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November 15, 2015

Concept Description

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Have you ever wanted to go skiing, but all your friends are in class and you can't find a ride? Have you ever wished you had a parking permit so you could get to campus and park quickly? Root, a new app for CU Boulder students, gets you where you want to go, when you want to go. Our app links you to student drivers near you. Root not only provides safe, cost effective, and environmentally friendly transportation, it also connects you to other CU students.

Opportunity

The initial market segment we are trying to reach is CU Boulder college students (other market segments we are considering after the first year as Root grows are collegiate faculty and employees and students on other college campuses). This market segment is composed of both males and females between the ages of 18-25 and includes about 31,000 people. The growth rate of this market will increase slightly as CU Boulder admits a larger incoming class each year. The trend that significantly affects the size and growth rate of our market segment is the number of high school students who apply and are admitted to CU. Some trends that may affect high school students applying to CU include: CU headlines in the news (positive or negative), programs CU offers (majors/minors), and its safety. Also, the \$300 billion market of ridesharing is growing up to 35% a year. Scarce resources, consumer culture, and demographics are trends that affect the ridesharing market.

Product/Service

Root's app has many attractive features that include: promoting safety by having riders and drivers create an account and provide a class schedule for the current semester to prove they are CU Boulder students; an easy-to-use feedback system so riders can rate drivers and help improve ridesharing through Root; the Google maps GPS system that shows where drivers are in relation to the rider; and an easy pay with a credit card system. The major benefit for using Root is that it is student-to-student and helps promote a community of CU Boulder students outside of the classroom. Our revenue model consists of taking a 50% cut from the price of each ride (the other 50% goes to the driver). We will also earn revenue from ads on our website for local stores, restaurants, etc.

Marketing Strategy

Bringing a car to college is expensive, especially when you include parking permits, gas, and maintenance. More importantly for the CU Boulder community (the Sierra Club labeled CU the greenest school in the country in 2009), driving by yourself is not eco friendly. According to CU's Office of Planning, Budget and Analysis, 70% of student trips to and from campus are via alternative transportation—bus, bike, walking. Root makes it easy for Boulder's 31,282 students to rideshare and for the 11% of students that have cars on campus to not have to use them. Although not as healthy and environmentally friendly as walking, ridesharing is the next best option to reduce our

carbon footprint while also enabling students to skip the hassle and expense of having a car on campus. Our distribution channel is short—a direct transaction from vendor to customer.

Process

Our app links you to student drivers near you making ridesharing simple and fast. App and website development will be outsourced to a private company or single person on a consultant basis. The app will be free through iPhone and Android App Stores and advertising will be the primary way we create awareness for our product.

Upon downloading the app, the user will make a profile and then be asked if they want to be a passenger or driver. When selecting ‘Driver,’ they must submit pictures of their proof of insurance, driver’s license, current semester’s class schedule, and their BuffOne card. Once a driver or rider has the app and has set up an account with a credit card attached to it drivers can post schedules of when they will be driving, their route, and their destination. If a passenger wants to later become a driver as well, the ‘Driver’ tab will be available on their homepage and the submission process will be the same.

An incentive for drivers to also be passengers is our system of Root points. The way this system works is when a driver completes a ride, they will be asked whether they want to submit the ride towards payment or towards points. Points will be representative of the number of miles the driver just completed. These miles or ‘points’ can be used as a kind of credit towards miles against another ride in which they are a passenger.

Those looking for a ride can view these schedules and message the driver if they want a ride. The driver and rider can then meet at the agreed pick up spot and complete their ride. At the end of the ride, the passenger's credit card will be charged through the app and the driver’s account will be paid through the app as well. Or the driver can opt for Root Points towards rides of their own instead of payment. For the first six months, our service will be offered solely at the University of Colorado Boulder. In June and July of our second year, we will advertise at the other three University of Colorado campuses and start offering rides in August.

Competitive Advantage

Since ridesharing/carpooling has become a popular form of transportation, we do have several key competitors: Uber, Lyft, and CU NightRide to name a few. Uber and Lyft, though well known, do not offer the safety of riding with a fellow CU Boulder student, which is our competitive advantage. Our service is unique because it provides safe, cost effective, environmentally friendly transportation, connects you to other CU students, and unlike CU NightRide, provides rides outside of Boulder.

Assumptions/Risks

Our assumptions include: that there is a need for rides to and from campus from off-campus housing and for rides to local/surrounding cities; that we have a sufficient customer base of CU Boulder students and that we will have enough customers and riders to become profitable; that we have the management expertise needed to be a successful business; and that we have adequate capital to launch Root. Our most critical risk is

financial—can Root generate a positive cash flow after it launches. We plan to mitigate this financial risk by raising enough capital before we launch and using students for our marketing efforts to save money. Also, if we can find a volunteer to help create our app and website pro bono (realistically a student at CU who would be given equity), that would cut down our costs tremendously. There is a risk that students decide they don't need Root. To mitigate that risk, we plan to market to as many students as possible to make sure they understand the advantages of using Root. There is product risk, in that we won't develop an app that is easy to use or one that functions correctly. There is a competitive risk, in that we won't be able to compete with Uber, Lyft, or CU NightRide. As discussed earlier, we expect that the ability to rideshare with CU students will be an incentive that will bring students to Root rather than our competitors. There are also safety risks/legal risks. With the help of legal counsel, we believe we can keep both our customers and Root as a company safe. There is the risk of pricing the rides too low or too high, but we don't believe that will be an issue because we did a number of interviews about pricing with our target market and have taken that input into account.

Financial

The expected revenue for the first seventeen months is: \$86,625 from the sale of rides, and \$13,300 from ads on our website, equaling total revenues of \$99,925. Our gross margin is 44%, which means that Root retains 44% of total sales revenue after paying the direct costs associated with producing the service. The main resources required to operate our business are: employees; contract professionals in specific fields of expertise; and capital expenditures for operations (i.e. laptops, telephone for customer service, etc.) Our current team of six will maintain the app and website and do marketing for Root, but only two of us will be paid employees (one as CEO and the other as CFO). However, we will need to outsource a lawyer, and a web and app developer. Our ongoing expenses will be paid using the revenue generated from ads and our ridesharing service. One-time expenses will be paid using our \$277,200 startup capital.

Introduction / Company Overview

Our company Root is a ridesharing service with an app that links Boulder students to student drivers near them. Although there are other forms of ridesharing that have become quite popular in the past few years, Root will be the first ridesharing company that specifically caters to college students in Boulder. Because we are all students, we know the student market and believe that Root will prove to be an asset to the CU community by providing safe, cost effective, and environmentally friendly transportation.

We also have ambitious plans to expand our service after successfully providing it to Boulder students. In the second year, we plan to expand to three more University of Colorado campuses and then to employees and CU faculty. According to our Cash Flow model projections, we will start making a positive cash flow in the second year. Our long-term goal is to expand to colleges all over the United States.

Although sole proprietorships and partnerships cost less to set up and run than corporations, we have chosen to incorporate Root. One reason for that choice is that we will be able to protect our personal assets from legal claims against our business if we get

sued. That is an important consideration because although we will do everything we can to minimize risk, as a service that facilitates strangers driving strangers, Root is a business with inherent risks. We have also decided to incorporate Root because we will need capital to finance our expansion plans. As a corporation, we will be able to attract more investors (some investors won't invest in companies that are not incorporated), issue stock, and add Inc. to our name, which will give Root more credibility.

To keep costs under control, only two of us will be paid employees (one as CEO and one as CFO), but because all six of us have committed to providing \$10,000 each for the \$225,000 needed to launch Root, we will all own equal shares in Root, Inc. We have not chosen our board yet, but have agreed that for the best oversight, we should have some board members who have experience guiding startups.

Product/Service and Customers

Root is an app designed to connect student drivers with students in need of a ride. In order to be able to use it, proof of being enrolled as a student is required. This is done through the verification of each user's student schedule at CU. Following a few simple steps enables students be part of our community. After our free app is downloaded, one simply has to create a profile and log on. Once logged in, students can see which student drivers are closest to their location and their driving schedule through the use of our Google Maps GPS system. App users can click on the drivers to connect with them personally and accept the ride.

Our app provides services not only to campus, but to other activities students participate in. This includes rides to concerts, skiing and the airport. Students are already driving to and from these places, so why not make a little extra money while they're at it? After the ride is completed, payment is made through a credit card transaction. Drivers can receive payment or they can choose to collect Root Points toward rides of their own. In order to ensure that drivers are respectful and competent, consumers can rate their overall journey with that specific driver; such ratings will enable Root to ensure a safe and pleasant environment for riders.

We know that student drivers will be working with our app to earn a little extra cash on the side. Providing these rides will not be their full-time job, so they are hired as independent contractors. Root, Inc.'s services shall remain Root's property. When a student driver signs with us, they cannot use or reference Root's company name, logo, product and service names, trademarks or services marks.

Root was created with students in mind. The heart of our app is creating a platform where students can connect, organize and help one another. Our advantage over other ridesharing services is that we are creating a community of riders and drivers in a university setting. It's not just about the ride, it's about safe, friendly interactions with fellow classmates. We also give students an eco-friendly source of transportation for a cheaper price than other car-sharing services. Our revenue model consists of taking a 50% cut from each ride, with the other 50% going to the driver. We will also earn

revenue from local business advertising on our website. With this revenue, we plan to make profit while also keeping costs low.

Industry/Market Analysis

Root will be part of the ride sharing/car sharing industry. Because more and more people, especially students, are committed to reducing their carbon footprint, the demand for car sharing is at an all-time high and keeps increasing. Another draw is that it is easier and cheaper in most cases to rideshare than to call a taxi. Root will segment ridesharing customers into five groups based on distance traveled. These are: rides to and from campus; rides to and from DIA; rides to and from various ski resorts; rides to and from concert venues; and rides to and from CU-sponsored events.

We have plans to expand our service after successfully providing it to CU Boulder students. In the second year, we plan to expand to three more University of Colorado campuses: CU Denver, CU Colorado Springs, and the CU Anschutz Medical Campus. The student population at those campuses totals 65,250 undergraduate and graduate students. Because the University of Colorado is so big and has so many campuses, Root has high growth potential. We also plan to expand our services to faculty and staff at all four CU campuses and our long-term goal is to expand to colleges all over the United States.

The smartphone app makes it easy to track the nearest car, while also delivering a driver profile to ensure safety. These characteristics provide the customer with valuable information that will motivate their decision to use Root's service. Also, the fact that rides will always be available—because of the number of students going to the same location—will motivate students to use our service. It would be beneficial to gain more marketplace information regarding not only legal and insurance factors, but also liability issues.

Marketing Strategy

Root aims to provide safe and cost effective transportation for the University of Colorado community. This means that we primarily serve the student body, a young, financially conscious market. Students want a transportation service that is efficient and also trustworthy. Our service will differentiate itself from our competitors (Uber, Lyft, CU NightRide) in that we provide those that use Root with a sense that they are contributing to their community, not just a national corporation.

To bring awareness to the service, Root plans to market primarily through the use of word of mouth, and 'in-person' advertising. This includes tabling on campus during peak times of the year (student welcome week, football games, finals week). Flyers and prizes will be used so students will have a tangible reminder of what Root stands for and the service it provides. Root will be largely utilized through a user-friendly app, so user friendly that we believe students will pass the word about it quickly.

The interactive component of the application allows users to see who they are getting a ride with, and some of their basic interests. That means that when the ride arrives, a student can feel more comfortable since they know something about the driver. Consistent class times lead to the possibility of a consistent ‘partnership’ between that driver and passenger, creating an even stronger sense of inclusion and comfort than what competitors can offer. Early adopters of Root will have the power to create ride credits for themselves by helping us market Root. Furthermore, the drivers of Root can elect to waive the proceeds from shorter trips in the form of ‘ride credit.’ This means that instead receiving monetary compensation for the ride they provided, they can use this credit as a coupon for the same amount of miles they drove for another trip when they are a passenger.

Our pricing model is \$3.50 for the first mile and \$1 for every mile after. Seasonal promotions and incentives will be given throughout the year for longer trips. To keep costs low, for example longer trips to the airport or mountains will be prorated based on demand. We anticipate that we will generate \$86,625 the first year at CU Boulder plus \$13,300 from ads on our website, totaling \$99,925. When we add three more CU campuses, we expect this revenue to quadruple. Gross revenues per unit (per ride) sold is \$5.

Distribution & Sales Strategy

Root will reach its customers primarily through an application to be sold in the iTunes/Android app store. Because we own our app and reach our customers directly through it, Root is a direct sales distribution channel. A second way we will reach our customers is through our website. This website will feature detailed explanations of what we offer on our app such as how to become a driver. Like our app, our website will list monthly or weekly promotions. We will close the sale with our customers through the simple steps mentioned before.

We will market our app to customers who have not yet downloaded it through fliers posted on campus and social media sites such as Twitter, Facebook, and Instagram. To raise awareness about Root, Inc., we will also use promotional tables occasionally on campus, especially during the eighth through eleventh months after launch. Our marketing campaign starts in those months because we expect to have the app developed and functioning by month six. However, fliers will be posted on campus a month or two in advance of our launch with an ‘opening date’ and our website listed. At our promotional tables on campus, key chains, snacks, and stickers will be passed out for free to students passing by. The ideal location for these tables will be in the UMC and between the Visual Arts Center and Atlas building on CU Boulder’s campus.

Because our product will be sold solely through an app, the only staff needed are for running the promotional booths, posting fliers, and managing and screening driver applicants. The people completing these sales activities will be the two paid employees (CEO and CFO) and the four other volunteers (who aren’t paid). Costs associated with this sales strategy include wages for those running the booths, passing out fliers, and screening and managing the drivers, marketing costs, and app and website management

costs. Marketing costs will be variable because the promotional activities will not occur in the same way every month. Wages, and app and website management costs will be fixed because the activities of one or two employees will be the same month to month, as will the costs to maintain our website and application.

Additional information we may need in order to create an effective sales strategy would be how much students are actually comfortable with paying for a ride once the app is launched and if there are seasonal or weather fluctuations we should take into account. Interviews and research gave us the basis for our decision to make the average cost of a ride \$5, but field results of actual purchases will be the most telling when determining how to price rides in the future.

Operations Plan

In order to deliver our service to the marketplace, there are several processes we must go through. The operations that are most critical to our success include: technology, people, and information. Though we are an app and website, all of our transactions occur through the app itself and we require technology that can support that. Each customer and driver must download the app in order for the ride to be setup. Our greatest expense is app development, maintenance and the software needed because that is the most important aspect of our business. Technology is needed for the money transfer and credit card processing as well.

To create and maintain an app and website, we require the manpower to do so. Not only do we need front-line people who market and advertise our company on campus, we also need people behind the scenes for our tech support and financials. This is where another big expense comes in for Root. We were able to cut down on wages by having only two employees receiving wages while the rest are volunteers. We also require students to offer rides to other students through our app platforms to keep administrative costs low. In order to produce our product, we plan to outsource an app developer who can bring our app to life. Once developed, we will outsource app maintenance to keep our app running smoothly. These expenses are hefty; however, because technology is our biggest concern, it's money well spent. We also will outsource an accounting consultant to assist with our books for year-end activities.

Information is also important because there is knowledge shared through our app that is crucial for a successful ride-sharing experience. To become drivers, students must provide their information (insurance, background, driver's license, CU affiliation). The customer then looks at the information on the driver's profile to determine if a ride is possible. Then the driver receives the information that she/he is providing a ride. There is a lot of information being shared through our app. We also require information from Google Maps and GPS to pinpoint ride locations and routes.

The majority of our costs are variable costs. We are not renting office space or providing supplies, leaving insurance, loan repayments, and two employee's salaries to be the only fixed costs for our business. All our other costs vary with the season and how many rides we get. If it's summer and not many students are at school, we will not need to spend as

much on marketing. Also, when more students are using our app, we may experience more technology issues that require more app maintenance. Another thing we have to look at is that more rides could lead to more legal issues between drivers and riders.

The operations that are secondary to the success of our company are equipment and inventory. There is some equipment needed to run our business (laptops, phone for customer service, etc.) but it is not our main focus. Inventory is not crucial for us since we provide a service and not a product.

Financial Model

Annual unit sales: for the first year 17,325 rides (at CU Boulder only- based on budget estimates of monthly income at \$5 per ride)

Price per unit:\$5 per ride

Variable cost per unit (production and sales): \$6.72

Fixed costs (admin, production, and sales): \$31,350

One-time start-up costs (equipment, mktg, legal, etc.): \$57,200

Working capital required (receivables, inventory, etc.): 0

Estimated annual revenues: 99,925

Estimated annual variable costs: \$73,920

Estimated annual gross margin: 44%

Total up-front funds required: \$225,000

For our first year, 17,325 projected rides for CU Boulder is a great start to launch our business. With an average of \$5 a ride, we anticipate that we will generate \$86,625 plus \$13,300 from ads on our website, totaling \$99,925. When we add three more CU campuses, we expect this revenue to quadruple. Because we will keep costs under control by paying only two employees (CEO and CFO); using word-of-mouth and students to market the service; and raising enough capital for startup costs, we believe the numbers look attractive enough to proceed with Root.

As our Cash Flow Model states, we will need \$225,000 to start Root. All six of us have committed to providing \$10,000 each for the \$225,000 needed to launch Root and we will all own equal shares in Root, Inc. We will each get \$10,000 by asking friends, family members, use our own personal savings, and some us may have to work a second job. In addition, we will finance the startup cost by raising \$165,000 from investors and business loans.

We need to determine how much money we can raise from investors, how much we will have to borrow, and at what cost.

Recommendations

Root's plan to keep marketing costs low, have no office space, keep payroll costs low (paying only two employees with four volunteers helping them), and use Google Maps

API for free while we are in our first few years (under 25,000 map loads per day) has enabled us to create a feasible business plan if we can expand to the three other CU campuses within the second year. In month 17 we will have sought out a second round of funding from investors, totaling \$25,000. This funding will keep us at a positive cash flow until month 21 when we will begin providing this service to all four CU campuses.

Appendices

1. Cash Flow Model

Root Receipts & Disbursements Budget By Months First Year																
	BY MONTHS															
	June	July	August	September	October	November	December	January	February	March	April	May	Total			
	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17				
BEGINNING CASH BALANCE	225,000	202,692	181,709	162,376	143,103	122,870	103,897	86,484	66,631	49,898	34,325	15,812		Beginning cash flow amount due to investors, loans (\$41,400).		
CASH RECEIPTS																
Revenue from rides	1,375	2,750	5,500	5,500	5,500	7,500	10,000	7,500	11,000	12,500	7,500	10,000	86,625	Assumptions: it will take about 6 months to develop		
Ads on website	800	800	800	900	900	1,000	1,100	1,200	1,300	1,400	1,500	1,600	13,300	Revenue from rides determined through estimations based on CU Nightride rides		
Investment												25,000	25,000	25,000 for 3% of C.O		
Total Receipts	2,175	3,550	6,300	6,400	6,400	8,500	11,100	8,700	12,300	13,900	9,000	36,600	124,925	Average price per ride \$5 (assume will make more during colder months)		
TOTAL CASH AVAILABLE	227,175	206,242	188,009	168,776	149,503	131,370	114,997	95,184	78,931	63,798	43,325	52,412				
CASH DISBURSEMENTS																
Wages	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	Wage per month for 2 employees = 1,000 (\$12,000 per year)		
Taxes	870	1,420	2,520	2,560	2,560	3,400	4,440	3,480	4,920	5,560	3,600	14,640	49,970	40% of total receipts		
Insurance	250	250	250	250	250	250	250	250	250	250	250	250	3,000			
Legal (\$300 first month)	30	30	30	30	30	30	30	30	30	30	30	30	360			
App. Maintenance	833	833	833	833	833	833	833	833	833	833	833	833	9,996	50,000 to develop the app		
Website Maintenance	500	500	500	500	500	500	500	500	500	500	500	500	6,000			
Loan repayments								1,000	1,000	1,000	1,000	1,000	5,000	Loan repayment not beginning until 1 after year (mo. 13)		
Marketing	1,000	500	500	500	500	500	500	500	500	300	300	300	5,900			
Consulting Fees (Accounting)	0	0	0	0	960	960	960	960	0	0	0	0	3,840	Assuming \$15/hr, 2 days a week only when needed		
Total Disbursements	4,483	4,533	5,633	5,673	6,633	7,473	8,513	8,553	9,033	9,473	7,513	18,553	96,066	Don't need to pay for Google Maps unless over 25,000 map uses per day for 90 consecutive days		
FORECASTED CASH BALANCE	222,692	201,709	182,376	163,103	142,870	123,897	106,484	86,631	69,898	54,325	35,812	33,859				
DESIRED MINIMUM BALANCE	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000			
EXCESS(SHORTAGE)	202,692	181,709	162,376	143,103	122,870	103,897	86,484	66,631	49,898	34,325	15,812	13,859				
BORROWINGS													0			
REPAYMENTS (including interest)													0			
ENDING CASH BALANCE	202,692	181,709	162,376	143,103	122,870	103,897	86,484	66,631	49,898	34,325	15,812	13,859				

2. Lifetime Value, Customer Acquisition Cost, and Unit Economics

Lifetime Value (LTV)	3 rides/wk x \$5/ride = \$15/wk x 90wks	On average, a customer gets 3 rides Customers are loyal to Root for 3 years And we are making the assumption c	\$1,350
Customer Acquisition Cost (CAC)- For first year			
Marginal cost		0	No post sales activities
Costs of marketing		5,900	Word of mouth will be key for Root to catch on, fliers, on campus demo, ad in CU Today & E
Staff time dedicated to marketing and selling to customer		12,000	Wages for two employees per year
Costs of sales activities		27,996	App+website maintenance+wages for one employee for one year
Costs of any promised post-sale services		0	
Number of customers acquired during the period measured		11,000	1804.6875
TOTAL		4.172363636	(Sum of costs)/number of customers
Reason for our total, our company has the potential for a high customer return rate and after the first year marketing costs will be reduced greatly. Much of our business will not be from new customers but from repeat ones meaning that this cost of new customer acquisition will not be repeated as frequently throughout the second and third years (and so on) as it will be in the first.			
Unit Economics			
Credit card transaction fee	added to customer fee post transaction		
Payment to driver (50% of transaction)		2.5	
Average: website app maintenance / number of rides		1.083	1,443.75 Rides per month 1,333 Web/app maintenance
TOTAL per ride=		3.583	

3. Summary of our Target Customer Interviews

Research Results-Root

Objectives of Interview (What are you trying to learn from this customer?):

1. Are there restrictions getting to campus from off campus housing and vice versa
2. If our app was available, would they use it and how often

3. Does ride-sharing pose a threat to safety
4. How our potential customers hear about ridesharing apps like Uber

Questions:

1. What area do you live in? / How long does it take you to get to campus?
2. How do you usually get to campus?
3. Does the way you get to campus change at any time of the year?
4. Due to weather, time, work?
5. Do you ever feel unsafe getting to or from school?
6. Do you travel to school with friends or classmates?
7. What are your thoughts on an Uberlike + Rideshare app for CU students?
8. How much do you think is reasonable to pay per ride to campus?
9. Have you ever gotten a parking ticket on campus?
10. How many?
11. About how much did you pay in CU parking tickets?
12. What is your favorite app?
13. Why? (What feature/ graphic / ease of use?)
14. How do you usually pay for things? (venmo, cash, credit card?)
15. Have you ever used any ridesharing apps like Uber, Lyft, NightRide, or Taxi?
16. Why did you need a ride?
17. Why that service?
18. How often?
19. How much did it cost you?
20. How did you find out about that service?
21. Besides getting to class, when would a service like ours be useful to you?
22. How much of an environmental impact would using an app like ours have? Is reducing your carbon footprint important to you?
23. What else would you like to know about this service / app?
24. Do you have any concerns?

Analysis: We each interviewed two target customers, so in total twelve. In terms of the app our customers confirmed that we should: make it free to download, have a simple interface, use a credit card to pay, and have navigation so customers can track the car that is coming to pick them up. We also confirmed that students mostly search for rides when there is bad weather, it's night time, early in the morning, or need a ride to the airport or to go skiing. We found that some students had reservations about paying for any ride around campus, but there was a range that students would pay \$0.50 -\$10. So we need to figure out the rates we will charge depending on distance. Students were also very interested in having a consistent ride, for example a ride every Wednesday at 10am, which we are sure will become consistent when students connect with certain drivers. Safety was definitely a concern, and we concluded that signing in with a CU IdentiKey would help make our app safer. Also a background check on drivers was preferred, so we

plan to figure that into our business model. A few things that we will be changing are that we have expanded our app to offer rides not just to and from campus (to and from off campus housing), but also to places around CU including the mountains and concerts venues like Red Rocks or The Fillmore. A student driving to an off campus event can post in our app where and when they are going and students can see where people are heading and catch a ride. Also we will have a website because it's easy to go from a website to app and students may be looking for rides on their computers.

Target Industry Experts

Objectives of Interview (What are you trying to learn from this expert?):

1. Gather market and industry information
2. Gain information about app development, user experience, how to bring app to market
3. ITP: customer data

Questions: Our questions varied a little, but here are some questions we all asked.

1. What is the starting salary for an employee in our industry?
2. What are the industry trends?
3. What is your target market?
4. How would you market towards our target market?
5. What are your current job duties?
6. "Do you have an app?" And what was the creation process like? Website?
7. Have you used ridesharing apps like Uber or Lyft? What do you like and dislike about their apps?
8. How much do you think we need to raise to launch our app?
9. What is the most common issue that consistently arises each year in your industry?
10. Do you think this is a viable business?
11. What issues come to mind relating to our business idea? Legal? Safety?
12. Is there anything I should ask you that I haven't yet?

Analysis: We interviewed two target industry experts each, twelve total, though varying in specific areas of expertise. It would take about \$500,000 to launch our business and around \$50,000 to develop the app. The ridesharing/carsharing economy is for the most part growing. Legal protection is a primary concern. Flyers and booths on campus and promoting the first ride is free is important for marketing regarding our app. We confirmed that word of mouth and just reaching out to our fellow students on campus would be the best way to market our app. We learned that to use CU's name, we would need to get approval and more fines would be involved. Although not crucial to be affiliated, it would give us instant credibility. But that brings about more liability issues for rides outside of Boulder (NightRide gives rides within Boulder only). We expanded Root to include rides outside of Boulder and are still figuring out the pricing structure for each ride depending on the distance. There are also more legal and insurance factors we need to consider. For example when you get into an Uber car, you are on their insurance for the duration of the ride.

4. Customer Profiles

Emma Jones, Student

Age: 20

Major: English

Job: Part-time job at Snarf's

Geographic: Lives on Pearl Street

Values & Goals: Graduate, be involved at CU, be social/connected, get a fulfilling job after college

Shopping & Industry News Preferences: Mobile platforms, Pandora, Spotify, Twitter, Instagram, Facebook, posters/fliers on campus (especially in bathroom stalls and fliers put on windshield when parked on campus), Boulder Daily, CU-Boulder Today

Goals and challenges: Dull interface, safety, costs, liability, not spend a lot of money, easy to navigate app

Experience she wants when using Root: Easy to use, reliable, safe, updates, be friendly and social

One-day in the life of Emma: Loses RTD and Buff Card all the time so she can't get on the bus. Classes are spread out and she likes to go home in between. Member of a club that meets late on campus.



Matt Robinson, Student

Gender: Male

Age: 21

Major: Environmental Engineer

Geographic: Lives in North Boulder

Values and goals: Environmentally friendly, does not own a car. To be successful and work for Tesla.

Shopping and Industry News Preferences: Shops on Amazon, Reads National Geographic, Always on Reddit, Facebook, Twitter

Goals & Challenges: Not spending a lot of money, time management, easy to use interface

Experience he wants when using Root: Simple, fast, attractive, reliable, comfortable/enjoyable ride

One-day in the life of Matt: Has class early and can't get a ride. Stays on campus all day. Sick of NightRide and his bike seat was stolen. Also has meetings for Engineering Without Borders on campus and group meetings at night and sometimes on the weekends.

