colors.



An important finding was that among these 16 brands, none of them excel themselves on comfortless, which it's interesting given that 75% of women said that their top criteria was comfort. This will need further research to comprehend if either the market segment of these brands is not the same as Camia's, they buy once and are never again, or the standard for comfort is different. Looking at Camia's competitive advantage comfort is one of the main, Camia selected the highest quality materials that ensures softness when walking. On the design area, brands have very similar designs and there is always space for innovation on design, similar people like similar things or vice versa. Our true competitive advantage is giving the possibility to our customers to "marry" a comfortable base and then change the straps for what they wish to imagine (Appendix 15 and 16).

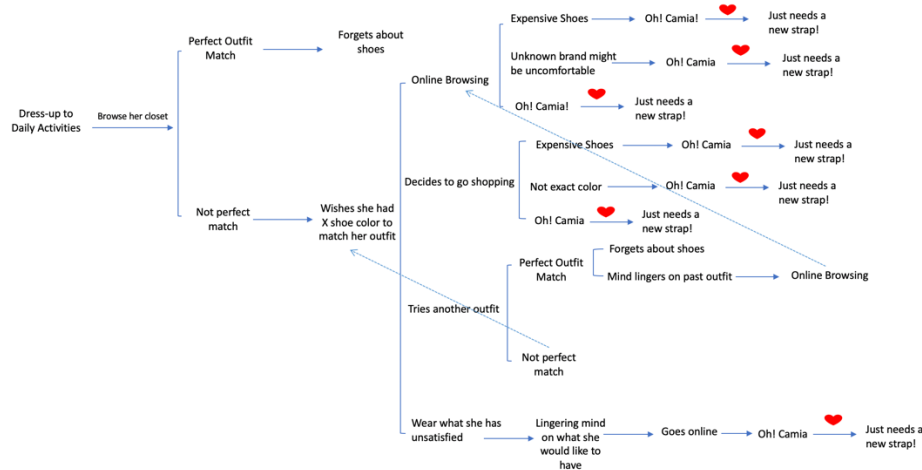
## 12. Making a purchase decision

The differences between our End-User persona, the economic buyer and the champion persona are mild; there are only details that make the End-User turn into an Economic Buyer and then into a Champion Persona. In general, the person who pays and the person who advocates, has high quality and comfort standards, they would never buy a pair of shoes if it's not comfortable enough to stand with them all day long. When referring to comfort, it includes quality and fit. How good a client feels in the shoes she's wearing? They definitely want pretty looks (but that comes with their personal taste) and affordable prices. Lastly, they are interested, although it's not a must, on brands that include sustainability matters on their agenda. Camia's personas are conscious of themselves and the environment. They want to feel good without harming what surrounds them. The decision-making process for Camia's Persona starts when they understand that Camia solves a problem, in a practical way. With Camia, they do not need to suffer on trying new shoes every time they buy a new dress, they just change the straps of what they already know (Appendix 17).

### 13. Process to Acquire a Customer

Camia's main source of income will be the straps. The business plan idea consists on customers acquiring the base and from there on, only buying straps. In the following diagram one can see how a Camia user obtains a new strap.

#### Camia User – New Strap



Catalyst: When Camia women buys the emotional side of her is strongly present. She falls in love; with the design, the history behind the brand, the concept. There is a bliss of satisfaction that comes from imagining using/having the product.

- *Identification*: Dressing up daily. Struggles to pick what shoes to take.
- *Consideration*: Browses online for new fashion trends. Asks her friends.
- *Engagement*: Reads about us of the brand. Talks to friends to see if someone has tried it before. Reads about the material, looks for reviews in blogs.
- *Purchase Intent*: She goes online and plays with the changeable feature, she can try different color straps, she sees videos and then finally adds it on her shopping cart.
- *Purchase*: Takes a look at the delivery options and costs, makes sure she receives it on time. Buys.
- *Loyalty*: They arrive, she loves the fact they come in a cute bag, no box. She wears them, they seem comfortable, explores the changeable mechanism: easy.
- *Advocacy*: Wore them all day shoes were comfortable, she browses for more straps, she finds there are straps that support natural causes with its profit. She starts to talk about it with her friends.

### 14. Camia Business Model

The footwear industry, as well as the fashion industry, has characterized itself mainly for having three business models: wholesaler, agent and selling directly to retailers that use direct/indirect

offline/physical selling channels. The main premise that need to be consider when selling a show is that customers like seeing and trying the shoes before buying them. Without forgetting the main premise, Camia listed the main advantages and disadvantages of the traditional business models. (Appendix 18) Analyzing this traditional business models and given Camia's concept of the changeable straps; the business model is a mix between a consumable and a subscription e-commerce business model. Where the initial product, the shoe base, is a low profit (high quality and long-lasting shoe) and the consumables are the straps; the recurring income. Camia is expecting that a customer that acquires the base will buy at least three straps on the year the bought the base and then each year they will add one strap more to their collection.

Camia wants to offer her clients the possibility to subscribe to a monthly or three-month subscription to receive a special cause-strap. The cause strap will be a strap where 50% of its profit will be donated to the specific cause. *Example: There are "67 species of snails from Madeira and the Azores making the Red List" for extinction. (Shareit 2008) Camia will partner with foundations working on the preservation of these species and co-develop a strap together. Customers that buy this strap will be directly collaborating to the cause.* Another characteristic of our business model is the community we want to build around: change your strap. There will be a specific section on the website where for 1 euro + shipping, you will enter the Camia Community and will see available straps people do not longer want to use. All the people in this community will be able to exchange straps with one another.

### 15. Camia's Pricing

Analyzing benchmark on step 11, relatable brands, have price range from 115 euros to 260 euros for. The Camia neutral sandal-heel will be around 180 euros (middle of the range) and each of the straps will be 18 euros. For the first purchase the user will receive the base with two straps for 198 euros, meaning the first strap will be for "free". Camia finds relevant that users have the experience to change the straps since the beginning. There will also be the possibility to buy a combo of three straps which will have a price reduction of 8% to 50 euros.

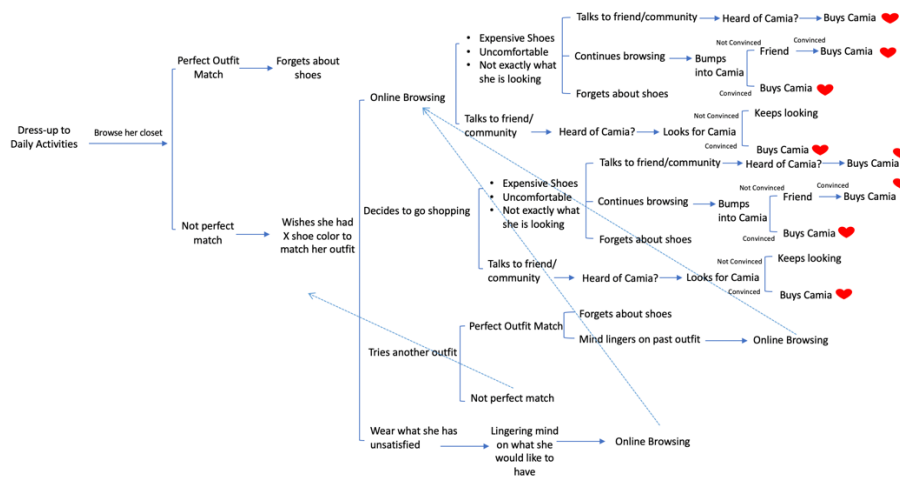
Additional to this, as a pricing strategy and part of our business model, Camia will like to install a 15% discount for the customers that subscribe to our every three months straps. The shoe + 2 straps for them will cost 168 euros. The monthly subscription will be of 12 euros every 3 months, or 4 monthly cost. Considering the design or style of the sandals heels is very similar among these brands. In the graph below, we can observe where we would be place in relation to price with similar brands.

## 16. Lifetime Value (LTV) of a Camia Customer

To estimate the lifetime value of an Acquired customer we will divide our customers into two types. The ones that get subscribed and the ones that do not. Once the customer is subscribing our goal is to maintain it. (Appendix 19)

## 17. Sales process to Acquire a Customer

Camia's focus is e-commerce, this will allow the brand to have direct interaction with the customer and capture data. In the following diagram you can see the process to acquire a new customer. (For further detail go to appendix 20).



After the first 6 months of online sales, depending on the sales behavior, Camia will decide whether it's important or not to have a physical touch point, either a third-party seller or own store, for customers to try the product before purchase.

## 18. Cost of Customer Acquisition (COCA)

Customer Acquisition for the first five years is higher than expected. Getting people to know the brand requires a high investment on marketing strategies. Facebook, Instagram, google ads, are digital strategies that will be considered, but hiring a growth hacker, also known as a growth marketing and a content creator is key to success and expensive. In the following chart you can observe the COCA for the first five years. Investing on tools like Content Square and Google Analytics allows Camia to fully understand the customers behavior and generate strategies that directly impact those behaviors.

COCA ESTIMATION - Scenario 1	Year 1	Year 2	Year 3	Year 4	Year 5
New Customers forecasted	250	500	600	600	1200
All sales expenses for period	6690	37380	49380	67380	79380
All marketing expenses for period	15575	50900	63900	78300	98340
Total Marketing and Sales expenses for Period	22265	88280	113280	145680	177720
COCA for the Period	89	177	189	243	148

It's a very conservative scenario where we start only producing 250 pairs of shoes which is equivalent to only 250 customers for the first year, and doubling that number year two. Camia expects that in her

first production year, the company is able to sell more than the minimum production number of shoes (250) which will create a different projection for the COCA.

COCA ESTIMATION - Scenario 2	Year 1	Year 2	Year 3	Year 4	Year 5
New Customers forecasted	350	700	800	1200	2000
All sales expenses for period	6690	37380	49380	67380	79380
All marketing expenses for period	15575	50900	63900	78300	98340
Total Marketing and Sales expenses for Period	22265	88280	113280	145680	177720
COCA for the Period	64	126	142	121	89

Camia needs to be constantly researching on their personas, how do they behave, where are they, what behaviors are changing, what are they reading and doing to decrease her COCA (Appendix 21).

### 19. Camia’s Minimum Viable Business Product (MVBP)

The minimum viable business product will be tested through the initial Kickstarter campaign, although in one of the 1-1 meetings it was pointed that it might be the most efficient channel, Camia thinks that if the campaign is promoted through the traditional social media: Instagram and Facebook it can have the expected reach. This campaign will be developed with one shoe base prototype, that will be recorded in with videos and photos, and, a landing page where people would be able to expose the video and enlist/buy to get the shoe in May 2023.

### 20. Camia’s product plan



The initial stage of the product plan was deeply insightful. The first step was finding a shoe maker that could help us proof our concept a base with changeable straps. Was it feasible to make a base that we could change the straps? The first approach was to ask a neighborhood sewer, if she knew anyone who did shoes. Dona Ana, gave me the contact names and phone numbers of two men she knew in her neighborhood. After trying several times, only of them replied and a meeting was organized with him. Antonio is an artisanal shoe maker that lives in Brandoa. At his small atelier, the concept was explained, and after a few hours he said “I will try to make it but that won’t work”. Two months and a half later, after weekly meetings with Antonio, the first artisanal prototype was ready. For *images*, see *Appendix 5*. The first prototype was very artisanal, not exactly what I wanted on terms of design, but it achieves the main goal: it was feasible to have a base where I could change the straps.

Step two of the product map was: finding a fabric that could do the next prototype, based on the initial one. Emailed more than 10 fabrics around Portugal and talked to industry experts such as Catarina from Balluta, who gave 2 fabric names and contacts. Response rate was not high. From 10 emails, 2 replied. One saying they didn’t do women shoes and the other saying the fabric was too full they could not take any developments. Nevertheless, the one that was not a women shoe fabric gave 3 new contacts with whom I was able to get in touch with and organize in person meetings at Sao Joao da Madeira.

- Fabric 1 – Punctual, very organized, clean. Work with two brands used in the benchmark: Sezane and Bobbies. Cost of production high. Initial prototype from: 700 euros, minimum quantity 300 pairs.
- Fabric 2 – Punctual, not that organized, fabric not as clean. Work with many brands, none knew by Camia founders. Cost for product low. Initial prototype from: 300 euros, minimum quantity 200 pairs.
- Fabric 3 -Not punctual, not that organized, fabric not as clean. Work with one brand Camia founders knew. Cost for production low. Initial prototype 300 euros, minimum quantity 250 pairs.

After the meetings, follow up emails were sent, Fabric 1 replied immediate, Fabric 2 replied 2 weeks after, Fabric 3 never replied. The initial thought was working with Fabric 2, costs were lower, quality was a bit lower than Fabric 1 but still good and prices were more affordable. Parallel to this Catarina was able to get us a meeting with one of the fabrics that had said too full. Fabric 2 was taking too long to reply. Fabric 1 replied quickly to all doubts, the main concern with this one was not cost, but since it worked with big brands, Camia was afraid they would not pay the attention needed to Camia’s concept causing later delays. Organized new meetings with Fabric 1, 2 and the one Catarina gave. Fabric 2 was not consistent with the initial conversations we have had. Fabric 4, times were not a possibility. Fabric 1 reassured Camia, they treated all their clients evenly. Final decision: Fabric 1. Since mid- October Camia has been working with Fabric 1 on the development of the second prototype.

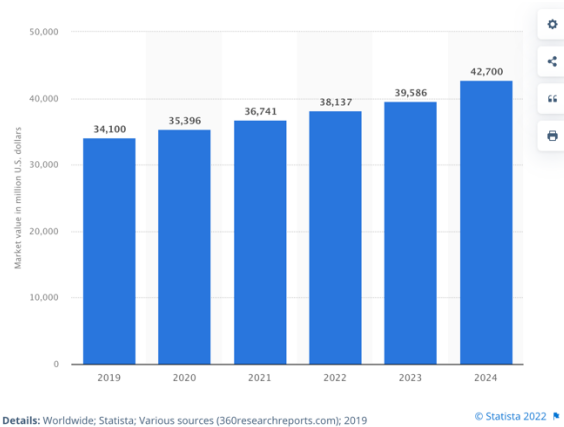
The following chart shows a brief summary of the first 5 stages of Camia’s product plan. Currently we are working on stage 3, that will resume in the begging of January 2023.

Stage	Name	Objective	Result	Image
Stage 1	Artisanal prototype	Test different mechanism to change the straps (buckles, magnets, Velcro, buttons, pressure buttons)	The best choice seems to be buckles.	
Stage 2	Fabric First Prototype	Choose sole, heel, general materials to produce the first actually usable shoe base.	The result was better than expected. Everything feels and looks as desire. We decided to try a new mechanism to change the straps that we have not thought before, that will be more "discrete"	
Stage 3	Fabric First prototype adjustments	Obtain an overall look of the shoes and start wearing them for 1 month to evaluate comfort.	In progress - Jan 10, 2022	
Stage 4	Adjustments to final prototype	Fix any aspect related to comfort	Feb 10, 2022	
Stage 5	Production first batch		March 10, 2022	

## 21. Appendix’s

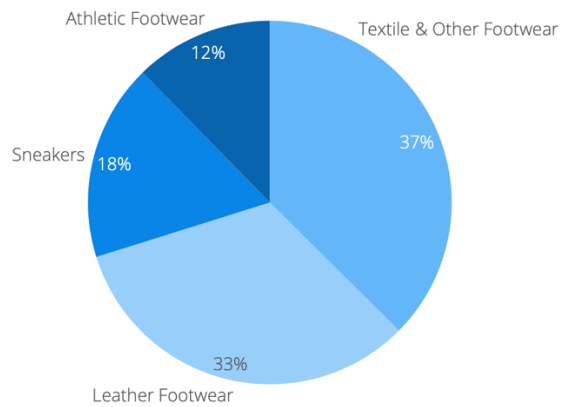
### Appendix 1 – Market Share

“In 2019, the value of the global high heels market amounted to about 34.1 billion U.S. dollars. The value of this market was expected to rise to 42.7 billion U.S. dollars by 2024.”



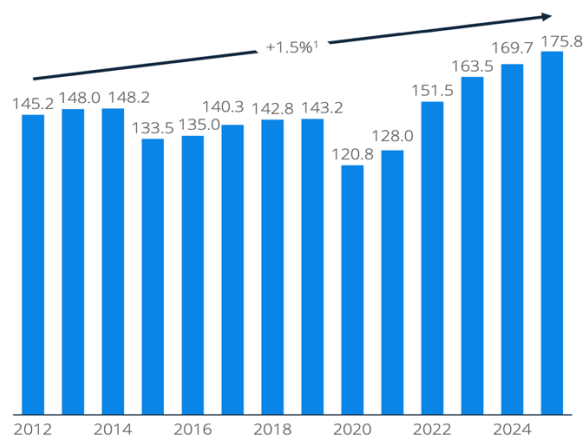
### Appendix 2 and 3 - Market Share

#### Worldwide revenue share in 2021



In 2021, worldwide Leather Footwear sales amounted to US\$128.0 billion

#### Worldwide revenue in billion US\$

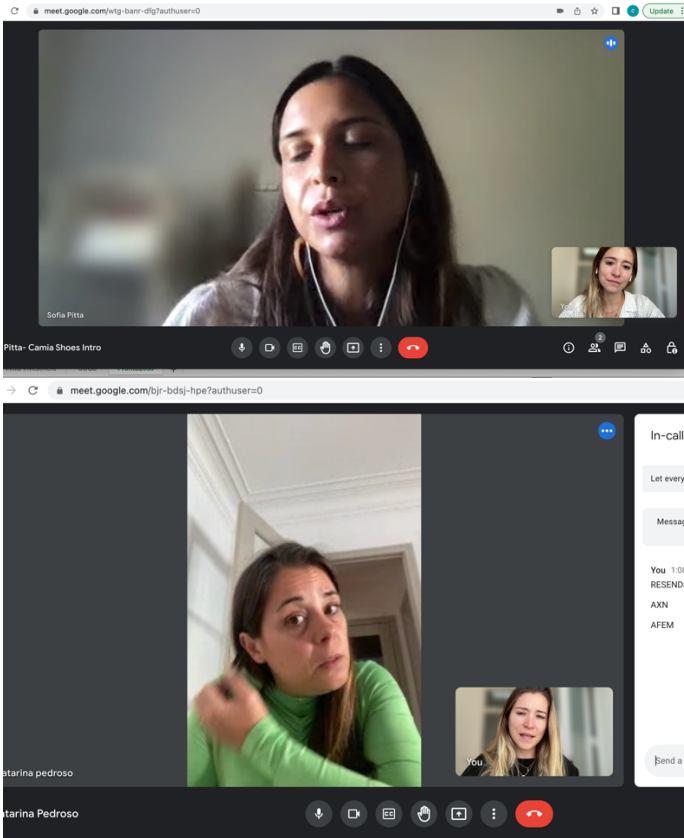


### Appendix 4 – Online Survey



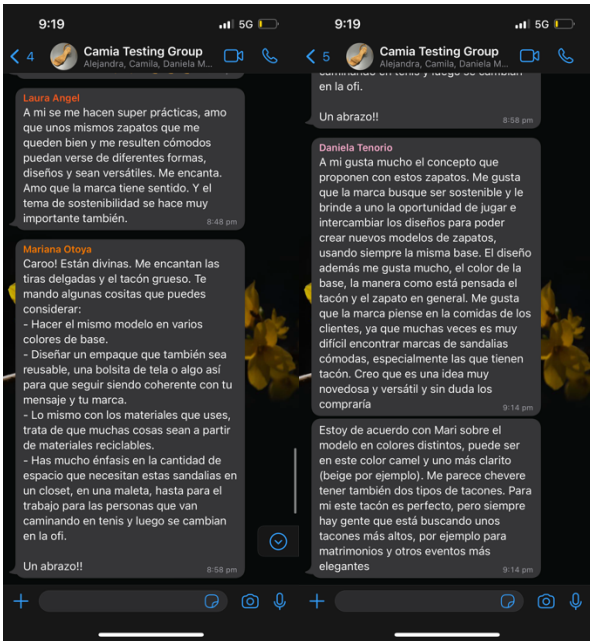


Appendix 6



## Appendix 6.1

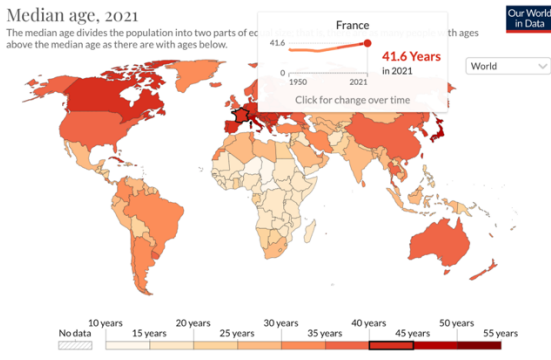




## Appendix 7 – Countries Demographics

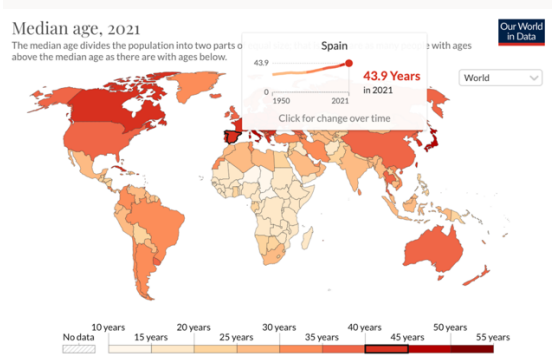
### Median age, 2021

The median age divides the population into two parts of equal size: that is, there are as many people with ages above the median age as there are with ages below.



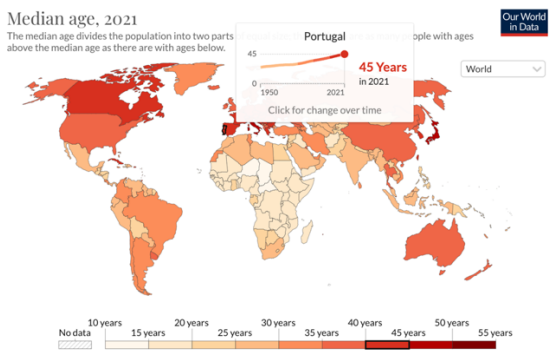
### Median age, 2021

The median age divides the population into two parts of equal size: that is, there are as many people with ages above the median age as there are with ages below.



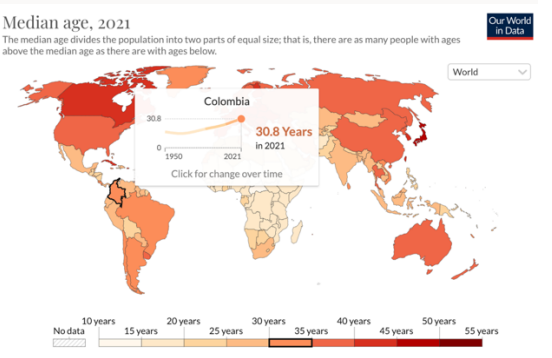
### Median age, 2021

The median age divides the population into two parts of equal size: that is, there are as many people with ages above the median age as there are with ages below.



### Median age, 2021

The median age divides the population into two parts of equal size: that is, there are as many people with ages above the median age as there are with ages below.



Source: Our World in Data 2019. <https://ourworldindata.org/age-structure>  
<https://datatopics.worldbank.org/world-development-indicators/the-world-by-income-and-region.html>

## Appendix 8 – Market Debug



## Appendix 10

Market Segment Name	Fashion Trend Followers	Chic Voyager	
End User	Sofia loves fashion, her wardrobe is big. She likes preparing her outfit, having the perfect purse and shoes. She enjoys the dressing moment, trying out different outfits to see what suits better for the activity she has.	Camila, likes travelling to tropical weather. Wears skirts, dresses and shorts everytime she travels and is usually on trend. Her outfits have been thought before.	Ma spe com hee wis
Task	She tries out different outfits and matches her shoes and purse she has.	When they travel they do not have enough space in their bags to put all the shoes they want to match their outfits	Wh
Benefit	She loves fashion, is always in the hunt for new combinations, its her lifestyle.	They will be able to travel with one pair of shoes and different straps that will match their different outfits	She the
Urgency of Need	Medium-High	Medium-High	Me
Example End User	Fashionable working women with an active social life	Women go travel to mediterranean or tropical weathers	Wo
Lead Customers	Instagramers, fashion bloggers, fashion brands	Instagramers, fashion bloggers, fashion brands	Inst
Willignes to change	Normally shoes are the hardest thing to match, she has a lot of shoes, but there is usually a precise color missing for a new outfit	Wandering and need base attitude, if they see something new that works for them they change easily	If th they
Frequency of Buying	Currently buys once every 5 months	Currently they buy once/twice a year, depends on travelling	Curr
Concentration of buyers	Vast number of buyers.	Vast number of buyers.	Vas
Other Relevant Market Considerations	Word of mouth, high competitionmarket, high quality standards, fast changing industry	Word of mouth, high competitionmarket, high quality standards, fast changing industry	Wo cha
Size of Market	10.000 women	10.000 women	10.0
Est. value of End User	€ 1 450 000,00	€ 1 300 000,00	€
Competition Alternatives	Shoes companies staying on trend, specially for the first product, shoe companies with sandal-heels in leather with high quality standards	Shoes companies staying on trend, specially for the first product, shoe companies with sandal-heels in leather with high quality standards	Sho com
Other componenets Needed for a full Solution	Looks, Practicality and design	Sustainability in materials, realeasing straps that are different and added value desgin	Prac
Important Partners	Logistics partners, marketplaces in EU focused on women, fashion instragramers/influencers	Logistics partners, marketplaces in EU focused on women, fashion instragramers/influencers	Log inst
Other Relevant personal Considerations	Initial markets should be France, Spain, Italy where they wear heels on a more regular basis.	Initial markets should be France, Spain, Italy where they wear heels on a more regular basis.	Initi mo

## Appendix 11 – Beachhead Market

Criteria	Market Segment	Market Segment	Market Segment	Market Segment	Market Segment	Market Segment
	Chic Voyager	Working Women	Occasional Users	Ready to go Buyers	Sustainable Buers	Fashion Trend Followers
Rating is very high (best), High, Medium, Low, Show Stopper (worst)						
Economically Attractive	Very High	Medium	High	Medium	Medium	Very High
Accessible to your sales force	High	Medium	High	Very High	High	Very High
Strong Value Proposition	Very High	High	High	High	Medium	Very High
Complete Product	Very High	Very High	Very High	Very High	Very High	Very High
Competition	High	Medium	Medium	High	High	High
Strategic Value	Very High	High	Very High	Very High	Very High	High
Personal Alignment	High	Medium	High	Very High	High	Very High
Overall Rating	High	Medium	High	Very High	High	Very High
Rating for ranking is 1 (most attractive) to 4 (least attractiv) - Key factors is most important contributor to the ranking						
Ranking	2	6	4	3	5	1
Key Deciding factors	Design + practical + Comfort	Comfort	Price + Design + Comfort	Desgin	Price + Sustainability	Design + Comfort

## Appendix 12 – Beachhead Market TAM

City	Daily Wear Heels	Spend 100-300 Euros	Sustainable	Desgin & Comfort	Healhy Habits	One pair, Different colors
	56.81%	35%	8,30%	75%	45%	83,30%
<b>Lisbon</b>	19 067	6 673	554	415	187	156
<b>Madrid</b>	49 146	17 201	1 428	1 071	482	401
<b>Barcelona</b>	41 416	14 496	1 203	902	406	338
<b>Paris</b>	119 183	41 714	3 462	2 597	1 169	973
<b>Bogotá</b>	42 051	14 718	1 222	916	412	343
<b>Cali</b>	7 011	2 454	204	153	69	57
<b>Total</b>	<b>277 874</b>	<b>97 256</b>	<b>8 072</b>	<b>6 054</b>	<b>2 724</b>	<b>2 269</b>

### Appendix 13 - Profile the Persona for the Beachhead Market

Number of women in your largest dmographic or psycographic characteristics = 25000	Based on previous chart assumptions
1st segmentation based on ned use profile = 14250	Based on End-User Profile Characteristic: Most common online impulse shopping women % of previous segment: 57% Assumption(s) for Calculation: Source(s): Statista 2022 Fashion e-commerce worldwide
2nd segmentation based on ned use profile = 4560	Based on End-User Profile Characteristic: Sales Channel Share (Online) Europe % of previous segment: 32,2% Assumption(s) for Calculation: Source(s): Statista 2022 Fashion e-commerce worldwide
3rd segmentation based on ned use profile = 3466	Based on End-User Profile Characteristic: Women that lke exploring new brands of high-heels % of previous segment: 76.3% Assumption(s) for Calculation: Source(s): Online Survey made by Camia
End-users in beachhead market = 1594	Based on End-User Profile Characteristic: Women that use a heel less than 4 cm hight: Small heels to feel comfortable % of previous segment: 46% Assumption(s) for Calculation: Source(s): Statista 2022 What kind of heel do you prefer for a date

#### Appendix 13.1 Personas Sophia

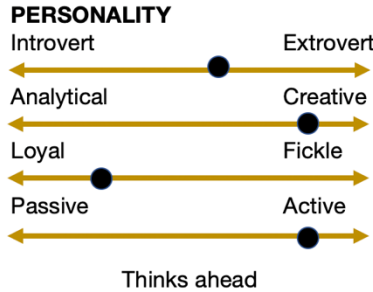
**Persona 1**



**Age:** 30  
**Work:** Marketing Director  
**Family:** Married, 2 Kids  
**Location:** Paris  
**Archetype:** Busy

*Sophisticated  
 Creative  
 Bright  
 Authentic  
 Exclusivity*

**BIO:** Sophia is the entrepreneur, she has a chocolate brand. Works from the office 3 times per week. Goes to her office walking, always has her computer in the same purse. Her style is sophisticated.



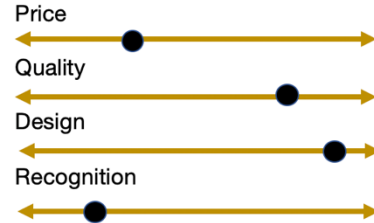
**GOALS**

1. Enjoy the present
2. Grow her own business + Share with her friends and family
3. Treat herself daily (rituals, meditations, massages)

**FRUSTATIONS**

Has only one pair of heels because are the only ones she finds comfortable. She wished that pair was in different colors.

**MOTIVATIONS**



Daniela

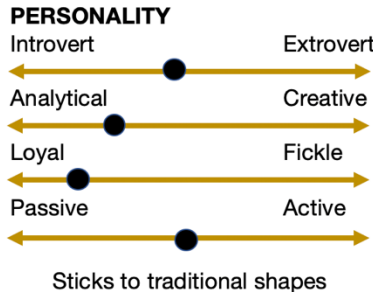
**Persona 2**



**Age:** 34  
**Work:** Goes to the office  
**Family:** Married, no kids  
**Location:** Lisbon  
**Archetype:** Relax

*Confident  
 Classy and Chic  
 Satisfied  
 Happy  
 Genuine  
 Travels*

**BIO:** Daniela works for government, with the refugees. She goes to office every day. She always has two purses, one for her laptop and one for her snacks. In her bag you find whatever you need. She is ready for what comes. Her style is classy and comfortable.



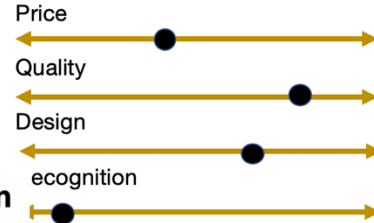
**GOALS**

1. Become an expert on humans rights.
2. Give conferences around the world.
3. Share time with her family + friends

**FRUSTATIONS**

Needs practical shoes that she can wear in and outside the office and shoes that allow her to travel easy.

**MOTIVATIONS**



Catalina

**Persona 3**

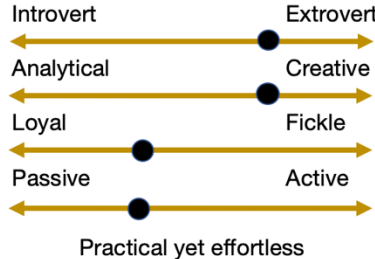


**Age:** 28  
**Work:** Entrepreneur  
**Family:** Single  
**Location:** Madrid  
**Archetype:** Explorer

*Explore and Travel*  
*Friendly*  
*Chic*  
*Authentic*  
*Daring*  
*Simple and Elegant*

**BIO:** Catalina is an entrepreneur likes working from little trendy cafes. Likes brands with a sustainable approaches. She works half time for a medical app on their UX experience. She loves drawing/painting and reading.

**PERSONALITY**



**BRANDS**

NISOLO ST. AGNI  
 SYDNEY BROWN

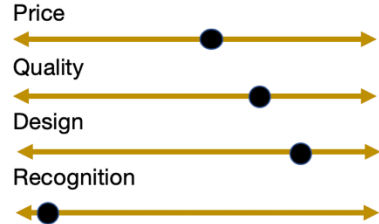
**GOALS**

1. Launch her own fashion brand.
2. Portray her art in her fashion brand, add her unique touch.
3. Invest on experiences: music festivals, retreats.

**FRUSTATIONS**

Her feet are too thin, never finds shoes that really fit her. Loves small heels, its not willing to spend that much money to have all the ones she like.

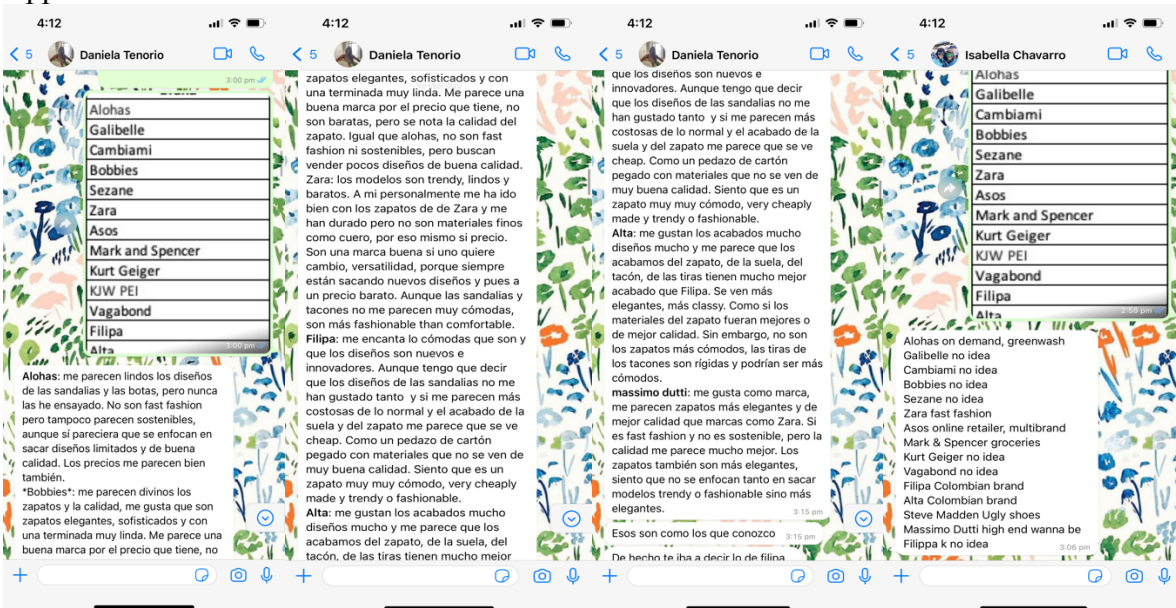
**MOTIVATIONS**



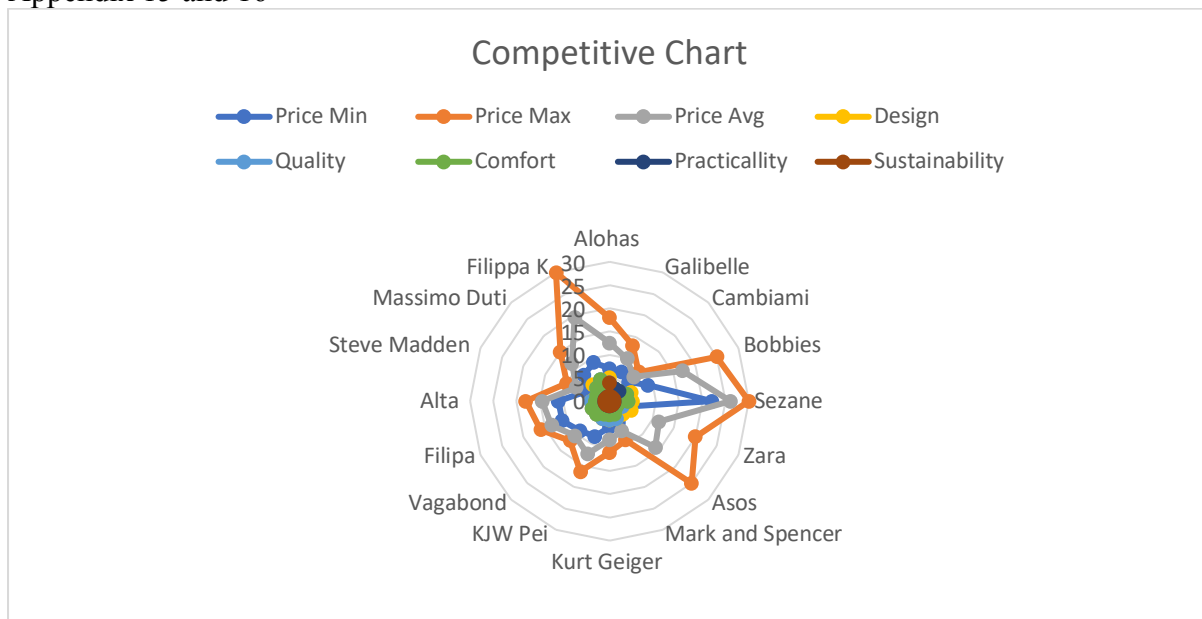
**Appendix 14**












	How do they determine need, and what is their catalyst to act?	How do they find out about their options?	How do they analyze their options?	How do they acquire your product?	How do they pay for your product?	How do they install or set up your product?	How do they use and get value out of your product?	How do they determine the value they gain from your product?	How do they buy more of your product?	How do they tell others about your product?
Who is involved	Individually and Independently: Sophia, Daniela or Catalina	Individually and Independently: Sophia, Daniela or Catalina. Sometimes Sophie or Catalina calls a friend/sister to see if they can borrow a pair of shoes	Explore their closets, then browse on internet to see if they perhaps nby something new, call a friend	Online	Online	Product will be delivered at their homes	They wear them in different situations	They change the straps they hav and realize to match different outfits they only need to change the strap	Online, they get more straps or they subscribe to the monthly special edition	Word of mouth, show on Instagram
When	Looking at the wardrobes, not fiding exactly what they would like to wear.	Looking at the wardrobes, not fiding exactly what they would like to wear.	Looking at the wardrobes, not fiding exactly what they would like to wear.	Online	They realize there is an option that doesn't involve spending lots of money and keeps them on trend	Arrives home, unbox the package	They have a special occasion, want to dress up, have a trip	They didn't need to go online looking for new shoes, they had different straps to choose from	Online, they get more straps or they subscribe to the monthly special edition	During lunch breaks, during dinners, when they go to their yoga/Plates and discuss things with their friends
Where	At their homes	At their homes	At their homes	Online	Online, through their phones or laptops.	Arrives home, unbox the package	At their homes when dressing	They used them and made them feel pretty,empowered and sustainably trendy	Online, through their phones or laptops.	At the events, at the office, when they come back from travelling
How	By themselves	Looking at the wardrobes, not fiding exactly what they would like to wear.	Looking at the wardrobes, not fiding exactly what they would like to wear.	They remember an instagram add, they go online to check the brand, see the pictures, are convince of trying out and buy them	Online with their debit/credit cards	Keep them in their closets	Wearing them	Wearing them	Online, through their phones or laptops.	Word of moth, send the brand instagra profile












**Appendix 14.1**



Appendix 15 and 16



Sandals with heels	Price Min	Price Max	Price Avg	Design	Quality	Comfort	Practicallity	Sustainability	Styles	Comments	IMAGE
Alohas	7	18	12,5	5	4	3	0	4	More than five different styles	Talks about sustainability, strong marketing on on-demand ordering	
Galibelle	6,8	13	9,9	2	3	3	3	1	More than five different styles	Changeable straps, they sell a pair of shoe with 3 straps. They never mention sustainability	
Cambiarni	5,8	8,9	7,35	2	3	3	3	1	More than five different styles	Changelable straps, different straps packages	
Bobbies	9	25	17	5	4	4	1	1	More than five different styles	They do not speak about sustainability, they are fashion high quality brand.	
Sezane	22	30	26	5	4	4	1	1	More than five different styles	No sustainability, style lean over working environments / cold weather	
Vagabond	9	12	10,5	4	4	4	1	1	More than five different styles	Thicker style	
Filipa	11	16	13,5	4	4	4	1	1	More than five different styles	Colombian brand, similar style, not mentioning sustainability	
Alta	11	18	14,5	4	4	3	1	1	More than five different styles	Colombian brand, similar style, not mentioning sustainability	
Steve Madden	5,4	10	7,7	3	3	3	1	1	More than five different styles	Fast fashion with a higher quality conotation	
Massimo Dutti	7,9	15	11,45	5	4	4	1	1	More than five different styles	High quality, more formal designs	
Filippa K	9	30	19,5	4	5	5	1	1	Classic neutral Styles	High quality, very ice fit	

Zara	3	20	11,5	5	3	2	1	1	More than five different styles	Fast Fashion	
Asos	3	25	14	4	2	2	1	1	More than five different styles	Fast Fashion	
Mark and Spencer	4,9	9	6,95	4	4	3	1	1	More than five different styles	Another Style	
Kurt Geiger	5,5	11	8,25	4	4	3	1	1	More than five different styles	Different style, bit more formal	
KJW Pei	8,2	16,4	12,3	4	4	3	1	1	More than five different styles	Different style asian	
Vagabond	9	12	10,5	4	4	4	1	1	More than five different styles	Thicker style	
Filipa	11	16	13,5	4	4	4	1	1	More than five different styles	Colombian brand, similar style, not mentioning sustainability	
Alta	11	18	14,5	4	4	3	1	1	More than five different styles	Colombian brand, similar style, not mentioning sustainability	
Steve Madden	5,4	10	7,7	3	3	3	1	1	More than five different styles	Fast fashion with a higher quality conotation	
Massimo Dutti	7,9	15	11,45	5	4	4	1	1	More than five different styles	High quality, more formal designs	
Filippa K	9	30	19,5	4	5	5	1	1	Classic neutral Styles	High quality, very ice fit	

Appendix 17 -DMU

DMU	End-User Persona	Economic Buyer	Champion Persona
Name	Fashion Trend Follower	Fashion Trend Follower	Fashion Trend Follower
Title	Person who uses	Person who pays	Person who advocates
<b>Demographic Summary</b>	<ul style="list-style-type: none"> <li>Gender: Women</li> <li>Age: 26-46</li> <li>Income: Medium-High level</li> <li>Geographic Location: France, Spain, Portugal, USA, Colombia</li> <li>Level of Education: High level of Education / Master / MBA</li> </ul>	<ul style="list-style-type: none"> <li>Gender: Women</li> <li>Age: 26-46</li> <li>Income: Medium-High level</li> <li>Geographic Location: France, Spain, Portugal, USA, Colombia</li> <li>Level of Education: High level of Education / Master / MBA</li> </ul>	<ul style="list-style-type: none"> <li>Gender: Women</li> <li>Age: 26-36</li> <li>Income: Medium-High level</li> <li>Geographic Location: France, Spain, Portugal, USA, Colombia</li> <li>Level of Education: High level of Education / Master / MBA</li> </ul>
<b>Psychographic Summary</b>	The women that Camia approaches is an empower, independent women. These women tend to be intellectual but at the same time very sensitive; feminine with style: romantic. These women have a connection with nature, they are serene and in search of balance.	The women that pays for Camia is a women that cares likes being comfortable but also looking ready. She is normally well dressed, never over dress but never under. She trants calm and peace when she speaks.	The women that advocates for Camia is a women that likes sharing her achievements and her failures, she talks openly with people around her and most importantly likes sharing with other women what works and doesn't work for her so that her findings can help others.
<b>Proxy Products</b>	Sustainable/Independent clothing brands. Local brands. Buys experiences "me-time": Spas, Massages, Retreats	Sustainable/Independent clothing brands. Local brands. Buys experiences "me-time": Spas, Massages, Retreats	Sustainable/Independent clothing brands. Local brands. Buys experiences "me-time": Spas, Massages, Retreats
<b>Watering Holes</b>	Camia's users usually congregate at yoga studio, yoga retreats, Pilates. They also congregate at coworking spaces or coworking events; where they share their professional but also some of her life experience.	Goes to yoga retreats, likes doing brunch with her friends discussing about life, enjoys walks with a close friend or on the phone with a friend that is far. At dinner once or twice per week goes out with her partner and other couples of friends. Likes trying different restaurants around the city she lives.	Goes to yoga retreats, likes doing brunch with her friends discussing about life, enjoys walks with a close friend or on the phone with a friend that is far. At dinner once or twice per week goes out with her partner and other couples of friends.
<b>Day in Life</b>	Wake - Excercise - Work - Personal Activity - Dinner - Book	Wake - Excercise - <b>Work(Hybrid)- Personal Activity/Book/Walk</b> - Dinner	Wake - Excercise - <b>Work(Hybrid)- Personal Activity/Book/Walk</b> - Dinner
<b>Priorities (Top 4 in Order)</b>	<ol style="list-style-type: none"> <li>Quality / Comfort</li> <li>Desgin</li> <li>Price</li> <li>Sustainability</li> </ol>	<ol style="list-style-type: none"> <li>Design</li> <li>Quality/Comfort</li> <li>Sustainability</li> <li>Price</li> </ol>	<ol style="list-style-type: none"> <li>Quality / Comfort</li> <li>Design</li> <li>Sustainability</li> <li>History behind</li> </ol>
<b>Key Selling Points to this Person</b>	<ol style="list-style-type: none"> <li>Practicality</li> </ol>	<ol style="list-style-type: none"> <li>You will always be ready</li> </ol>	<ol style="list-style-type: none"> <li>Tried it, loved it. Its practical, pretty, sustainable and very good price</li> </ol>
<b>People</b>	<ol style="list-style-type: none"> <li>Primary Influencers: Friends / Family</li> <li>Secondary Influencers: Instagramers / TikTok</li> <li>Veto Power: Herself</li> </ol>	<ol style="list-style-type: none"> <li>Primary Influencers: Friends / Family</li> <li>Secondary Influencers: Instagramers / TikTok</li> <li>Veto Power: Herself</li> </ol>	<ol style="list-style-type: none"> <li>Primary Influencers: Friends / Family</li> <li>Secondary Influencers: Instagramers / TikTok</li> <li>Veto Power: Herself</li> </ol>
<b>Organizations</b>	<ol style="list-style-type: none"> <li>Primary Influencers: Friends / Family</li> <li>Secondary Influencers: Instagramers / TikTok</li> <li>Veto Power: Herself</li> </ol>	<ol style="list-style-type: none"> <li>Primary Influencers: Friends / Family</li> <li>Secondary Influencers: Instagramers / TikTok</li> <li>Veto Power: Herself</li> </ol>	<ol style="list-style-type: none"> <li>Primary Influencers: Friends / Family</li> <li>Secondary Influencers: Instagramers / TikTok</li> <li>Veto Power: Herself</li> </ol>
<b>Info Sources</b>	Magazines, Instagram, TikTok, Wellness Blogs, Yogis, Word of mouth	Magazines, Instagram, TikTok, Wellness Blogs, Yogis, Word of mouth	Magazines, Instagram, TikTok, Wellness Blogs, Yogis, Word of mouth

## Appendix 17.1

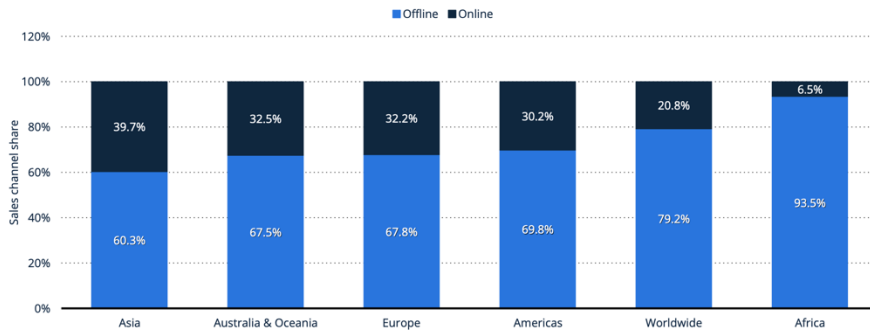
1. One time Charge Data Point	
1A. Estimation of price per unit	180 Shoe base + Straps 18
1B. Number of Units needs per end user	1 shoe bases, 3 straps
1C. Average life of the product in years	Shoe Base 5 years, Straps 1 year
1D. Annualized revenue (1a * 1b) / 1d (Data Point 1)	Shoe: 36 Straps: 54
2. Budget Available Data Points	
2A. Current spending per end user (Data Point 2)	234
2B. Total Budget for the end user	500
2C. What percentage of budget could go to this solution reasonably?	50%
2D. Annualize revenue (2b * 2c) (Data Point 3)	250
3. Comparables	
3A. Who are the comparables for your business?	Fashion & Sustainable Brands
3B. What are the comparable products?	Shoes, heels
3C. What is the comparable converted to similar annualized revenue (Data Point 4 plus however many more you deem relevant)?	200
4. Interpreting the results	
4A. Consensus on estimate of annualized revenue per end user, based n the four Data Points above (a range is fine)	Shoes: 5-7 years Straps 1-3 years
How did you end up at this number/range?	Experience on my own shoes

## Appendix 18 – Business Model Advantages/Disadvantages

Business Models Shoe Brands	Advantages	Disadvantages
<b>Wholesaler</b>	Larger reach in different markets/stores	Buys small quantities to the brand
	Less issues on logistics	Takes a margin usually 20-25%
		Rely on their commercial management
		Need to have more than wholesaler
<b>Agent</b>	Can represent other brands too, depending on your contract	Represents your brand
	Direct communication with the brand	Acts like an intermediary
	Good customer service	Depends n agreemet, works at his own rhythm/pace
	In charge of supply chain and distribution	
	Depends on the contract work for a fixed fee	
	Has his own stock	
<b>Direct Sales</b>	No intermediaries	High stock
	Entire control of brand image	Supply chain and distribution
	Higher margins	
	Good customer service	

## Online and offline share of total fashion retail sales worldwide in 2022, by region

Fashion retail sales channel share worldwide 2022, by region



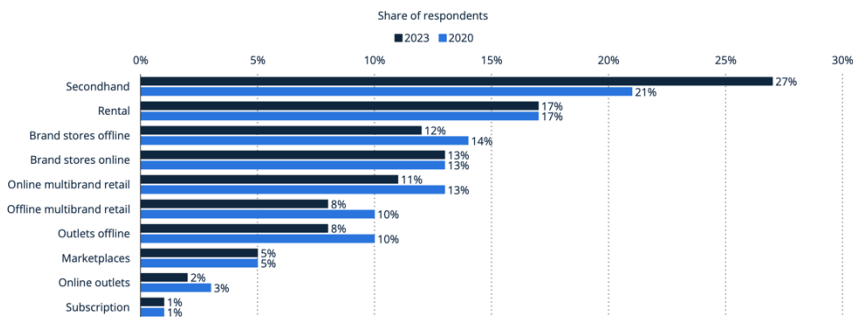
<sup>15</sup> Description: In 2021, the majority of fashion sales in Africa were conducted via offline sales channels, only around 6.5 percent of revenue was generated online. The share of online sales in this segment, so the Statista Digital Market Outlook, was highest in Asia. There almost 40 percent of sales were conducted online. [Read more](#)

Source(s): Statista; Statista Digital Market Outlook

statista

## Fashion purchases of consumers in selected countries in 2020, with a forecast for 2023, by channel

Fashion purchases of consumers in 2020 and 2023, by channel



<sup>31</sup> Description: According to a consumer survey conducted in six countries including United States, France, Spain, Italy, Germany, and the United Kingdom (UK), in 2020 the wardrobe of one in five consumers consisted of secondhand fashion purchases. The study also revealed that this share would increase from 21 percent in 2020 to 27 percent in 2023. [Read more](#)

Source(s): Statista; Statista Digital Market Outlook

statista

## Appendix 19 – LTV

Input - Subscription	t=0	t=1	t=2	t=3	t=4	t=5
One time Revenue	110	0	0	0	0	0
One time revenue margin	54,55%	0,00%	0,00%	0,00%	0,00%	0,00%
One time revenue profit	60	0	0	0	0	0
Recurring Revenue	48	48	48	48	48	48
Recurring Revenue profit margin	58%	58%	58%	58%	58%	58%
Recurring Revenue profit	28	28	28	28	28	28
Other revenues	0	0	0	0	0	0
Other revenues profit margin	0	0	0	0	0	0
Other revenues profit	0	0	0	0	0	0
Sum of Profits for time period	88	28	28	28	28	28
Default cost of capital factor	1	0,67	0,44	0,3	0,2	0,13
NPV of each item	88	18,76	12,32	8,4	5,6	3,64

**Sum of all NPVs** 136,72

Input - No.Subscription	t=0	t=1	t=2	t=3	t=4	t=5
One time Revenue	130	0	0	0	0	130
One time revenue margin	61,54%	0,00%	0,00%	0,00%	0,00%	0,00%
One time revenue profit	80	0	0	0	0	0
Recurring Revenue	30	30	30	30	30	30
Recurring Revenue profit margin	67%	67%	67%	67%	67%	67%
Recurring Revenue profit	20	20	20	20	20	20
Other revenues	0	0	0	0	0	0
Other revenues profit margin	0	0	0	0	0	0
Other revenues profit	0	0	0	0	0	0
Sum of Profits for time period	100	20	20	20	20	20
Default cost of capital factor	1	0,67	0,44	0,3	0,2	0,13
NPV of each item	100	13,4	8,8	6	4	2,6

**Sum of all NPVs** 134,8

## Appendix 20 - Map Sales Process

	Short Term	Medium Term	Long Term
<b>How long</b>	6 months	12 months	18 months
<b>What % of the sales</b>			
<b>Internet Sales</b>	90%	85%	70%
<b>Third Party Sales</b>	10%	15%	30%
<b>Key Milestones</b>	1. Brand Awareness 2. Concept Awareness 3. First 200 pairs sold	1. Get first 100 strap-subscribers 2. Capture customers from at least 3 countries (Portugal, Spain, France) 3. Be accepted in 3 concept stores in Lisbon.	1. Have recurring clients of the straps, even if they do not belong to the strap=subscribe community. 2. Be accepted in a Corte Ingles, Lisbon
<b>Key Assumptions</b>	1. Will be able to hire an instagram model, or tiktok model to help us gain brand awareness 2. Successful Kickstrater campaign 3. Website is fully functional	1. Shoe Concept will generate word of mouth 2. Market expansion will happen by investment on social media 3. Will hire a Growth Hacker	1. Have recurring clients of the straps, even if they do not belong to the strap=subscribe community. 2. Be accepted in a Corte Ingles, Lisbon
<b>Highest Risk Factors:</b>	1. Instagram, TikTok and Google Ads campaign are not enough or do not work as expected.	1. Concept stores ask for high margins that do not suit our business model 2. Logistic issues for deliveries	1. Corte Ingles demand high stock we can't afford / High margins

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