

Revised Business Model Canvas

Toshimitsu Ota

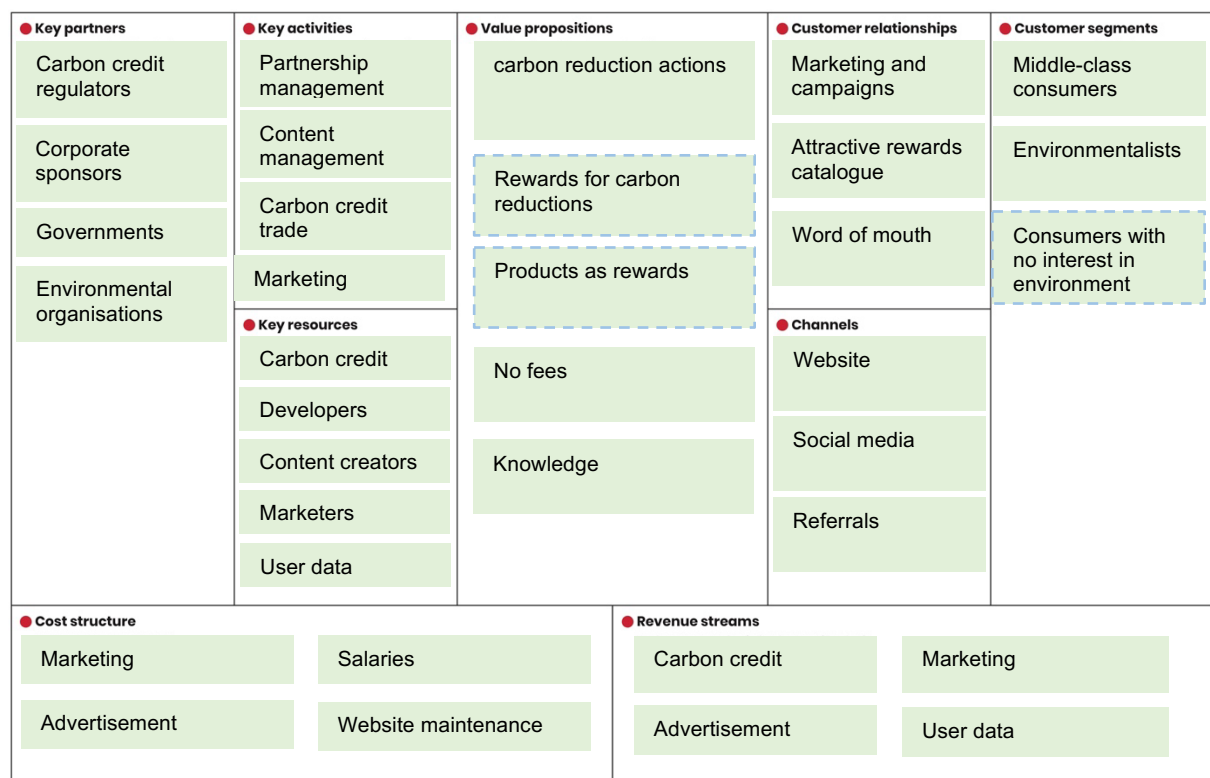
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Introduction

Governments and corporations around the globe have been setting carbon reduction targets to act on climate change. To achieve these targets, the demand for carbon offsets has been increasing and the carbon market is predicted to grow to \$480 billion by 2050 (Muslin, 2021). In spite of this, individuals are left out of the emerging market. To fill the gap, the initial idea of the Carbon Marketplace (CMP) was presented to bridge between individuals and corporations to trade carbon credits. This document will attempt to validate the value propositions and refine BMC by utilising comprehensive research and analyses.

Original BMC



Consumers receive knowledge and actions to reduce carbon footprint which will be rewarded by products provided by corporate partners. CMP is multi-sided model as the primary customers are individual consumers and the secondary customers are corporations. The service is mainly delivered through a website and promoted through social media and marketing campaigns. The revenue streams come from offering carbon credits and marketing services to corporations, and advertisements. Costs come mainly from high quality web content management and marketing.

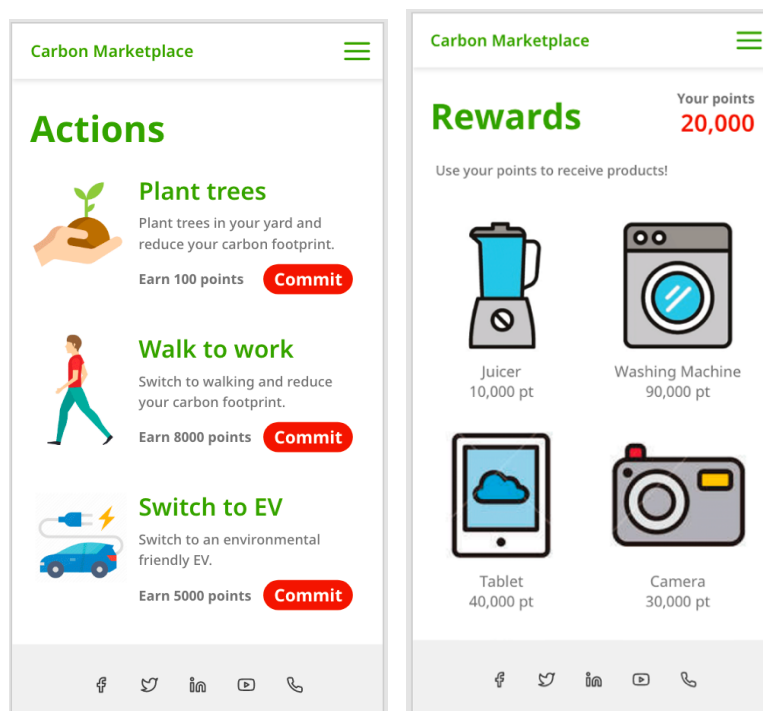
Values for customers are clear actions to follow to reduce carbon footprint, free products as rewards for carbon reductions.

Further Market Research

Prototype

Prototype websites were created to test and validate features of CMP. They are also used for a landing-page.

<https://xd.adobe.com/view/78335460-22ec-4811-a48b-fc4d11e9f094-2d60/?fullscreen>



Landing-page

<https://toshimitsuota.wixsite.com/carbonmarketplace>

A landing-page was created (see Appendix-A) to conduct a currency test. There were 13 registrations out of 39 sessions. There was high interest in social network and knowledge database as additional features.

Survey

An online survey was conducted (see Appendix-B). There were 40 participants from different age groups and demographic backgrounds. It shows well balanced demographics and a high-quality analysis can be expected. For analysis of the survey, four main groups were identified (see Table-1).

	Primary target 20 people	Secondary target 13 people	Negative 7 people	Low interest 2 people
Interest in CMP	Very high	Medium	Low	Low
Interest in environment	Very high	Medium-High	Medium	Low
Keenness to act more	90%	84%	71%	50%
Obstacles	Time. Cost. Not enough information.	Time. Cost. Confusing.	Time. Not high-priority.	Not high-priority.
Confidence in knowledge (out of 5)	3.4	2.9	2	3
Source of influence	Social Medias 50% Friends 45%	Friends 76% Social Media 30%	Friends 71% TV/YouTube 28%	Friends 100% YouTube /Websites 50%
Note	70% make efforts to reduce your carbon footprint daily or weekly. Passionate about climate issues.	Not satisfied with their effort on climate issues. Waiting for organisations to do something.	Low interest in getting information about environment. Still want to recommend CMP to friends.	Low interest in CMP but after selecting an action to reduce emission, they answered they would be very satisfied by receiving free products as reward.

Table-1 Survey analysis

There was no clear correlation found between the groups above and the demographics. The primary target group showed higher interests in environment issues and higher confidence in their knowledge of how to reduce emissions. The group is passionate about environmental issues, and they indicated that they want to do more to act on climate change. Many participants showed some hopelessness when it comes to acting on climate change at an individual level and some voiced

confusion about what they can do to act on the issue. Source of influence showed some differences by groups though friends and social medias were main sources.

Cost/revenue research

Cost/revenue research was conducted to validate CMP's cost structure and revenue streams. For analysis of the research, models were generated to simulate costs and revenues for different stages in the business.

Individual Users	50000	500000	1M	5M	10M
Corporate Members	50	200	500	1000	3000
Marketing	184	1180	2580	9600	21400
Development team	249	320	498	640	782
Content team	177	395	504	613	722
Marketing team	182	467	524	638	923
Sales team	134	305	362	496	610
Support	130	385	589	1099	2198
Admin	205	365	525	838	1151
Rent	64	148	225	370	616
Total	\$1.3M	\$3.5M	\$5.8M	\$14.2M	\$28.4M

Table-2 Annual Costs Prospect (Costs unit = \$K)

The main CMP's costs are salaries of staff, marketing, and rent. Models were made based on salaries of each essential team with appropriate number of staff for each stage of the business (see Appendix-C Annual Costs). Salaries for each job role were calculated with national average data from Payscale (2021). A standard rate 10% of revenues (Kirksey, 2020) was used to predict the marketing costs. Rent was calculated according to space required for the number of staff with Gold Coast average rent of \$400/sqm (Calautti, 2019). The summary of the models indicates annual expenditures of CMP will be \$1.3 million with 50,000 users and 50 corporate members (see Table-2). It will grow to \$28.4 million with 10 million users and 3,000 corporate members.

Individual users	50,000	500,000	1M	5M	10M
Corporate members	50	200	500	1,000	3,000
Carbon credit fee	240,000	2,400,000	4,800,000	24,000,000	48,000,000
Corporate membership fee (Average \$12,000)	600,000	2,400,000	6,000,000	12,000,000	36,000,000
Advertisement *1	500,000	5,000,000	10,000,000	50,000,000	100,000,000
Marketing service (\$10,000 per corporate member)	500,000	2,000,000	5,000,000	10,000,000	30,000,000
Total	\$1.8M	\$11.8M	\$25.8M	\$96M	\$214M

*1 \$10/user (Digital information world, 2019).

The primary revenue streams are fees on carbon credit trading and marketing services both paid by corporate members as well as advertisement. In addition to these original streams, corporate membership fee was added to update the model to reflect the findings in the later section of this document. Corporate members can buy carbon credits generated by users with 30% of carbon price and the rest can be allocated from their contribution of providing products to rewards catalogue.

Revenue from carbon credit fees were calculated based on an assumption that each user would reduce 5% of carbon footprint by participating in CMP. Average person's carbon footprint in Australia is 16 tonne (Ritchie & Roser, 2020) therefore 30% fee on carbon credit 0.8 tonne per user is calculated with the current carbon price of \$20/tonne (Reputex, 2021). The model suggests CMP's revenue will be \$1.8 million when it has 50,000 users and 50 corporate members. That will grow to \$214 million with 10 million users (see Table-3).

Issue/Risk Identification

PESTEL

PESTEL analysis was used to identify risks and threats. Each risk is coded to link in the risk matrix in the next section.

Political

- **Changes in EU Carbon policy** will affect how and where organisations can buy carbon credits. (R1)
- **Local governments' carbon targets and policy** change will directly affect demand of carbon credits and offsets. (R2)

Economic

- **Economic growth** may affect companies' budgets for environmental projects. (R3)
- **Carbon price change** will directly affect revenue of CMP. If carbon price slumps, CMP's revenue fall and the business will struggle to adjust the scale and expenditures. (R4)

Social

- **Environmental interest** in public is directly linked with likelihood of participating in CMP. Decreased interest in environmental issues will decrease new user conversions and users' engagements. (R5)

Technological

- **Carbon capturing technology** – if carbon capture becomes more efficient and cheaper. This may impact the values and revenues of CMP. (R6)
- **Clean energy and technology** – if efficiency of clean energy improve drastically, the needs of carbon offset will decrease and CMP will lose advancements and values for customers. (R7)

Environmental

- **Severity/pace of climate change** – if the severity of the climate issues develops rapidly, it may cause a global chaos including survival of humanity. (R8)

Legal

- **Regulations of corporate emissions** - If more laws to mandate corporations to reduce emissions, the demand of carbon offsets will become high. (R9)

Risk Matrix

Risk matrix was used to rank and prioritise the identified risks.

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain		R3			
Likely			R9	R2	
Moderate			R8	R5	R4
Unlikely				R7	
Rare			R7	R6	R1

Justifications

R1 – Changes to EU Policy that negatively affect the carbon market is highly unlikely due to the trend in global movements and the current critical situation of global warming (IPCC, 2021).

R2 – Weaker local government policies reduce the size/value of CMP. This is a less likely scenario as there is a global increase in carbon efforts (Akpan, 2019).

R3 – This is moderate risk as developed countries have sustainable carbon markets. Developing countries are being educated on affordable carbon reduction (Davey, 2018)(Rahman & Mostofa, 2019).

R4 – The dramatic fall of carbon price will impact CMP's revenue hugely. Though it is unlikely due to the current price rise and the predictions of further jumps (Holder, 2021).

R5 – Environmental interest is on the rise. Anti-climate change groups exists but the public is aware of climate change. The survey shoes 85% not only agreed but said more needs to be done about climate change (refer Appendix B Survey).

R6 – Carbon capture technology exists but it is expensive and inefficient and its likelihood of rapid improvement is low (Rissman & Orvis, 2017).

R7 – General adoption of clean energy and carbon safe technologies is on the rise but will not reverse the damage any time soon (Harvey, 2021).

R8 – Global warming is on the rise and can be a big threat for human survival. People might try to do more and join CMP or lose hope and give up by 2050 (Hollingsworth, 2019).

R9 – Regulations of corporate emissions will directly affects the participation of corporations in CMP and increase the demand and revenue. New direct competitor may appear, but the impact will be moderate due to the high demand.

Anticipated effects

To address risks and take advantages of opportunities found from research, the following alterations can be considered.

Referral and social media

The survey revealed that the target customers have big influences from friends and they also expressed that they would recommend CMP to their friends at the high rate (refer Table-1). One study (Zhu et al., 2016) found that users were influenced to purchase products by friends' activities on social media. Another study (Chung et al., 2021) found that friends on social media can change eating behaviours. These studies match with the survey findings and validate that referral and social media marketing will be effective for CMP.

Social network platform

Utilising referral and popular social medias are effective ways for CMP marketing, in addition to these, there are several benefits for CMP to have an original social network platform. The possible benefits of adding social network are as below.

1. It will provide a place for users to communicate and encourage each other to engage more to act on climate change. This will provide togetherness to users and address that people are feeling hopelessness at an individual level which was identified from the survey.
2. It will create an opportunity for users to invite their friends to the social network. This will be an effective way to capture new customers.
3. User generated content from the social network platform will increase the volume of content and users' time on CMP which will increase the advertisement revenue.
4. General interest of environment issues hugely influences the user participation in CMP as discussed previously. The social network platform will

become an independent channel to promote environmental awareness and inspire users to maintain their motivations. This will mitigate negative influence from external sources.

5. User data from the social network will add great value to CMP's user data and strength the market services for corporate members. This can increase the advancement of the business offerings to its corporate members thus it justifies the premium corporate membership fees.

Revenue streams

The risks relating to governments' policies can influence on the CMP's revenue stream from carbon credit transaction fees. In addition to the risk, CMP should be prepared for the risk of carbon credit price plunge even though the price is predicted to dramatically increase. A great reliance on the revenue stream should be avoided to manage risks and diversify the revenue sources. This can be done by increasing the value for corporate members to justify charging higher membership fees. As mentioned above the social network platform will bring great extensions to CMP's marketing offerings and exclusive opportunities for corporate members to promote. The revenue prospect (refer Table-3) was adjusted to reflect this alternation and it shows successful improvements to revenues as well as the diversity.

Diffusion of innovation

To model the market penetration of CMP, the diffusion of innovation was used. The groups identified in the survey (refer Table-1) were mapped to each segment and scenarios were generated.

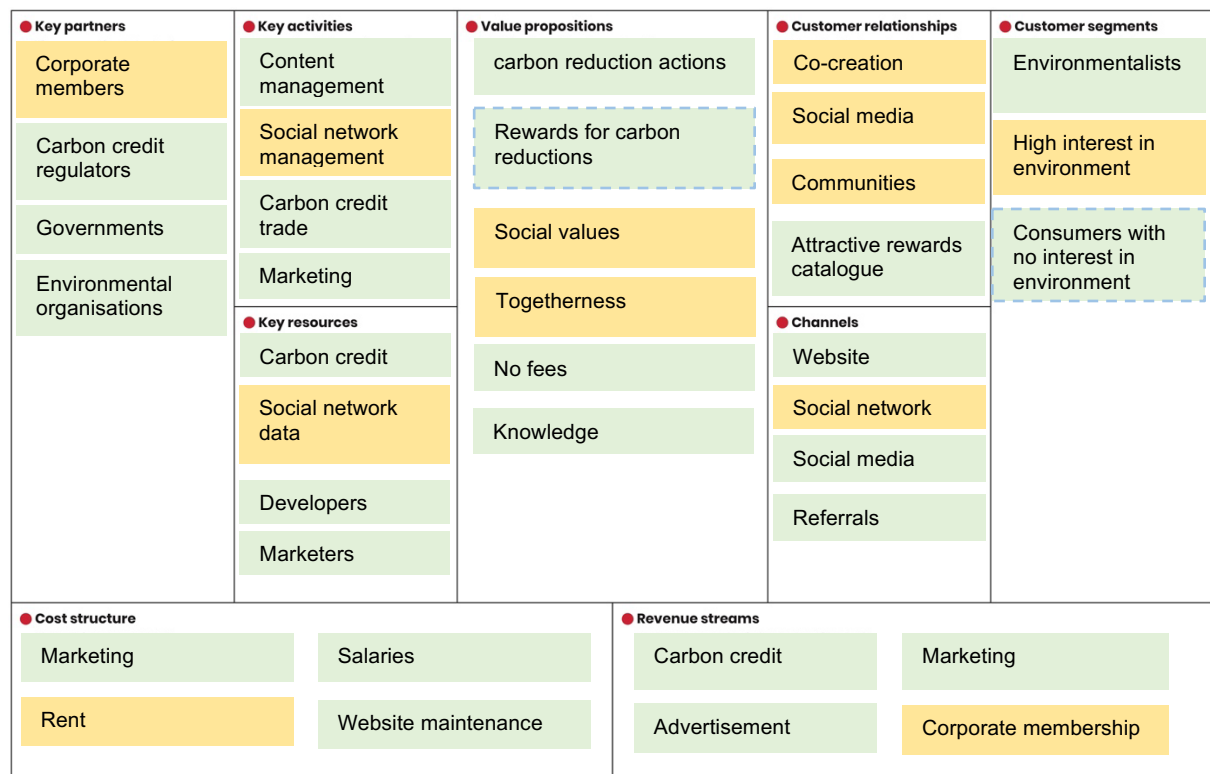
Innovators/Early adopters = Primary target
They will very likely to join and use CMP. Very likely to recommend to others. Their passion will be an important factor for the growth of the social network platform in CMP.
Early majority = Secondary target
With the attitude of waiting for others to act, they will likely to follow the early adopters with some encouragements and will likely to be inspired through CMP and its social network platform.
Late majority = Negative

With low confidence in their knowledge of climate action and high influence from friends, they will likely to listen to friends on CMP's social network and educate themselves by using CMP.

Laggers = Low interest in the environment

They have low interests in the environment and CMP. Though with influence from friends, they will likely to react to attractive reward products.

Revised BMC



The BMC was revised as above to reflect the findings from research and risk analysis.

Customer segments

The first main segment is passionate environmentalists who want to actively act on climate change. The second segment is consumers with high interest in environment who are not as active as the first segment. This has been replaced from middle-class consumers since the survey revealed that there was no correlation between income and the likelihood of joining CMP. The third segment is consumers who are not interested in environment issues but attracted to reward products.

Customer relationships

The addition of the social network brings new relationships with customers. Contents will be made by users' posts which brings co-creation relationship. In addition, community in the platform will be an important for communication with customers. Social medias will be important for marketing and maintain healthy customer relationships.

Channels

Website will be the main channel to interact with customers and where they will use CMP's services. The social network is product itself as well as a channel to promote new customers. Social medias and friend referrals are also important channel for promotion.

Value propositions

Actions to reduce carbon on CMP will ease customers' pains of confusions and time issues around acts on climate change. Reward products for carbon reduction provide a clear benefit and incentive for customers' good acts. The additional social network platform will add social values and togetherness to ease customers' hopelessness and confusions.

Revenue streams

In addition to fees on trading carbon credits, membership fee is introduced to strength and diversify the revenue. Marketing offerings will be enhanced by the addition of the social network platform. These revenues come from corporate members.

Key activities

Content management is important activity to maintain the high-quality content and rewards offerings. Social network management is added to achieve and maintain a harmonised online community.

Key resources

Carbon credits generated by customers are valuable assets. Content and data generated in social network will be vital for quality marketing services to corporate members. Staff especially in development and marketing teams are essential to provide quality services to both individuals and corporate members.

Key partners

Corporate members are essential to the CMP ecosystem as they bring revenues and provide products to the reward catalogue. They are the secondary customer in the multi-sided model. Carbon credit regulators and governments are partners to trade carbon credits in compliance. Environmental organisations will be partners to run effective campaigns together.

Cost structure

Salaries for staff to offer quality website and services will be the main cost of the business along with website maintenance. 10% of revenues will be allocated to marketing and advertisement to promote the business. Office rent became apparent in the cost/revenue analysis and added as a main cost.

Conclusion

Extensive research and analyses have highlighted risks and opportunities for CMP. New realisations have improved the BMC such as addition of social network and premium membership fees. These changes bring not only higher and diverse revenues but also new and strong values to both end of customers. With these improvements and the research, CMP has high potential to become a profitable and sustainable business that can bridge between individuals and corporations to collaborate and work together to fight against the critical climate change issues.

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Appendix A - Landing Page

<https://toshimitsuota.wixsite.com/carbonmarketplace>

Carbon Marketplace

Act on Climate Change and Get Rewards!

You can earn points by taking action to reduce your carbon footprint!
Exchange your points for your selection of products from our catalogue.
No more excuses for not helping the world!

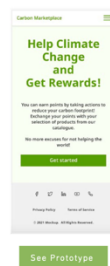
Please Answer the quick survey questions at the bottom of this page.

1. Pitch Video



2. Prototype

A prototype website which contains four pages will pop up in a new tab/window. Please come back to this page to finish the survey below.



Please fill out the survey below. This is only for a university assignment and your contact details will be removed within a month.

3. Survey

Email *

Would you register your interest for this service to receive an invite on a service launch? *

- ☐ Yes
☐ No

Would you recommend this service to your friends?

- ☐ Yes
☐ No

What kind of features would you want to see in the service?

- ☐ Social network
☐ Forum
☐ Knowledge database of all things emissions

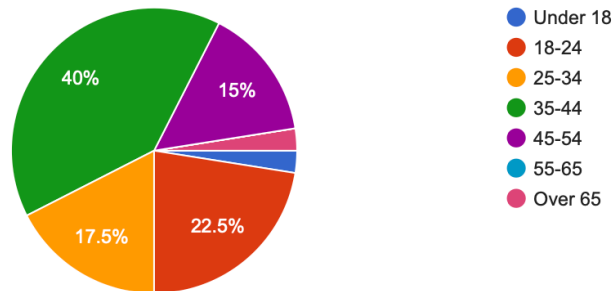
Submit

Appendix B - Survey

Survey link: <https://forms.gle/hFbpuWVej7gYdmDy8>

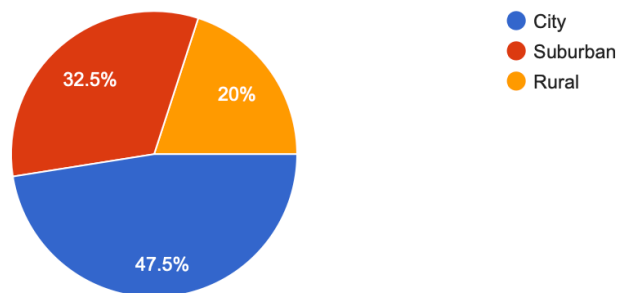
Age

40 responses



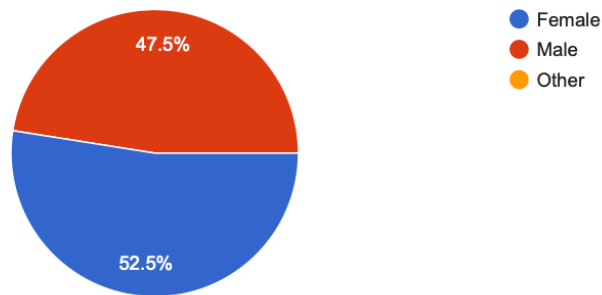
Location

40 responses



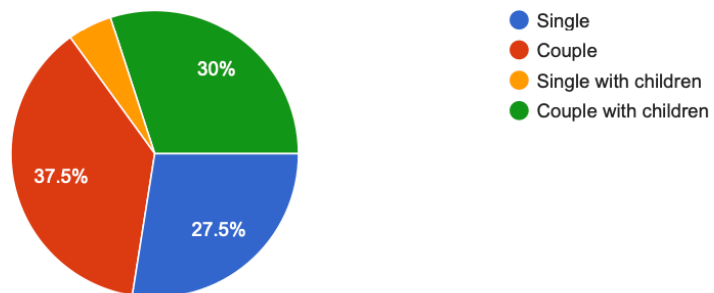
Gender

40 responses



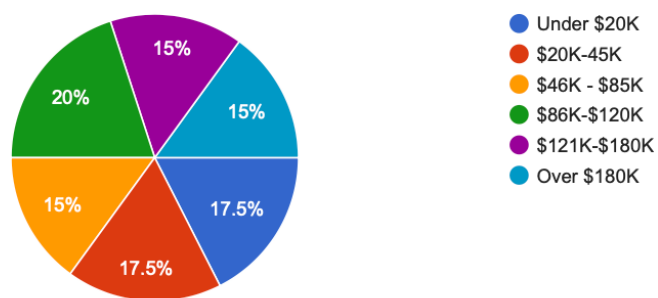
Family type

40 responses



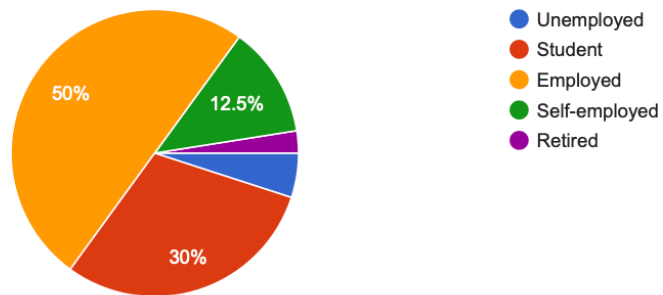
Household annual income

40 responses



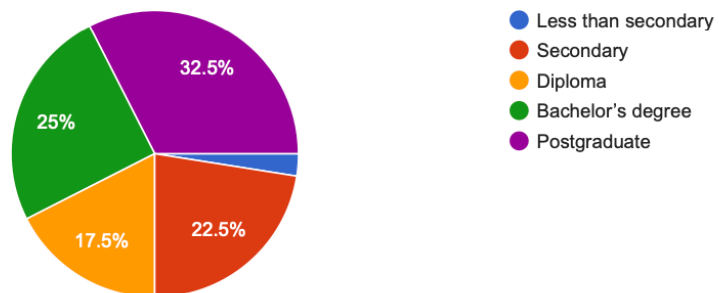
Occupation

40 responses



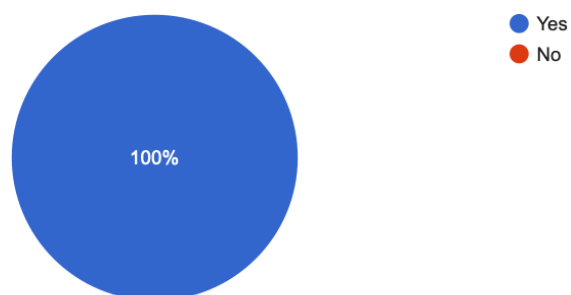
What is your highest level of education?

40 responses



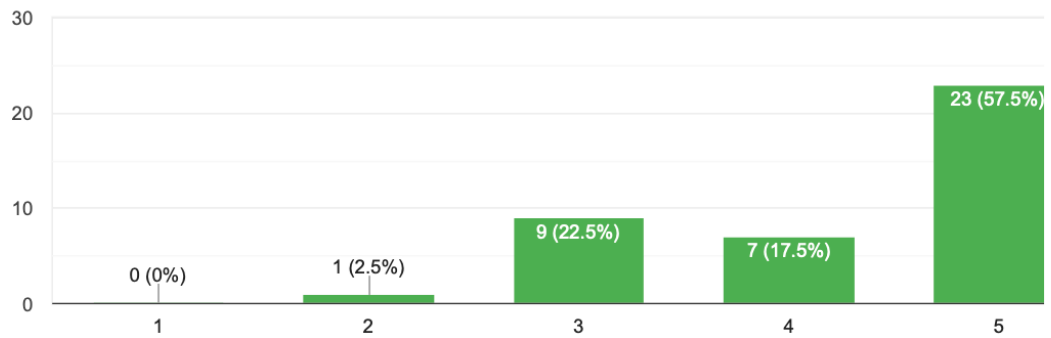
Do you believe in climate change?

40 responses



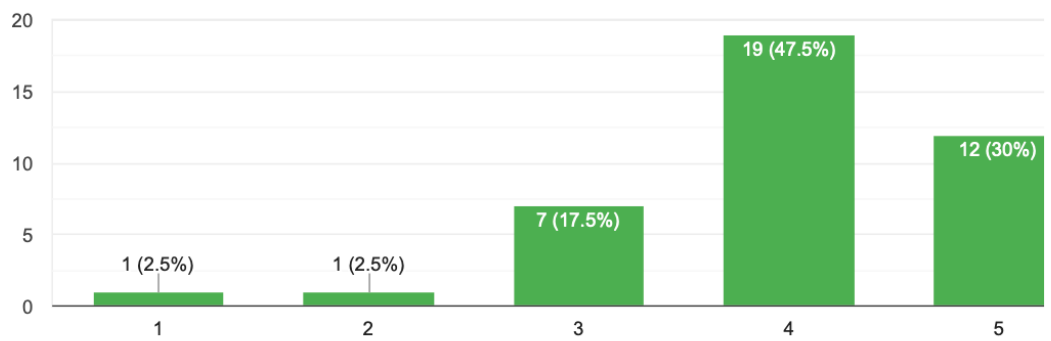
How serious do you think the current climate change issue is?

40 responses



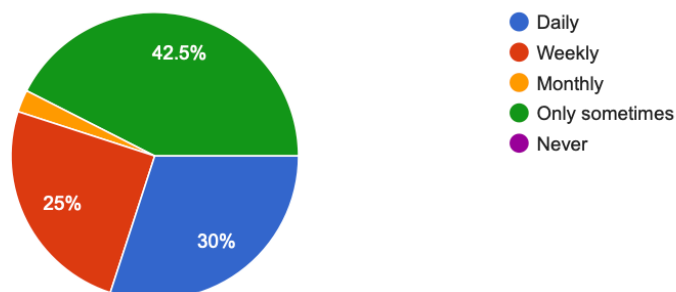
How much are you interested in environmental issues?

40 responses



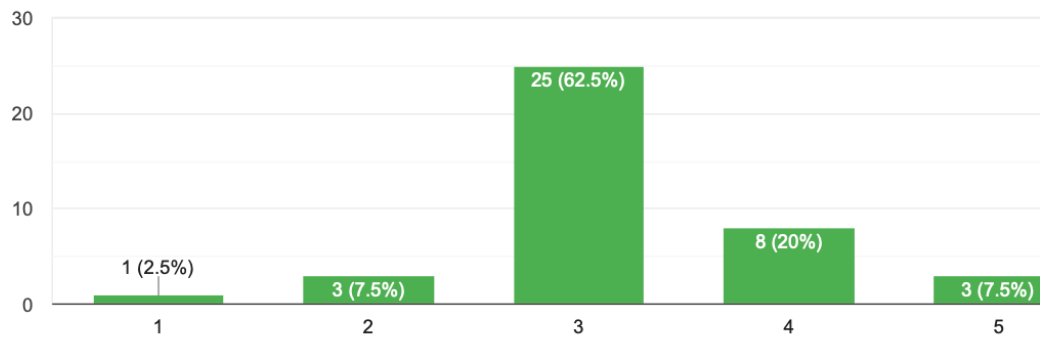
How often do you make efforts to reduce your carbon footprint?

40 responses



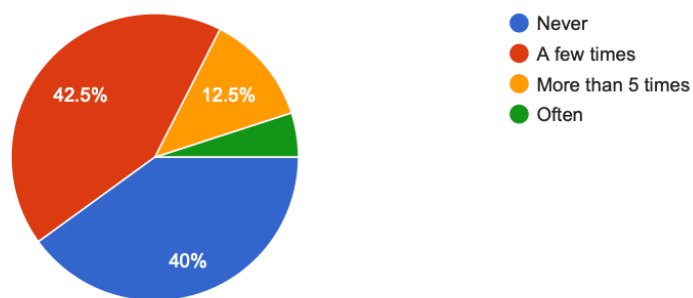
How confident that you know how to reduce your carbon footprint?

40 responses



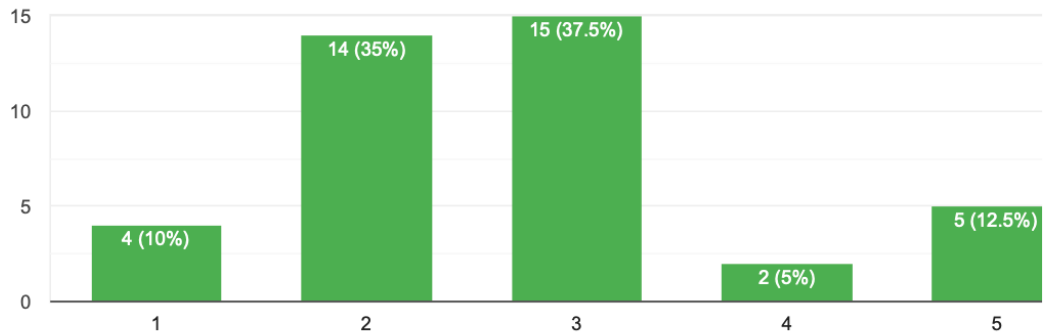
Have you paid to reduce your carbon footprint? (Carbon offset products, services, or add-ons)

40 responses



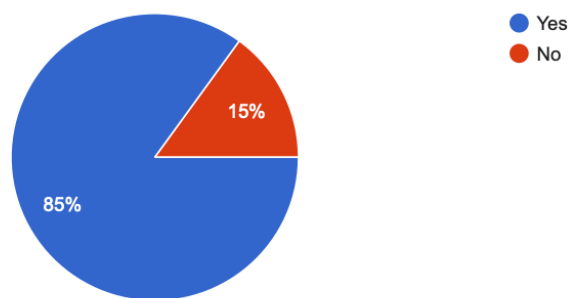
How much are you currently satisfied with your efforts on reducing your carbon footprint?

40 responses



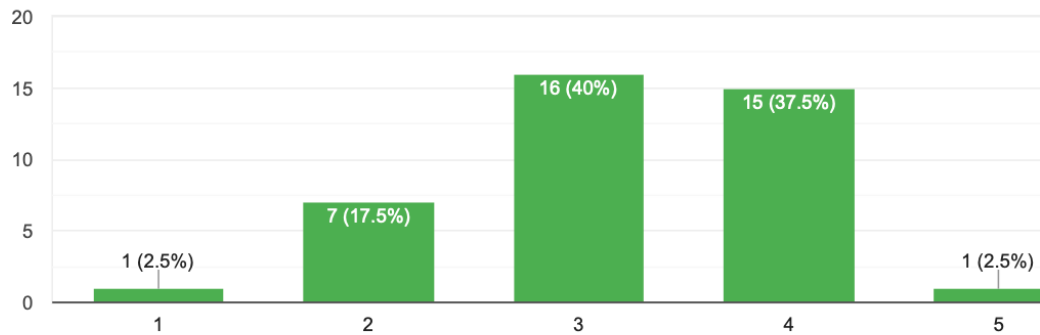
Do you think you should do more to fight against climate change?

40 responses



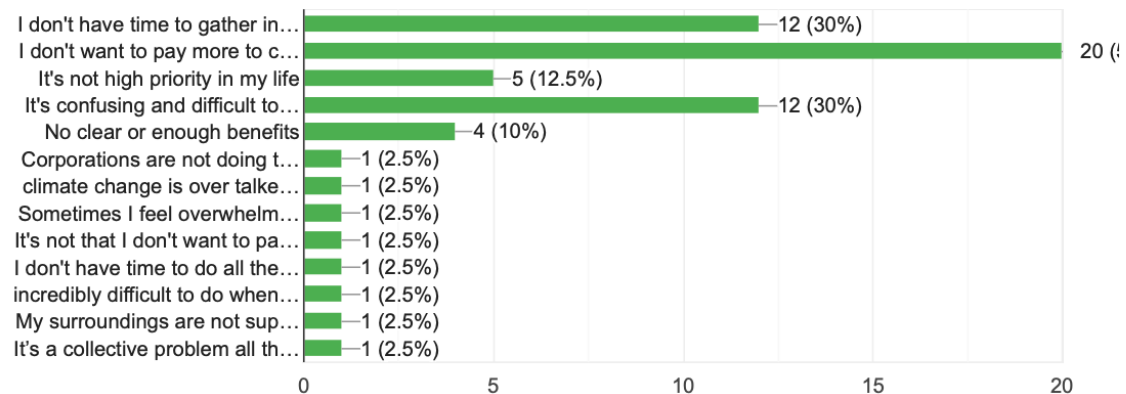
When shopping how often do you choose products with less impact on climate change?

40 responses



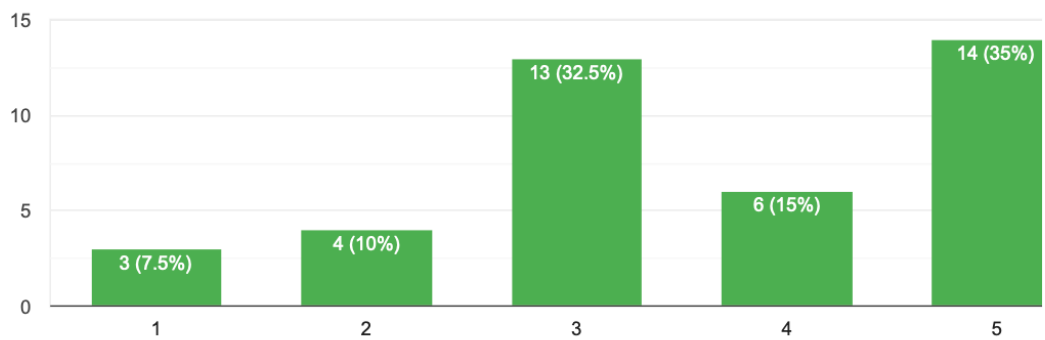
What are challenges when it comes to acting on climate change? (Select multiple)

40 responses



Would you do more to reduce your carbon footprint if you receive rewards for it?

40 responses



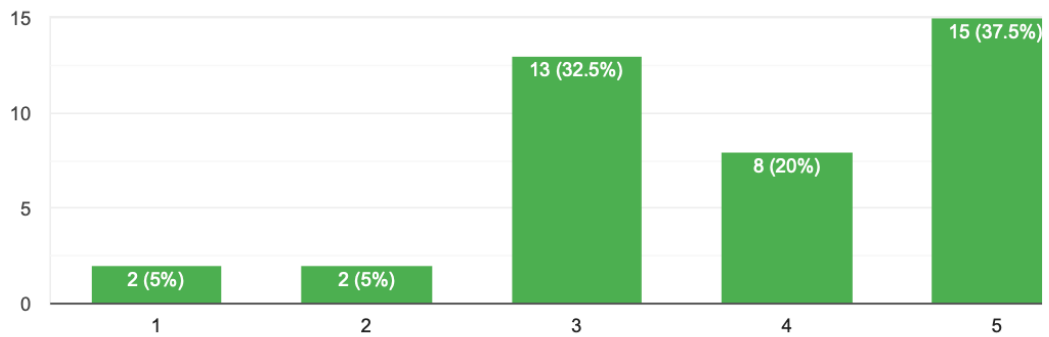
If you can receive a reward, which of the following carbon reduction action would you take?

40 responses



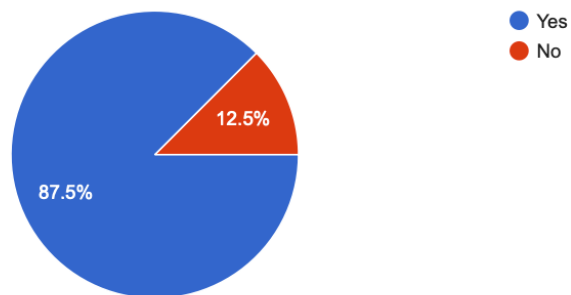
If you can receive free products as a reward for the action you've selected above, would you be satisfied?

40 responses



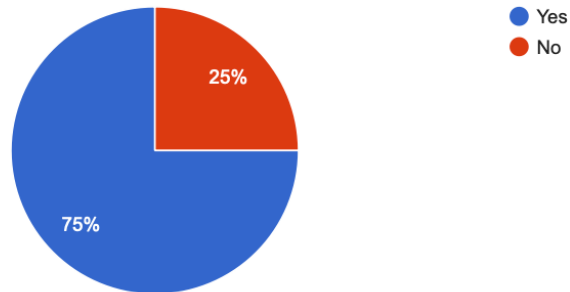
If there is a free service that rewards you for your carbon reduction actions by giving you free products, would you recommend it to your friends and family?

40 responses



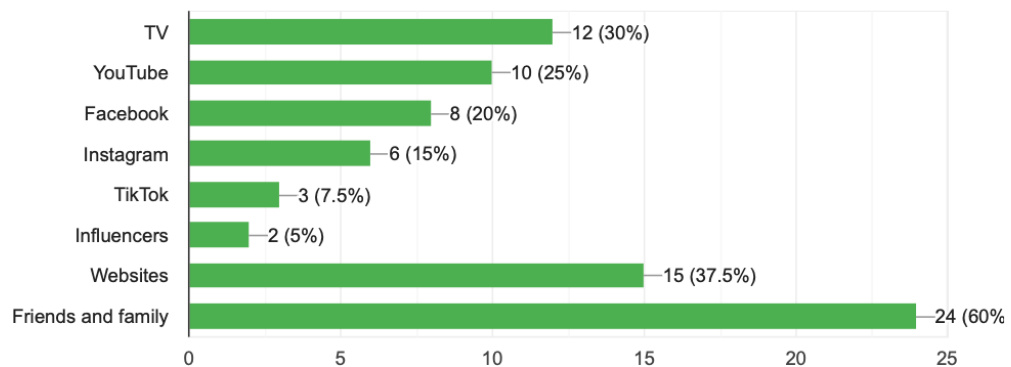
If there is a website and/or app that promotes carbon reduction actions and environmental products/services, would you use it?

40 responses



Which source influences your behaviours and decision making the most? (Select up to two)

40 responses



Please write about current problems/obstacles that are preventing you from taking climate actions at a personal level?

- Not many ways to do it.
- I find it hard to know where to begin when it comes to buying products. I try to shop locally, compost & plant trees but do feel like there's more I could be doing.
- Don't really understand what impact I have and what I can really do.
- its not a priority to me
- Disconnected, fragmented community while caring for a young child ... Due to pandemic ... Time to do anything beyond care is minimal
- Time
- Cost barrier.

- Feels overwhelming. Doesn't seem like small, personal changes will do much when corporations and the military-industrial complex pollute degrees of magnitude more than individuals.
- Expense
- Feeling like regardless of all the scientific information our political system will never change
- Having to do all the research myself (not on one website) and also establishing that the website is legitimate. I would also like to see more pressure applied to companies, corporations and governments to do more.
- "Expensive public transport-more than the cost of driving and parking
- Products I want in useless packaging or unnecessary packaging (eg berries and tomatoes)"
- We do a lot, but using public transportation or walking would increase our work day by almost 2.5 hours
- Uneducated
- Wheelchair user. Disabled and Housebound so need heating on most the time. Cannot afford to pay higher prices for green energy
- It can be difficult for individuals to see that they can have an individual impact on climate change, when the real problem are the companies that produce the majority of carbon emissions. We can't control what the big companies do, but we can vote with our money, but not supporting businesses and companies that contribute to climate change. This isn't always possible for everyone, sometimes choosing the sustainable options is too expensive. But those who can make these choices, should make these choices. I often try to spend my money carefully, but as a student, it isn't always possible.
- Not knowing what I can do that won't drastically change how I live.
- To be honest, sometimes I don't even remember about climate problems. Even though I'm quite interested about the topic and love reading articles about it, sometimes I just don't have time to think about anything else other than finishing up my job and other obligations.
- My near by silly people
- I cannot afford to buy product with better ingredients and/ or packaging to help reduce the amount of waste I produce
- as above - too many structural issues for me to deal with. I have very little time and can't afford to do things that take more time - I struggle with cooking food from scratch for this reason. I also do not have much money so cannot afford an electric car, I have to rent which relies on heating oil, I am reliant on cheaper food in plastic packaging (even fruit is in plastic!)
- Time and money
- Expensive
- Time
- I'm not big enough and feel my efforts are wasted as one. It needs to be everyone
- Lack of knowledge
- Life and money

- Harder to accomplish than current lifestyle
- Inhibition to my life's current difficulties i.e travel and electricity availability to a renter
- Depression - more focused on self

What do you feel about your role as an individual to reduce carbon emission?

- I try my hardest.
- I think the individual has an important role but I think our government needs to be doing much more than they do.
- I don't really understand what it means to offset my carbon footprint and how effective it is.
- It's my responsibility and honour to care for earth in this way
- I should be doing more!!
- Important but need more options and low hanging fruit opportunities
- I feel like it needs to be a top down approach, not bottom up
- Would like to do more
- Very little can be done as an individual
- As an individual I can only do so much. It is now time for the Federal, State and Local governments to do MUCH MORE, along with corporations, companies and local and big businesses.
- Hopeless and beaten
- My earth, my responsibility
- Could be doing better
- It has some contribution but it is limited compared to corporations and governments as climate change is a global issue
- Personally, I think adopting a plant-based diet is the most effective way to combat climate change individually, in conjunction with smaller efforts. Unfortunately, attitudes towards this are not great. If governments subsidise plant-based foods rather than animal products, I think people would be more open to switching to these options.
- I feel like I can make an impact and potential help save our planet.
- I would love to contribute to the climate movement in any way possible.
- Start eating less meat
- helpless
- My single impact isn't big enough to change the world
- It is all our responsibility to take steps to reduce carbon emissions. Every person can do at least one thing which will help overall.
- Minimal effort
- I do my best to avoid car usage and recycle. I also choose to reduce greenhouse emissions through my quarterly electricity bill
- I would like to do more.
- Everyone must try

Appendix C - Annual Costs Prospect

Individual Users	50000	100000	250000	500000	1M	5M	10M
Corporate Members	50	70	100	200	500	1000	3000
Advertisement /Marketing *1	184	302	590	1180	2580	9600	21400
Salary - Development team *3	249	249	320	320	498	640	782
Salary - Content team *4	177	229	286	395	504	613	722
Salary - Marketing team *5	182	239	353	467	524	638	923
Salary - Sales team *6	134	191	248	305	362	496	610
Salary - Support *7	130	181	232	385	589	1099	2198
Salary - Admin *8	205	256	256	365	525	838	1151
Office Rent *9	64	84	108	148	225	370	616
Total	\$1.3M	\$1.7M	\$2.3M	\$3.5M	\$5.8M	\$14.2M	\$28.4M

Costs unit = \$K

*1 Industry standard budget for marketing = 10% of revenue

(<https://direction.com/percentage-of-revenue-marketing-spend/>)

*2 Source of salary data: <https://www.payscale.com>

*3 Development team

Initial development team consists of 1 project manager, 2 programmers.

Project Manager \$107K

Programmer \$70K

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Number of manager	1	1	1	1	2	2	2
Number of programmer	2	2	3	3	4	6	8
Total	249	249	320	320	498	640	782

*4 Content Team

Initial content team consists of 1 content manager, 1 writer, 1 graphic designer.

Content Manager \$68K

Web Content Editor \$57K

Graphic Designer \$52K

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Number of manager	1	1	1	1	1	1	1
Number of editor	1	1	2	3	4	5	6
Number of designer	1	2	2	3	4	5	6
Total	177	229	286	395	504	613	722

***5 Marketing Team**

Initial marketing team consists of 1 marketing manager, 1 marketing staff

Marketing manager \$68K

Marketing staff \$57K

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Manager	1	1	1	1	1	1	1
Staff	2	3	5	7	8	10	15
Total	182	239	353	467	524	638	923

***6 Sales Team**

Initial sales team consists of 1 sales manager, 1 sales staff.

Sales manager \$77K

Sales staff \$57K

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Manager	1	1	1	1	1	2	2
Staff	1	2	3	4	5	6	8
Total	134	191	248	305	362	496	610

***7 Support Team**

Initial support team consists of 1 support manager, 1 support staff.

Customer support manager 79K

Customer Service support \$51K

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Manager	1	1	1	1	1	1	2
Staff	1	2	3	6	10	20	40

Total	130	181	232	385	589	1099	2198
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***8 Admin Team**

Initial team consists of 1 finance/money manager, 1 accounting, 1 office staff.

Finance manager \$96K

Accountant \$58K

Office staff \$51K

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Finance manager	1	1	1	1	1	1	1
Accountant	1	1	1	2	3	4	5
Staff	1	2	2	3	5	10	15
Total	205	256	256	365	525	838	1151

***9 Office Rent**

Office space to fit above staff members.

\$400 /sqm in Gold Coast

<https://www.commercialrealestate.com.au/advice/how-much-does-it-cost-to-rent-office-space-57245/>

Standard office space ratio of 8 to 15 square metres per staff

<https://www.commercialrealestate.com.au/advice/how-much-office-space-do-i-need-57459/>

Users	50000	100000	250000	500000	1000000	5000000	10000000
Corporate members	50	70	100	200	500	1000	3000
Rent /sqm	0.4	0.4	0.4	0.4	0.45	0.5	0.55
Staff	16	21	27	37	50	74	112
Total	64	84	108	148	225	370	616