

# Market Analysis



Creative Chaos Group

# Me-Mover Market Analysis

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# Table of Contents:

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<i>Me-Mover Market Analysis</i>	1
<i>Table of Content:</i>	3
<i>Introduction</i>	8
<i>Problem area</i>	8
<i>Problem formulation</i>	9
Sub questions:	9
<i>Cultural Analysis</i>	10
Company History	10
Mission and Vision	10
Values	11
Goals	11
Unique Selling Proposition	11
Sub conclusion	12
<i>Organization culture</i>	12
Artefacts	12
Espoused values	12
Basic Assumptions	13
Sub conclusion	13

<i>Market Research</i>	16
Introduction	16
Segmentation	16
Target Audience	16
Persona Profiles	17
Positioning	20
Our Survey	20
<i>Our Survey</i>	20
Survey results	21
1. General questions	21
2. Lifestyle and fitness activities	22
3. Introduction of the Me-Mover	24
4. Questions about the Me-Mover	24
5. Future ideas	28
Survey conclusion	28
Emotional Selling Proposition	29
Sub conclusion	29
<i>Competitors</i>	30
Introduction	30
Direct Competitors – Similar Products	30
Trikke	30
Street Stepper	30
Stepwing	30
ElliptiGo	30
WBC - The Walking Bicycle	31

Indirect Competition	33
Bicycles	33
Gyms	33
Public Transport	33
Sub conclusion	33
<i>PESTEL Analysis</i>	<i>34</i>
Introduction	34
Political:	34
Economic:	34
Social:	35
Technology:	35
Legal:	35
Environmental:	36
Sub Conclusion:	36
<i>Porters Five Forces</i>	<i>38</i>
Introduction	38
Threat of new entrants:	38
Supplier power:	38
Buyer Power:	38
Threat of substitutes:	39
Competitive rivalry:	39
Sub conclusion	39
<i>SWOT Analysis</i>	<i>41</i>
Introduction	41
Analysis	41
Strength:	41

Weakness: _____	41
Opportunities: _____	42
Threats: _____	42
Sub conclusion _____	42
<i>TOWS analysis</i> _____	<i>44</i>
Introduction _____	44
Analysis _____	45
Conclusion to TOWS analysis: _____	47
<i>Porter's Generic Strategy</i> _____	<i>48</i>
Introduction _____	48
Conclusion _____	48
<i>Communication Plan</i> _____	<i>49</i>
Purpose _____	49
Purpose of our communication _____	49
Effects _____	49
Introduce Me-Mover as a premium lifestyle product. _____	50
Establish the brand and Me-Mover as a product as the best option for a fitness tool. _____	50
Introduce the advantages to having a Me-Mover _____	50
Arouse interest in the product and the uses of it _____	51
People trying a Me-Mover and buying a Me-Mover _____	51
Message _____	51
Communication elements _____	52
<i>Media Elements</i> _____	<i>53</i>
Online Campaign _____	53

<b>Social Media:</b>	<b>53</b>
Facebook:	53
Twitter:	53
Instagram:	54
Endomondo:	54
Offline Campaign	54
<i>Appendix</i>	<i>56</i>
<i>References</i>	<i>56</i>

# Introduction

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Me-Mover ApS is a small Danish company based in Rødovre. CEO and founder, Jonas Eliasson invented the Me-Mover as a means of transportation. The Me-Mover is a transportation and fitness machine. Due to its design similar to a bicycle, it can be used as a transportation machine and by design, it also provides an excellent exercise machine.<sup>1</sup>

Though a successful Kickstarter campaign<sup>2</sup> the company raised enough money to begin production, but now they need to find a way to promote Me-Mover locally (in Denmark) as well as in other Scandinavian countries and Northern Europe. By doing this, they are hoping to boost sales of the Me-Mover.

Recently the focus shifted from Me-Mover being a means of transport to being more of a fitness tool, which is used by those who want to live an active lifestyle. It is also well suited for those who have had sports-injuries or other injuries that prevent them from doing other activities liking running. It should be promoted in the fitness sector and reach out to people that would like to use it for leisure purposes.

## Problem area

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The goal is to make people more aware of the Me-Mover, getting across to the target market in a way that is understandable and gives them the exact idea of what the product is and what it does and why they cannot live without one!

The main problem Me-Mover ApS faces is that it is a small company and they are relatively unknown. In order to sell more Me-Mover's they must first build a target audience and clearly explain/promote the benefits a Me-Mover would bring to people's lives.

People are often reluctant to spend money on something they do not know they need, so it will be a major challenge to clearly communicate the benefits of Me-Mover to people and convince them to purchase one especially with its high price tag and limited purchasing options.



Digitalization has changed the customers buying process. Customers primarily use online channels to seek information and inspiration before they take their purchasing decision. However, most people still make the final purchase in the physical shop/place of purchase.

Well over 70% of Danish consumer's research the product they are interested on the internet before purchasing. Almost 60% of consumers uses social media to look for products and brands.<sup>3</sup>

They also face the challenge of been unable to manufacture more Me-Movers until they have sold some. Me-Mover ApS need to find a way to sell the remaining stock in order for them to manufacture more.

## Problem formulation

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In order to address company's current problems, we need to develop a clear communication plan that will enable Me-Mover ApS to successfully promote the Me-Mover and launch it onto the market. They need to focus on differentiating it from a bicycle, as many people appear to associate it with the bicycle. In order to do this they should focus on its exercise and transportation potential. Emphasizing that it is an excellent workout machine while also a good means of transportation and instead of being a rival to the bike, it can be more of an alternative. To archive this goal we are focusing our campaign on how Me-Mover can solve your everyday problems. We will also build a campaign website to help more clearly communicate the message.

Furthermore, we will conduct a survey to try and properly assess people's opinions and thoughts towards the Me-Mover and better establish what the best target audience for the Me-Mover may be.

### Sub questions:

- How can narrowing the target market and promoting Me-Mover as a fitness gadget help increase their brand awareness and revenue?
- Which theories within the field of marketing and communication is relevant to the specific case study?
- What is their current means of marketing?

- Where can we identify gaps in the image, reputation and identity of Me-Mover, whether it is desired and how it is perceived by people that would be in the target group?

## Cultural Analysis

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### Company History

Jonas Eliasson first came up with the idea of the Me-Mover in 1998, as a solution to his personal transportation problems. As he was unable to take his bike on the public transport. He needed something he could easily use to commute on while being compact enough to be taken on public transport. Since then he has set up the company Me-Mover ApS in Rødovre, a suburbs of Copenhagen. They have developed a series of prototypes since the original and they have conducted a successful Kickstarter campaign where they raised 301,551USD to begin production of Me-Movers. <sup>4</sup>

### Mission and Vision

The company's mission is to enable an active urban life where fitness and transportation blend seamlessly together with each other. Me-Mover ApS began with an idea to create a simple solution to the problems of city life. How to move around the city while maintaining a healthy lifestyle?

Me-Mover ApS's stated goal is to deliver a product that makes active mobility part of our lives. The Me-Mover enables you to move efficiently and integrate easily into existing transportation systems.

Their vision is to make the Me-Mover an everyday item to help people move, have fun and live a more healthy life.

## Values

Me-Mover ApS's values serve as a compass for how they operate and how they behave on the market.

- Creative: Delivering a unique product that meets the needs of regular people.
- A product that is fun and enjoyable
- Caring: Aiding in caring for people and helping with rehabilitation.
- Quality: What we do, we do well
- To be an environmentally responsible company.
- To make things as convenient as possible for their customers.

## Goals

The goal of Me-Mover ApS is to expand their market and their range of products. They are aiming to expand across Scandinavia, Northern Europe and then the rest of the world. They also want to introduce other sports gear and accessories for the Me-mover. In addition to this, they aim to create a simpler, more affordable version of the Me-Mover, to enable it to be accessible to everyone.

## Unique Selling Proposition

The Me-Mover is a unique product distinguished from its competition by its design and purpose. It is a unique blend of transportation and exercise device. It provides an efficient workout option while enabling people to get around, and on the other hand, it is small enough to easily transport and store securely.

## Sub conclusion

The Me-Mover and the company behind it have come a long way from their humble beginnings. They have a good set of values, which if they follow will allow them to be an efficient and ethically correct company. In the future they may benefit from re-thinking their mission and vision as the statements on the current website and the version presented to us by Me-Mover ApS differ from each other. So it is in their best interests to formalise these into a concrete mission and vision and ensure everyone is aware of it.

# Organization culture

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## Artefacts

The company's artefacts are the visual face of Me-Mover ApS, the website, their office, staff and products. Me-Mover ApS has an informal culture, which is focused on fun and a passion for what they do. Their head office combines their main workshop with their administration so everyone is involved in every area of the company's operations.

Their website aims to present a sleek, clean and modern Scandinavian design. The blue colour, which is used in their logo and parts of the website, was chosen because it is seen as fresh, clean and modern. Their logo represents the three core values of their main product, the Me-Mover. The logo represents transportation, fitness and rehabilitation, with each part of the triangle representing one of those core areas.

## Espoused values

Me-Mover ApS have a strong focus on providing an excellent customer experience and they place great importance on the quality of the work they do. The CEO Jonas Eliasson's enthusiasm and motivation plays a big role in shaping their internal

culture and he has shaped the company around his beliefs and ideals. Jonas has a genuine wish to help people through his product and to see them become a success.

Me-Mover ApS also need to address the inconsistencies in direction. Their website currently focuses more on transportation and movement while they tell us they are now focusing most heavily on fitness and have gone away from transportation. The company's mission and vision seem a bit confused and unclear.

## Basic Assumptions

The team behind Me-Mover ApS is an efficient, motivated group of people who hope to see the product succeed on the market and become a well-known everyday product in the future. Although there are some problems within the company in terms of communication and direction. They seem to be unclear about certain areas and provide conflicting information to our enquiries. They also seem to have not properly researched certain areas affecting their product on the market. They for example have promoted the option of taking the Me-Mover on busses, but this may conflict with Movia's luggage policy<sup>5</sup>. They possibly need to work on their internal communication and double check things before promoting them.

## Sub conclusion

Overall Me-Mover ApS are a well-motivated and well-meaning organisation. They have a strong motivation and we believe that Jonas is genuine in his intentions for the Me-Mover. However, Me-Mover ApS needs to address the inconsistencies within the organisation. They need to insure that everyone is on the right page and everything they promote and claim is checked before going public.





# Market Research

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## Introduction

In order to create a proper campaign and ultimately sell Me-Movers, it is important to research the market and work out which particular segment we are going to target and how best to target them. It is crucial to properly define who they are and what needs they have. In order to achieve this, we conducted a survey to find answers to these questions.

## Segmentation

Based on survey results, we have decided to shift our focus from the age and income demographic and focus on lifestyle instead. We chose to focus on people who live an active lifestyle, are interested in fitness, people who are environmentally friendly minded and people who do not mind spending large amounts of money on gadgets and hobby items. We believe that focusing on these aspects would allow us to target more people, more efficiently.

## Target Audience

When considering the target audience we initially followed Me-Mover ApS's own stated target audience, which is 30+ with a good job/income. Analysing our survey results, we began to question these assumptions. Many of our respondents believed the target audience would be younger and also we had expressions of interest from every one of our age groups and not specifically from the previously assumed target audience.<sup>6</sup>

Based upon these results (discussed in the survey section), we decided to lower our target audience to 25+. Due to the high price, income is something that needs to be considered, although we also know from feedback received from Danes that a lot of people here are prepared to spend a lot of money on their hobbies and interests. We therefore concluded that if people could be convinced that they really needed a Me-Mover. Then the odds are they would purchase one, regardless of the high price tag.



## Persona Profiles

We have created the following user profiles of people who would fit into our target audience.

**Name:** Thomas Andersen

**Age:** 28

**Gender:** Male

**Marital Status:** Single

**Occupation:** Web Designer

**Salary:** 30.000 dkk

**Description:** Thomas has lived in Copenhagen for the better part of his life. He enjoys the urban lifestyle, and how bike lanes enable him to cycle anywhere in the city. He uses his city bike as his main means of transportation.

He uses his smartphone to connect to the internet when he's out and about. When at home he uses his laptop. His browser of choice is Google Chrome.

On a typical day he cycles for 20 minutes to work, and then spends 40 minutes in the company's gym, before he starts his shift. After he gets home at the end of his workday, he sometimes goes for a half an hour run in a nearby park. He ends his day by browsing the web while relaxing on his couch.

As a designer, he tries to keep in touch with the latest trends, but he's also interested in innovative products and ideas, where he often finds inspiration for his work.



**Name:** Cecilie Jensen

**Age:** 26

**Gender:** Female

**Marital Status:** In a relationship

**Occupation:** Journalist / Blogger

**Salary:** 15.000dkk - 35000dkk (varies)

**Description:** Cecile is an extreme sports enthusiast. She has focused her career on freelancing, so that she has the flexibility to travel to support her hobby, since Denmark does not have the hills and mountains required for skiing and rock climbing.

When she's not abroad, she uses her bicycle to move around the city. She cycles from home to the gym, as well as to the newspaper for which she often writes articles. She finds cycling to be a bit too effortless for her liking, in the streets of Copenhagen.

At home, and when she has downtime during her trips, she spends most of her time on her laptop, working on her writing. She mostly focuses on fitness, sports, and active lifestyle in general.



**Name:** Emma Nielsen

**Age:** 32

**Gender:** Female

**Marital Status:** In a relationship

**Occupation:** Law Firm Consultant

**Salary:** 35000dkk

**Description:** Emma lives in Copenhagen and works in a local law firm as a consultant. She uses public transportation for her daily commute to work. Her job is rather demanding, and she often has to work long hours, leaving her with almost no free time.

She used to go running on weekends, but recently had to stop due to a knee injury. Her sedentary lifestyle has caused her physical health to deteriorate, causing her to fall into a mild depression.

Due to her difficult schedule, she does most of her shopping online. She uses LinkedIn and Facebook to keep in touch with her friends and acquaintances.



## Positioning

The Me-Mover is a premium lifestyle product and it would be used by people as a transportation and exercise machine. As it is capable of been used for both. The key benefits of the Me-Mover is that it will enable people to get around and commute to work while getting a good workout. Unlike a bicycle, the Me-Mover activates and provides much better workout while also not causing strain on joints and ligaments.<sup>7</sup>

## Our Survey

As part of our project and to aid our market research, we conducted an online survey. Due to the limitations of time and resources we did not manage to gain as many responses as we had wanted, although we did get a lot of relevant information and insight into people's lifestyles, as well as what they think about the Me-Mover. We sent out our survey via Facebook and emailed friends and family and encouraged them to answer.

## Our Survey

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As part of our project and to aid our market research we conducted an online survey in order to learn more about what people thought about the Me-Mover. We hoped that the survey would provide us with insight into people's thoughts about the Me-Mover and help us to better determine the target market and to formulate a marketing campaign plan. In our survey, we focused on five different areas to gather the relevant information.

Due to the limitations of time and resources we did not manage to gain as many responses as we had wanted, although we did get a lot of relevant information and insight into people's lifestyles, as well as what they think about the Me-Mover. We sent out our survey via Facebook and emailed friends and family and encouraged them to answer it.

## Survey results

1. **General questions** - Used to establish who our respondents are and where they live etc...

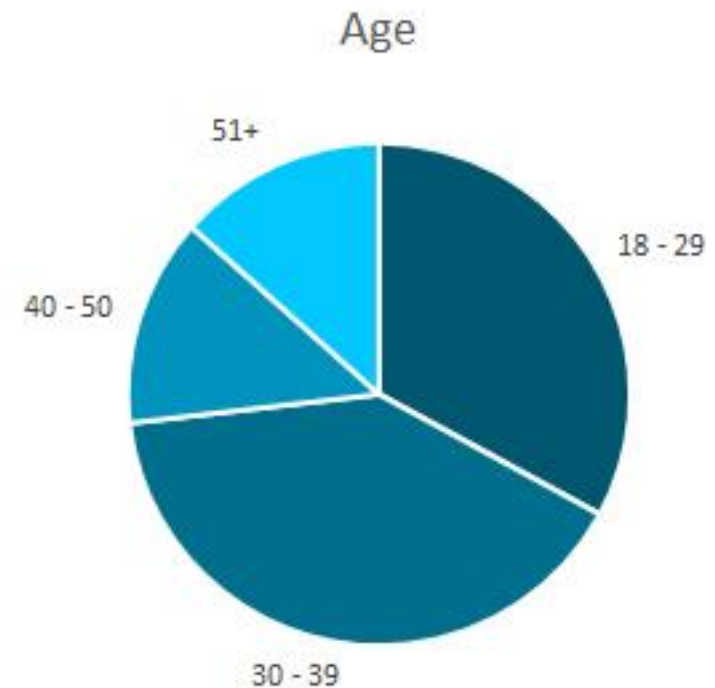
### Age:

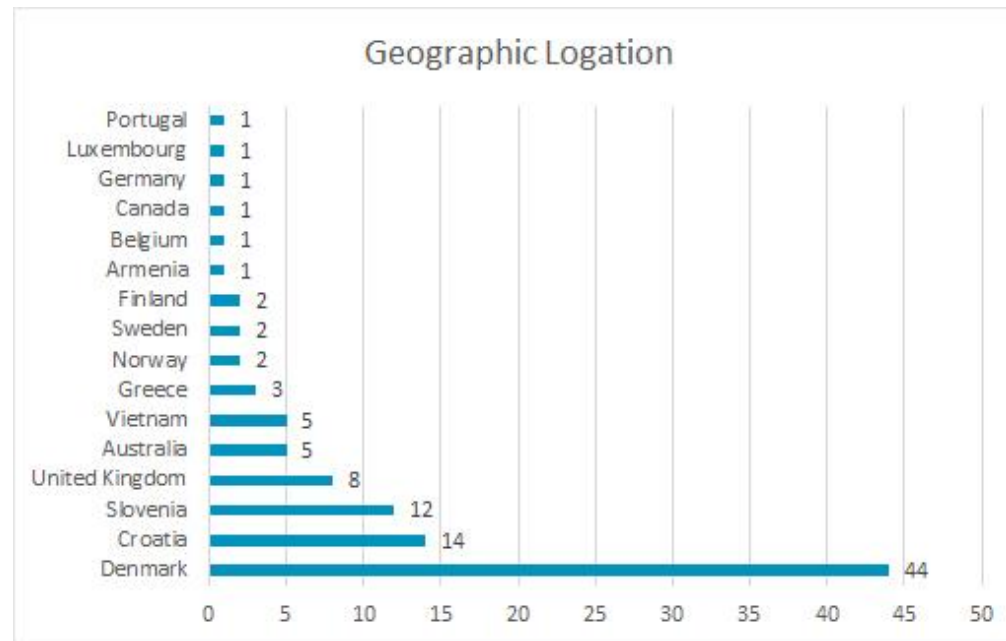
Overall, we got a fairly good sub-section of the population. We got plenty of responses in each of the age categories that we were primarily targeting. Although we got none in the under 18 category, that group was not relevant to our research, as it is not included in our target audience.

We also asked the respondents about their gender, marital status, if they have children, their employment status and income. However, the income question was not properly worded, and therefore resulted in a larger number of people in the lowest bracket. We also need to factor in that income in places like Croatia and Slovenia will be low by Danish standards even if they are wealthy in their own country.

### Location:

Due to the international nature of our group we managed to get respondents from many different countries. Even though Me-Mover are primarily targeting only the Scandinavian market at present, we thought it would be interesting to see how the product was received in other countries. We also managed to get many Danish residents to participate, which is our primary target market.

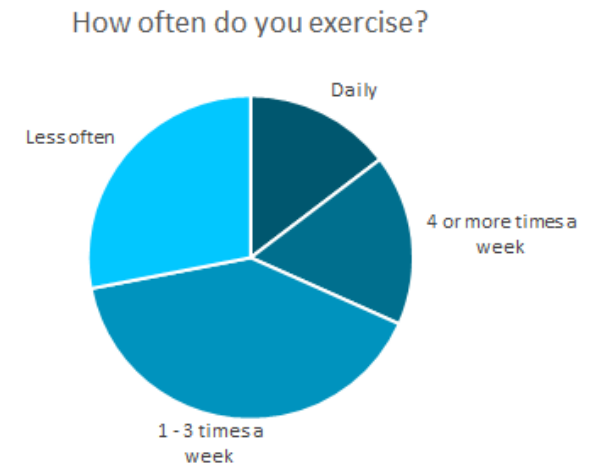
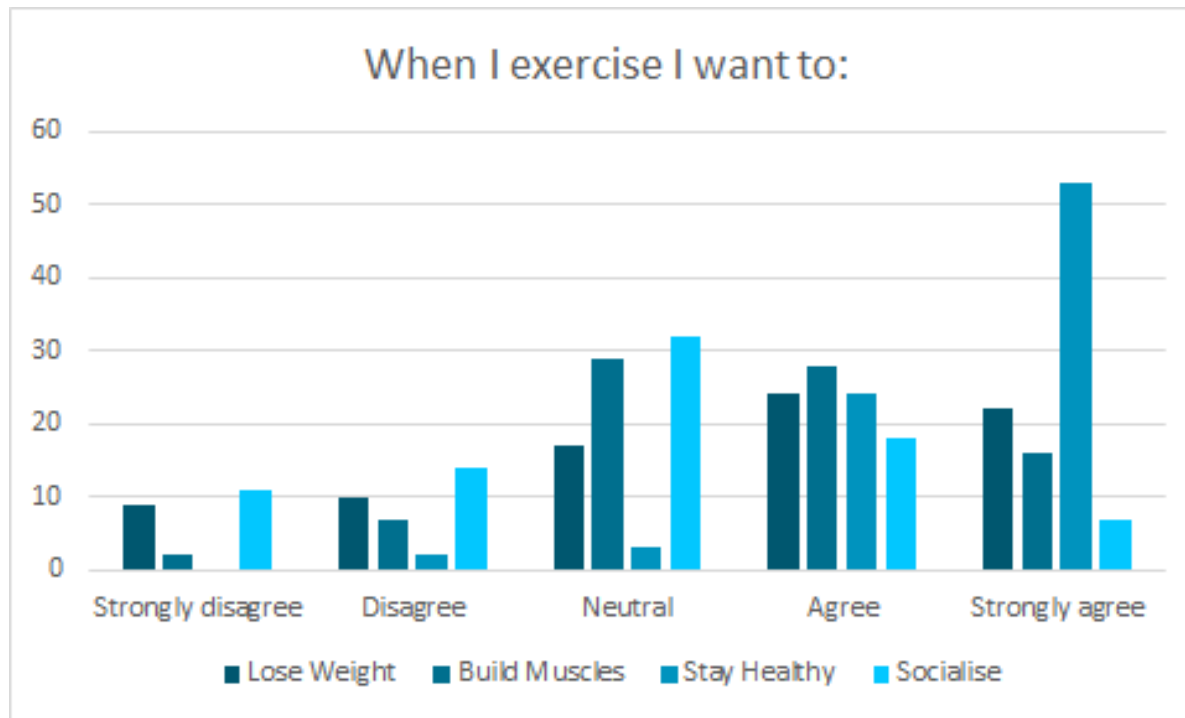




Although the results varied from country to country, the Me-Mover was generally well received in every country with no major differences in opinion.

**2. Lifestyle and fitness activities** - In this section, we gathered information about the respondent's lifestyles and their levels of physical activity.

In order to gain more insight into our respondents exercise habits, especially considering the Me-Mover as an exercise machine, we asked how frequently people exercised and if they had gym membership. The reasoning behind it was that the Me-Mover could be used as an alternative. As it turns out, only 22% of our respondents currently have an active gym membership.

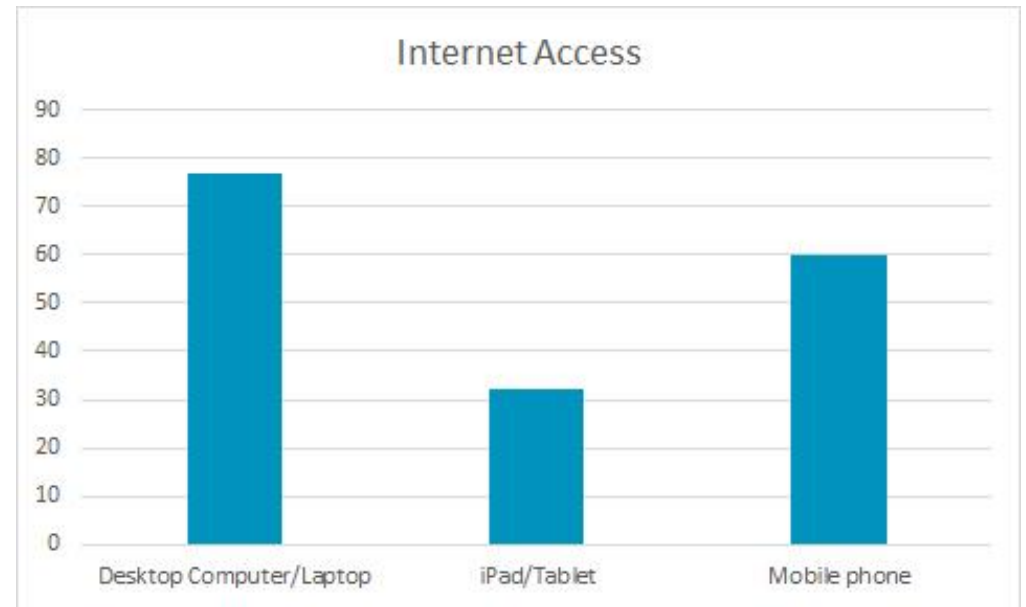
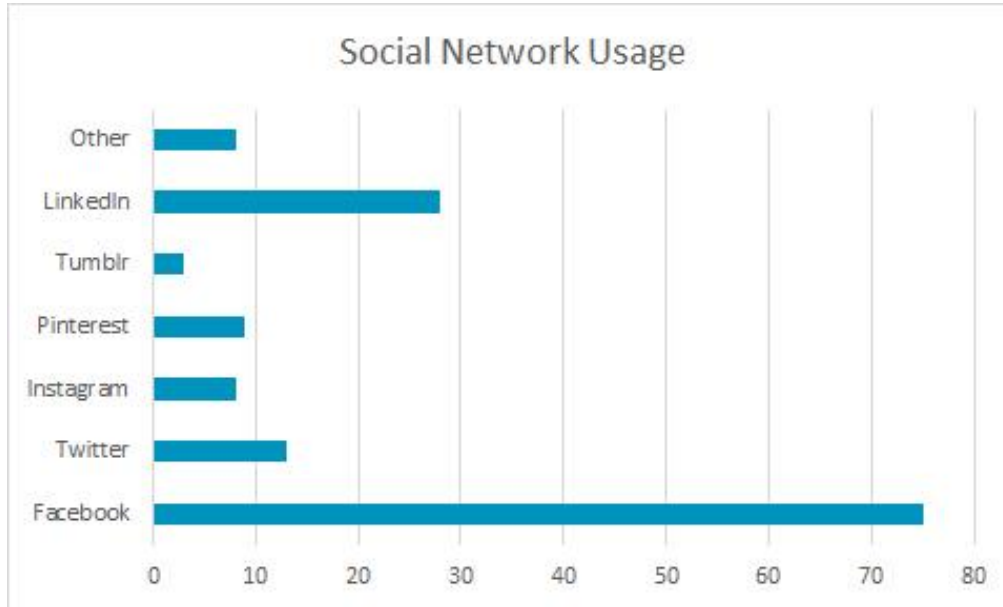


We also asked the respondents what their reasons to exercise are. Whether they exercise to build muscles, lose weight etc. This knowledge would potentially help us with deciding what the campaign should focus on.

#### Internet and Social Media:

We also wanted to know how the participants used the internet, their opinion of online shopping and social media. In order to increase Me-Mover's brand awareness, we planned to focus a lot on the company's online presence, as well as target people via social media. Thus, it was important to gain an insight into how people used these.

Our results have shown that 77% of our respondents use the internet on a regular basis, often several times a day. The majority of them do it through PCs (desktops and laptops); however, a significant amount uses mobile devices, such as tablets and smartphones. Therefore, it is important to make sure the online campaign also targets mobile users and that we have a good responsive design for the website.



### 3. Introduction of the Me-Mover

In order to introduce the Me-Mover we produced a basic infographic. It showed people the basic information about it and we also included a large photo of the Me-Mover and a short video from Me-Mover themselves.

**4. Questions about the Me-Mover** - After introducing the Me-Mover we asked peoples questions about it to gain insight on their opinions after seeing the product.



### **What do you think of the Me-Mover?**

Overall, the responses were quite positive, with 62 of respondents saying positive things about the Me-Mover, whereas only 15 respondents said negative things and 26 said neutral things or were unclear.

### **What do you like and dislike about the Me-Move?**

We wanted to also know what people liked and disliked about the Me-Mover. This gained us some useful insight into what people thought. However, we made the mistake of presenting these as open questions, so analysing the results was more challenging. A complete list of replies is available in the appendix, but here are some that stood out among the things that people liked about the Me-Mover:

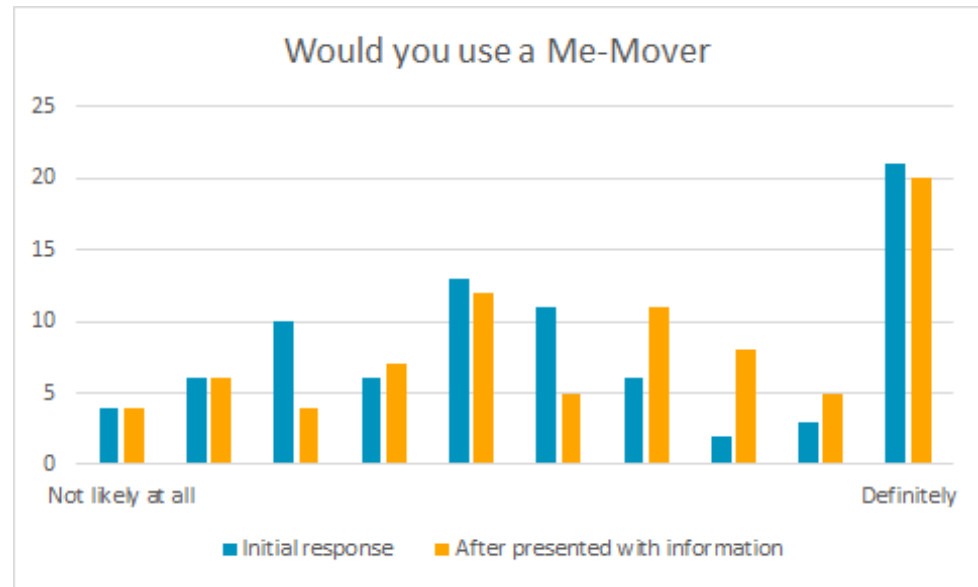
1. Design
2. Transport potential
3. Exercise/health
4. Fun/Cool

In terms of what people did not like about the Me-Mover, we received several insightful responses. The most common among them were:

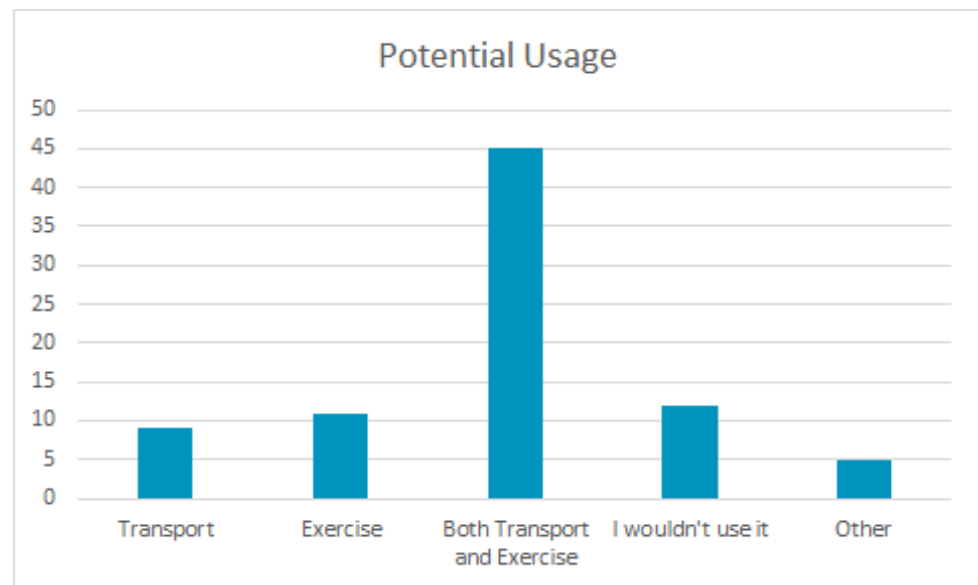
1. Nothing (they did not dislike anything) (12)
2. Saw no advantage over a bicycle (11)
3. The weight (11)
4. Carrying capacity (7)
5. The look (7)
6. The lack of a seat (7)

7.

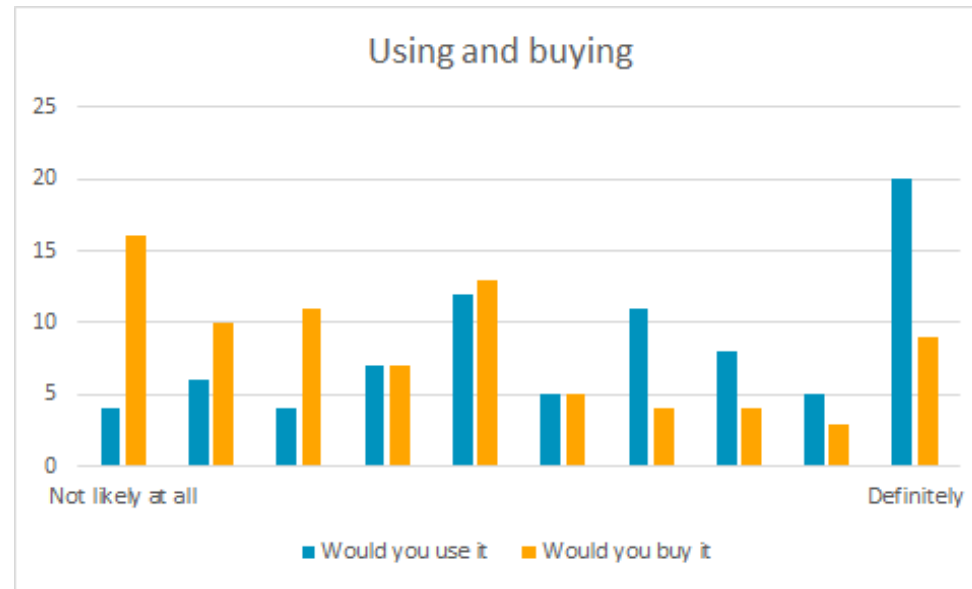
**Would you use it? (Assuming you were given one)** This question was asked to see what percentage of respondents would actually use one if they received it free. The following graph represents the overall positive shift in the responses, once people were presented with information on its effectiveness as a fitness companion.



**What would people use it for?** The vast majority in this question indicated that they would use it for both transportation and exercise. This is noteworthy when we consider Me-Mover ApS's recent shift in focus from transportation to exercise. Our results suggest people still see it very much as an opportunity for both and a way to combine the two.



Would you consider purchasing one in the future? When asked though if people would consider purchasing one the numbers in favour of buying it drop dramatically compared to the number of people who would use one if they were given it. Showing a reluctance to spend money on a Me-Mover.



Building upon the previous question, we asked how much our respondents think the Me-Mover would cost. The estimated price varied widely although we found:

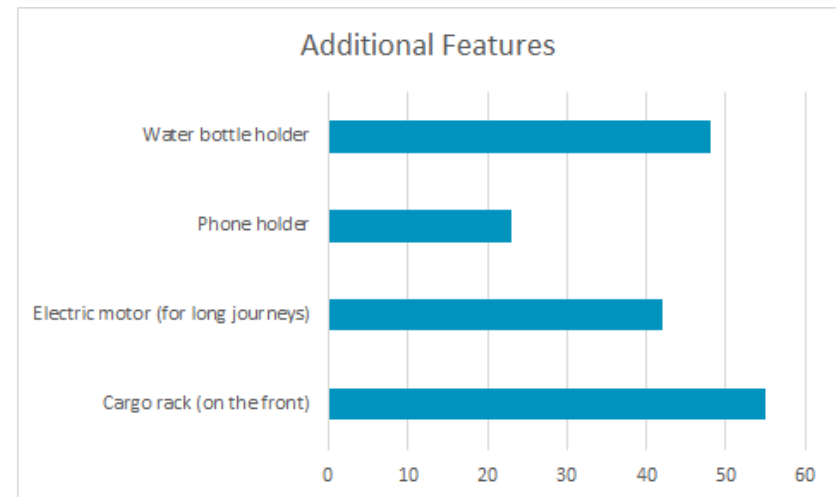
The highest normal price was 5495kr (with an average of 2219kr) and a highest estimated price was 14898 (with an average of 4851).

Which is much lower than Me-Mover ApS's advertised price.

Finally on the topic of price we informed the respondents of the actual price of a Me-Mover currently (1499€/11,187DKK) and after learning the price only one respondent said they would actually purchase a Me-Mover.

**5. Future ideas** - In the final section after gaining information about the Me-Mover we asked them about current updates and also revealed the current price.

We also asked respondents for their input on which accessories they believed would be a good idea for the Me-Mover based on the accessories which Me-Mover have already created.



## Survey conclusion

From our survey we gained a lot of insight into what people thought of the Me-Mover and we also realised some of our survey's shortcomings. Unfortunately, due to the time limitations of this module, we do not have time to conduct another.

We did however establish that there is many misconceptions about what the Me-Mover is and that the current marketing may be sending the wrong message. We found that many people still associated it as a competitor to a bicycle or as a strange type of bicycle, which it is not. From this, we established that Me-Mover ApS needs to make the differences and advantages of their product abundantly clear and differentiate themselves as much as possible from the regular bicycle. Focusing on the fitness and workout side of the Me-Mover would be the best way to do this. They also must make sure they do not neglect its capacity as a transportation device. We also believe that transportation aspects should not be neglected as our survey found many people that would use it for both transportation and fitness.

We also established that people believe the Me-Mover to be not worth nearly as much as Me-Mover ApS are charging. Our average results for the question "How much do you think it should cost? And what is the highest price?" was 2174 Danish kroner with the

average for highest price being 4643 Danish kroner. Both prices are far below what Me-Mover ApS are currently charging. In the future campaign, we need to heavily emphasize on the value and the benefits gained by using the Me-Mover, in order to shift the focus away from the price.

## Emotional Selling Proposition

Me-Mover ApS consider the Me-Mover to be a lifestyle product that blends fitness, mobility and fun together perfectly. They associate their product and brand with friendliness, sustainability, uniqueness, healthiness and active living. In other words, when you own a Me-Mover you will be more active, healthier, happier, enjoying life to the fullest. They aim to reflect this in their marketing and the way people associate with the Me-Mover and they focus on these core areas when promoting the Me-Mover.

## Sub conclusion

In conclusion, to our survey and other market research, we believe that people would buy the Me-Mover, but they need to be convinced of why they want to buy it. This can only be done with a carefully formulated campaign strategy, which is directed at the correct target audience. Me-Mover ApS need to focus on differentiating the Me-Mover from a bicycle and other forms of transportation, while not losing focus entirely on its transportation opportunities. They need to adjust their focus to include a focus on both transportation and fitness and how the two can blend together.

# Competitors

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## Introduction

In order to better understand the company's position on the market, we need to also understand their direct and indirect competition. Similar products available on the market present direct competition, while bicycles, gyms and public transport are the indirect competitors, as they can be used as a substitute.

## Direct Competitors – Similar Products

In the documents received from// Me-Mover ApS, the products they currently consider to be the competition are Trikke, Street Stepper, Stepwing, ElliptiGo and WingFlyer.

Further research has shown that there are more than 10 similar products on the world-wide market.

**Trikke** is human-powered carving vehicle. It is also available in electric and ski version, and with smaller model for children. Just like the Me-Mover, is used for fitness, rehabilitation, transportation and city tours.

It is made in Holland, but available worldwide, with distributors in Denmark. The price of fitness models starts at 175USD.

**Street Stepper** is two-wheeled stepping bike, available in four models. It is marketed with the focus on fitness and it is sold online for prices between 2290 and 3490 EUR. Currently, it is available in Benelux, with an option to contact the supplier for delivery to other countries.











**Stepwing**, another stepping bike is available in Asia, at the price of 900\$.

**ElliptiGo** is elliptical bike, available in four models. It is recommended for runners, fitness enthusiasts and rehabilitation. It is available in 26 countries in the world, but with no dealers in Denmark yet.

The prices go from 1799 to 3499USD.

**WBC - The Walking Bicycle** is three-wheeled stepping vehicle, designed in Japan. WBC is aimed for wide age group, from young adults to the elderly, promoting health conscious environmentally friendly lifestyle. With built-in motorized assistance, it makes going up-hill easy. It is currently available in Japan, for the price of 2380USD.

Other products like The Bionic Runner, Zike, Stepbike's BoardRunner, Runbike should also be taken into consideration as potential competition, if Me-Mover ApS decides to spread worldwide. Currently, as they are not available in Denmark, they do not pose a direct threat.

	<p>Name: 3G Stepper  Definition: stepper-bike  Recommended usage: weight loss, fitness  Different models: yes  Electric model: no  Foldable model: no  Sold in: USA  Order online: yes (for international shipping contact supplier)  Price: 449-2000\$  Website: www.3gstepper.com</p>
	<p>Name: Bionic Runner  Definition: non-impact exercise device  Recommended usage: training, rehabilitation  Different models: no  Electric model: no  Foldable model: yes  Sold in: contact supplier  Order online: preorder available  Price: 1495\$  Website: www.run4.com</p>
	<p>Name: ElliptiGO  Definition: elliptical bicycle  Recommended usage: fitness, for (injured/former) runners  Different models: yes  Electric model: no  Foldable model: yes  Sold in: 26 countries (Denmark not included)  Order online: yes  Price: 1800-3500\$  Website: www.elliptigo.com</p>
	<p>Name: Freecross  Definition: mobile outdoor elliptical  Recommended usage: outdoor fitness  Different models: no  Electric model: no  Foldable model: yes  Sold in: contact supplier  Order online: on eBay  Price: 2499€  Website: www.freecross.eu</p>
	<p>Name: Runbike  Definition: short bicycle for a new type of movement  Recommended usage: mental and physical fitness  Different models: no  Electric model: no  Foldable model: no  Sold in: Europe, contact supplier  Order online: yes  Price: 880€  Website: en.runbiking.eu</p>
	<p>Name: Street Stepper  Definition: balance bike  Recommended usage: outdoor fitness, rehabilitation  Different models: yes  Electric model: no  Foldable model: no  Sold in: Benelux or contact supplier for more info  Order online: no  Price: 2290-3490€  Website: www.streetstepperbenelux.com/en</p>
	<p>Name: StreetStrider  Definition: outdoor elliptical bike  Recommended usage: fitness  Different models: yes  Electric model: no  Foldable model: yes  Sold in:  Order online:  Price: 700-2500\$  Website: www.streetstrider.com</p>
	<p>Name: Trikke  Definition: carving vehicles  Recommended usage: fitness, rehab, comute, patrol  Different models: yes  Electric model: yes  Foldable model: yes  Sold in: worldwide (48 countries, including Denmark)  Order online: webshop for USA; contact supplier to get it in Denmark  Price: 175-2400\$  Website: www.trikke.com</p>
	<p>Name: WBC  Definition: walking bicycle  Recommended usage: commute, exercise  Different models: no  Electric model: yes  Foldable model: no  Sold in: Japan (contact supplier)  Order online: preorder available  Price: 2380\$  Website: www.wbc-network.com</p>
	<p>Name: Zike  Definition: recreational machine  Recommended usage: extreme sports, commute, fitness  Different models: yes  Electric model: no  Foldable model: yes (with folding adapter)  Sold in: USA, Netherlands  Order online: yes  Price: 119-439\$  Website: www.zike.net</p>



## Indirect Competition

### Bicycles

Even though Me-Mover ApS doesn't consider bicycles to be their competition, they are actively trying to move the perception of Me-Mover away from the bicycle.

However, our survey has shown that many users still perceive the Me-Mover as a type of bicycle, having difficulties understanding its advantages over bicycles, nor why they would need to buy this much more expensive product, if they are already using a bicycle. Because of that, it will be very important to point out all the advantages and differences in the future campaign.

### Gyms

As healthy active lifestyle is becoming more and more popular, gyms have become common and widely available. Monthly membership prices are much lower compared to buying a Me-Mover, and that is the main reason why potential buyer would choose to go to the gym instead of using the Me-Mover as a workout tool.<sup>8</sup>

### Public Transport

The survey we conducted has shown that 35% of people use public transportation often or every day.

Efficiently covering the city area, it provides easy way to commute to work or school. Public transportation also has advantage over using the Me-Mover when crossing bigger distances, or when carrying heavier cargo.

## Sub conclusion

The Me-Mover being an exercise machine as much as a transportation option is therefore not in direct competition with bicycles and public transport. As for the direct competitors, none of them are currently available directly on the danish market. Some can be purchased online, although the process is complicated and none of them are stored locally so delivery and returns would be difficult.

Therefore Me-Mover ApS does not need to worry about the competitors as they have a unique product on the Danish and Scandinavian market.

# PESTEL Analysis

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## Introduction

A PESTEL Analysis is an analysis of Political, Economic, Social, Technological, Environmental and Legal factors which could affect a company's operations, profitability and performance and be prepared for any things which could impact future operations. Like changes to laws or shifting social trends. In the case of Me-Mover ApS this enables them to get a overview of the situation facing them as they attempt to launch the Me-Mover on the Danish market.<sup>9</sup>

### Political:

Me-Mover ApS should be mindful of any changes in import tax and they should insure that all of the patents on the Me-Mover are correctly setup and recognised to prevent anyone copying their design. They will benefit from the increased investment in bicycle infrastructure in Denmark and abroad as it will make it easier and safer for people to use the Me-Mover

### Economic:

Me-Mover ApS may find the Danish market open to the Me-Mover's premium price tag due to the Danes having high buying power. Danish gyms are amongst the cheapest in Europe<sup>10</sup> so there is less incentive to buy a Me-Mover as a gym membership is cheaper. However the gym is limited in the sense it's a fixed location and indoors.

As the Me-Mover is manufactured in China, any major change between the Danish kroner and Chinese yuan may cause the production cost to increase or decrease.

### Social:

The increasing awareness of health related issues and lifestyle diseases means that more people are conscious of their health and they are keener to exercise. If it can be combined with their daily commute, that may be quite appealing to people.

### Technology:

Internet usage in Denmark stands around 94%<sup>11</sup> of the population so reaching people online and via social media is easier than in some markets, which will suit their aims to sell primarily online.

Integration with fitness gadgets (so it can track your workout on a Me-Mover) would also present a good opportunity to cross promote and expand their potential market.

### Legal:

The classification as a bicycle in Denmark will limit the areas where people can operate the Me-Mover and due to it been a completely new product they may encounter problems in other countries too due to the legal classifications. As the Me-Mover produces no carbon emissions, it is also a type of green transport, which will expand its possibilities due to the focus on reducing CO2 emissions.

Here in Copenhagen they may also face problems with Movia's baggage allowance, as the Me-Mover is officially too large to be taken on a bus (REFERENCE). However, this is partially at the driver's discretion as Prams and Wheelchairs are allowed.

Me-Mover is currently sold without reflectors, lights or a bell (DOUBLE CHECKING THIS WITH ME-MOVER), which makes it illegal to operate on public roads and cycle paths. This could present problems in the future and may affect sales. We believe they should be included by default with all new products and additional ones could be purchased from the webshop. For example special lights or reflectors in alternative shapes or colours.

### Environmental:

The increased development of bicycle infrastructure, car free areas and shift towards green transportation options present great opportunities to Me-mover.

### Sub Conclusion:

The situation is good overall for Me-Mover ApS, although they should be mindful of the things mentioned in the PESTEL. They need to properly consider the baggage limit on Movia busses regulations about bringing bicycles and similar things onto public transport. It would be in the company's best interests to officially clarify this with the various public transport operators. Instead of just saying it is ok because they have not had any problems. This is not particularly professional and may result in problems for customers in the future.

- import taxes
- instability in China
- increased investment in bicycle infrastructure

P E

- Danish economy is slowly improving
- gyms are cheap (less incentive to buy a Me-Mover for exercise)
- cost of the product restricts the market
- labour costs
- exchange rates (to Chinese yuan)

- increasing awareness of lifestyle-related illnesses and health issues in general
- attitude towards bicycles
- social status that comes with owning premium items

S T

- increasing number of fitness gadgets (e.g. Fitbit)
- easy to reach wider target audience through internet
- cheaper to buy product if it is sold online
- number of individuals shopping online is increasing

- green transport option
- weather (harder to use during harsh winter weather)
- increased awareness of pollution-related climate change

E L

- copyright, patents
- intellectual property law
- needs additional equipment to make it road-legal
- doesn't entirely conform to Movia's regulations
- complications with introducing it to new market due to classification issues
- can't be used on pedestrian streets

# Porters Five Forces

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## Introduction

Porters Five Forces analysis is used to analysis the competition that Me-Mover ApS faces on the market and how each of these five areas defined by Michael Porter will affect their operations. The areas defined by Michael Porter are the threat of new entrants, the power of suppliers, the power of buyers (customers), the threat of substitutes and competitive rivalry within the industry. Each of these factors need to be considered when formulating business strategy and each area also assessed based on its perceived level of risk to the company.<sup>12</sup>

### Threat of new entrants:

#### Low risk

Although Denmark is an ideal market for this type of product it is also a small market and may not appeal to foreign companies due to the high cost of entering this market crossed with the limited value of it. Denmark is a small country with a small population so they are unlikely to ever sell huge quantities in Denmark reducing its appeal.

### Supplier power:

#### Low risk

Me-Mover ApS has intentionally selected a manufacturer who works with high quality products so there is little risk of them making copies of Me-Mover's designs<sup>13</sup>. They are also unlikely to go bankrupt and are more secure against instability. In the event of Me-Mover ApS needing to switch suppliers though, it would take them about a year to completely migrate to a new supplier.

### Buyer Power:

### Low risk

As Me-Mover ApS has a unique product and no direct competition on the Danish market, the power of buyers is quite low. If they really want a product like this, they have no choice but to purchase the product from Me-Mover ApS at the price they wish to charge.

### Threat of substitutes:

#### High risk

Me-Mover ApS faces high risk from indirect competition due to the easy availability of bicycles, public transport and gyms in Denmark. To combat this, the company can focus on the fact their product offers a way to combine transport and fitness. Giving them an advantage over these substitutes.

### Competitive rivalry:

#### Low risk

Although there are many alternative products on the market, none of these are sold directly in Denmark and can only be purchased online. This process is in some cases complicated and due the fact it must be purchased from another country and cannot be repaired locally, this will make alternative products less attractive to consumers.

## Sub conclusion

Out of all the areas focused on in the Five Forces analysis, the only one that poses a medium risk to Me-Mover ApS is the 'Threat of Substitutes'. Me-Mover ApS faces a challenge here convincing people to choose their product over the more traditional options. Therefore, they need to promote their product as something that will enrich and simplify people's lives. The other areas mentioned in this section pose little risk to Me-Mover ApS although they should be mindful of them and continually reassess these areas in case they change in the future.

### **THREAT OF NEW ENTRANTS**

- large amount of capital required
- low chance for retaliation
- patent protects Me-Mover from new entrants
- access to suppliers and distributors is not easy
- they would have to pre-order 100 units to be cost effective, which is difficult for a new company

### **POWER OF SUPPLIER**

- it would take a year to switch to another factory, if they want to keep the same quality at the same price
- materials not widely accessible

### **COMPETITIVE RIVALRY**

- many similar products are present on world-wide market, but not many of them are available in Denmark (elaborated in Competitors)

### **POWER OF BUYER**

- currently not many buyers
- most buyers would only buy one Me-Mover

### **THREAT OF SUBSTITUTES**

- many alternative types of both transportation and exercise
- substitutes don't combine fitness with transportation
- alternative types of both transportation and fitness almost always cost less
- public transportation, bicycle and gym industries are very well established and widely known and used
- people are more likely to buy product they are familiar with
- no established brand image
- buyer can go for cheaper substitute instead (gym, bicycle, public transport)



# SWOT Analysis

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## Introduction

A SWOT analysis is a useful tool for understanding company's strengths and weaknesses and identifies the opportunities and threats the company is facing. In doing so, a better understanding of overall market position can be gained. <sup>14</sup>

## Analysis

### Strength:

The key strength of Me-Mover ApS are that they have a unique and innovative product, which provides a good exercise machine which can double as a transport option. This gives them a strong market position, as they can target people who have busy lives and are unable to exercise regularly. Due the fact that the Me-Mover also been effective as a rehabilitation tool and is gentler on the body than other means of exercising, e.g. running, it could appeal to people dealing with injuries or joint pain. Lastly, they face no direct competition in Denmark due to there been no similar products on the market.

### Weakness:

The company's major weaknesses are the price alongside with the Me-Mover being legally classified as a bicycle. These two alone constitute the greatest obstacles they face as, due to the high price, it is out of many people's budgets. On the other hand, being classified as a bicycle restricts where and how it can be operated. Additionally, their brand is unestablished and their product is often perceived as an alternative to bicycles, stopping people from grasping its potential.

### Opportunities:

There is a number of opportunities for Me-Mover ApS, but they need to be properly capitalised on. The most important of them would be the growing interest in fitness and awareness of health issues. Me-Mover ApS could also benefit from the move towards greener transport options and the move towards car free urban areas which are especially common here in Copenhagen. Last, but not least, nearly everyone in Denmark uses the internet, so connecting with customers online shouldn't pose a problem.

### Threats:

Me-Mover ApS does not face a great number of threats due to their unique product and limited number of competitors in Denmark. The major threats are the risk of other similar products entering the market and the intense competition in the fitness and transportation areas. They may struggle to encourage people to purchase a Me-Mover when Danish gyms are very cheap and people are used to bicycles as a healthy, green transport option. Although Me-Mover ApS do not consider them a rival, many people consider the Me-Mover an alternative to a bicycle.

### Sub conclusion

Me-Mover have many strengths and opportunities which if properly utilised will enable them to succeed in the market, however they must be mindful of their weaknesses and threats. Some of these can be overcome with minor changes others will have to be factored in or adapted to.



# TOWS analysis

## Introduction

The TOWS Matrix (Threat, Opportunity, Weakness, Strength) is used to assess how the strengths, weaknesses, opportunities and threats can be capitalized on/eliminated or at least compensated for them and reduce the risk they pose to Me-Mover ApS. It is also broken into Maxi and Mini strategies. Strength and Opportunity should be maximised while Weakness and Threats should be minimized.<sup>15</sup>

TOWS	STRENGTH	WEAKNESS
	1 Growth in online sales 2 Health awareness 3 Increased environmental awareness 4 Interest in fitness	1 Unique Product 2 Exercise/Transport in one 3 Compact and transportable 4 Danish Design 5 Environmentally friendly  (S2 O4) Advantage over other fitness equipment. (S2 O2) promote as healthy transportation and exercise machine. (S3 O3, S5 O3) Can be promoted as green transport option.
OPPORTUNITY	1 New entrants 2 Complications entering new markets (legal) 3 Price wars with other fitness products  (S1 T1) Me-Mover is unique high quality product. (S4 T1) Market as Danish product. (S2 T3, S3 T3) Can be used as transportation as well as fitness.	(W1 T3) Offer monthly payment option. (W2 T3) Focus on differences and benefits over bicycles. (W2 T2) Include legally required add-ons.
THREAT		

## Analysis

### Strengths and Opportunities:

#### "Maxi-Maxi" Strategies

**S2 O4** - The Me-Mover has an obvious advantage over traditional fitness equipment: it is moveable and is not restricted to one place. It can be used anywhere at any time. This would be an obvious unique selling proposition: promoting it as an alternative to the gym which is stationary and has in most cases limited opening hours and equipment.

**S2 O2** - This essentially follows on from the previous point. A strong emphasis should be placed on the way it provides a workout while transporting you from A to B.

**S3 O3, S5 O3** - With the growth in this area and the increased awareness of environmental issues this is an obvious selling point. Combined with the exercise component it gives an advantage over traditional bicycles.

### Opportunities and Weaknesses:

#### "Mini-Maxi" Strategies

**W1 O1** - Via online sales the Me-Mover's high price can be reduced due the lack of retailer markups on the product.

**W2 O4** - The Me-Mover is often seen as a type of bicycle by people. Through the correct marketing approach this could be capitalized on by promoting it as an alternative to the bicycle which gives a much better workout.

**W3 S1** - Through the use of a good e-commerce platform they can easily get in touch with a much larger audience and expand awareness of their product.

**W4 S1** - Similar to above, proper use of social media and the internet in general will enable Me-Mover to build brand awareness and expand their potential sale opportunities.

## Strength and Threats:

### "Maxi-Mini" Strategies

**S1 T1** - Focusing on the fact that the Me-Mover is unique and there currently isn't anything like it on the market, will enable them to maintain an edge and once they are established give them an advantage over other start-ups.

**S4 T1** - Danish design carries with it a certain amount of prestige so focusing on this as a selling point would give the Me-Mover advantages over its rivals and it would work towards justifying its premium price tag.

**S2 T3, S3 T3** - By promoting the Me-Mover's transportation side they can offer it as a valid alternative to traditional fitness machines as these are almost always stationary or with limited mobility. Whereas the Me-Mover is very mobile.

**S1 T3** - By promoting the Me-Mover as a premium product the price becomes less relevant.

## Threats and Weaknesses:

### "Mini-Mini" Strategies

**W1 T3** - Through the introduction of a monthly payment option Me-Mover can compensate for the high price tag of the Me-Mover and make it accessible to a larger audience.

**W2 T3** - Focus on the fact that the Me-Mover is similar in functionality to a bicycle but offers a much greater workout potential and enables people to skip other forms of daily exercise like running or visiting the gym.

**W2 T2** - Ensure that the Me-Mover is sold with all legally required add-ons. Alternatively make them available for purchase via the web shop.

## Conclusion to TOWS analysis:

Me-Mover ApS are in a fairly strong position generally and should be able to overcome their weaknesses and counter their threats. They have a unique Danish designed product which has many advantages over traditional fitness opportunities and they can also promote it as another form of green transport and an alternative to the bicycle and not in competition with it. The Me-Mover can be targeted towards people who want a workout while they get around. The company can also take advantage of the fact that over 94% of Danes used the internet in 2013. Therefore, via online sales and promotions via social media they can easily target almost everyone in the country. <sup>16</sup>

# Porter's Generic Strategy

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## Introduction

Porter's Generic Strategy is a series of four areas of competition, which a company should choose and focus on as part of gaining a competitive advantage in its chosen market. The four different areas are: cost leadership, cost focus, differentiation and differentiation focused. The cost related areas focus on being the cheapest in your chosen area. Whereas differentiation focuses on having a product which is unique from your competitors to give you an advantage.<sup>17</sup>

## Conclusion

After we investigated the four categories in Porter's Generic strategies, we concluded that Me-Mover falls into the differentiation focus category. They have a unique premium product, which is unlike almost everything else on the market, and therefore they can pursue a differentiation-focused strategy. They are unable to lower the price substantially while not compromising quality; therefore, they should instead focus on differentiating their product from their rivals and focusing on how it is unique and will benefit customers and enrich their lives.<sup>18</sup>

TARGET/MARKET SCOPE	ADVANTAGE	
	LOW COST	PRODUCT/SERVICE UNIQUENESS
BROAD (INDUSTRY WIDE)	COST LEADERSHIP STRATEGY	DIFFERENTIATION STRATEGY
NARROW (MARKET SEGMENT)	FOCUS STRATEGY (LOW COST)	FOCUS STRATEGY (DIFFERENTIATION)



# Communication Plan

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## Purpose

### Purpose of our communication

The purpose of our campaign is to create awareness of the Me-Mover brand. This would help them to become better known in the community and by doing so they become better known by their target market. In order to market Me-Mover successfully we need to appeal to the sender and the target group.

By approaching both the sender and the target group, we will be able to target our communication accurately. This would give us a structure to determine whom we need to reach and how we will go about reaching them.

### Effects

The main purpose of the campaign would be to arouse interest in the target audience, and thus create a NEED in them. We would do this with the help of a campaign, NEED Me-Mover.

By doing this we would like to create a "need", and thus create a question "Why do I actually NEED a Me-Mover?" This will arouse and interest which will make them go to the campaign website, look at the Me-Mover and realize "I DO NEED a Me-Mover."

This effect we will create with the posters and the campaign website. They will see the advantages of a Me-Mover, for example, they are on their way to work, something happened and they missed the bus, they see the poster of the Me-Mover on the bus stop. While standing there waiting for the next bus, realizing they will be late, they go to the campaign website, see the Me-Mover and realize that they NEED a Me-Mover.

This would draw attention and bring more traffic to the campaign website, with the help of advertising posters placed at strategic places (for example a bus stop, a gym, sports rehabilitation centres etc.) events and an advertising film, people would recognize the Me-Mover and be drawn to the campaign site.

- Establish the brand and Me-Mover as a product as the best option for a fitness tool
- Introduce Me-Mover as a premium quality lifestyle product
- Arouse interest in the product and the uses of it
- Introduce the advantages to having a Me-Mover
- People trying a Me-Mover and buying a Me-Mover

### **Introduce Me-Mover as a premium lifestyle product.**

By creating a concrete strategy with a trustworthy campaign, we will create an interest in the danish market and they will be interested in getting to know the product and use time exploring the possibilities to buy the product. Which will become more and more part of their everyday life.

### **Establish the brand and Me-Mover as a product as the best option for a fitness tool.**

Me-Mover will be marketed at sports-events and gyms. There will be different places where people can meet up and try a Me-Mover plus other activities to include the public.

Get fitness-bloggers to write about Me-Mover. Invite the most popular fitness bloggers to an open day where they get to try Me-Mover and give them some free merchandise. A few can take a Me-Mover with them, get two 'subjects', one person who want to loose weight, and another who wants to build muscle and endurance. And the blogger can record the results.

### **Introduce the advantages to having a Me-Mover**

Having a Me-Mover will have a lot of advantages and we need to get the end-user to realize those advantages. Some advantages include the fact that Me-Mover has no joint impact which means performance will increase.

This we will make clear in strategically placed advertisements. As well as the campaign website. And social media, involving the public in the social media would be a huge part of this. Creating their own posters on facebook showing their friends and followers which advantage they get from the Me-Mover.

### Arouse interest in the product and the uses of it

Using social media and other forms for advertising people will interact with the Me-Mover and share it with their friends. A campaign on instagram with the #needmemover. Sharing it among friends and sharing the fun and ways of using the Me-Mover.

### People trying a Me-Mover and buying a Me-Mover

Having different places where people can have a chance to try the Me-Mover. At different parks in Copenhagen there can be a person standing somewhere in the park with Me-Movers asking joggers if they know what it is and if they want to try that instead of their run.

Contacting the different running communities in Denmark. Websites as well as flyers, creating meeting points where people can meet up and try the Me-Mover for one of their running sessions instead of going for a run that day. Testing their impact on joints as well as calories burned etc. Letting them explore new ways of training and showing them why Me-Mover is better than running.

Arrange with big companies to have a team building where they can try Me-Mover and have an 'obstacle' course they can go around with the Me-Mover, challenge their colleges.

## Message

"NEED Me-Mover"

We want to make the public aware that they need a Me-Mover. That Me-Mover will make their life better and it will enhance their training. Getting them to see the advantages Me-Mover has to offer instead of running or cycling.

Also promoting the fact that they can use Me-Mover as a transportation method and getting exercise while getting from point A to point B. To promote the use of a Me-Mover to build muscle, for endurance training and to lose weight.

## Communication elements

Campaign Website

Social Media (Instagram, Twitter, Facebook)

Posters/Advertisements

Flyers

Events

(People going around town with Me-Movers)

# Media Elements

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## Online Campaign

### Me-Mover Campaign Website

A welcoming informative website will be designed to introduce the user to the product. Explaining the NEED for a Me-Mover and the advantages of having a Me-Mover. This website will transmit the concept and be in the same style, simple elegant Scandinavian design as the original Me-Mover website to not create confusion.

## Social Media:

### Facebook:

A NEED Me-Mover account will be created to interact between the users and Me-Mover ApS. People will post their pictures on a Me-Mover and showing how their need is being met by having a Me-Mover. To engage their friends by liking and sharing different posts and pictures. Also having different competitions on the facebook page to make people come back every day and follow. A social media manager will be in charge of regular updates and posting different Meet-Up Events and in such a way gain followers and making more and more people aware. Involving famous/and less famous fitness pages with a lot of followers and getting them to share stories and pictures from Me-Mover.

### Twitter:

A @needMeMover account will be created for the campaign. This will have different film clip and pictures of people enjoying their Me-Mover. Again it will be the task of the social media manager to control the account. Getting the (people going around town on Me-Mover) to take pictures everywhere in town and add the hashtag, #needmemover. Showing ways that Me-Mover made their life easy.

### Instagram:

As mentioned above, all the social media elements will be connected. Users therefore can decide on the media they prefer. The instagram account will be used a lot with the hash tag #needmemover, having pictures of ambassadors and where they are in town. Competitions will be held often where users can win something if they see the (person on Me-Mover) in town and manage to snap a picture of them. Or if they meet up at the Me-Mover MeetUp and get pictures of themselves on a Me-Mover and explaining what Need they have to fulfill with a Me-Mover.

### Endomondo:

Adding Me-Mover as a fitness type. And creating challenges with a prize, for example a pair of fitness tights and a sports jacket with the Me-Mover logo.

Me-Mover ApS can create events and get people moving.

### Offline Campaign

Posters and other display advertising will be dynamically created promotional units combining the powerful targeting capabilities of the social media. The advertisements, posters etc. will be placed at prominent places.

For the offline, campaign posters with the NEED Me-Mover line will be placed around Copenhagen. This will be in different advertising spaces rented at train stations, bus stops, rotating displays etc. All of these will be strategically placed where they will get the most impact, example at gyms, at the bus stop etc. To have a dynamic feel the same posters and advertisements will be placed in public transportation spaces example posters in busses and in the trains, this will present Me-Mover in the most essential public spots and create a connection to the campaign website.

Another implementation will be at the Me-Mover MeetUp where people can try a Me-Mover or just come around and speak to the Me-Mover ApS people. At the MeetUps people will have the option to participate in competitions, where they get to try the Me-Mover and possibly win a variety of prizes with the logo on and participate in giveaways and/or get various goodie bags.

Me-Mover stands at some of the big races in Copenhagen. Examples will be like the Nykredit Copenhagen Marathon, the New Balance half marathon etc. Here there will be a Me-Mover tent where contestants can get a free water bottle, come around and try a Me-Mover, also see the benefit of a Me-Mover. There will be a stationary Me-Mover showing heart rate, impact etc. And a little 'track' the person can run to test the same and compare the results.

# Appendix

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Responses from our survey: <https://drive.google.com/file/d/0Bwaj3otf4NHLXzF4LVpoOFRjWjQ/view?usp>

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- <sup>9</sup> <http://www.professionalacademy.com/news/marketing-theories-pestel-analysis>
- <sup>10</sup> <http://cphpost.dk/news/danish-fitness-centres-among-the-cheapest-in-western-europe.12133.html>
- <sup>11</sup> [https://www.google.dk/publicdata/explore?ds=d5bncppjof8f9\\_&met\\_y=it\\_net\\_user\\_p2&idim=country:DNK:NLD:GRL&hl=en&dl=en](https://www.google.dk/publicdata/explore?ds=d5bncppjof8f9_&met_y=it_net_user_p2&idim=country:DNK:NLD:GRL&hl=en&dl=en)



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<sup>12</sup> <http://www.quickmba.com/strategy/porter.shtml>

<sup>13</sup> Visit to Me-Movers offices/workshop Tuesday 17.02.15

<sup>14</sup> [http://www.mindtools.com/pages/article/newTMC\\_05.htm](http://www.mindtools.com/pages/article/newTMC_05.htm)

<sup>15</sup> [http://www.usfca.edu/fac\\_staff/weihrichh/docs/tows.pdf](http://www.usfca.edu/fac_staff/weihrichh/docs/tows.pdf)

<sup>16</sup> [https://www.google.dk/publicdata/explore?ds=d5bncppjof8f9\\_&met\\_y=it\\_net\\_user\\_p2&idim=country:DNK:NLD:GRL&hl=en&dl=en](https://www.google.dk/publicdata/explore?ds=d5bncppjof8f9_&met_y=it_net_user_p2&idim=country:DNK:NLD:GRL&hl=en&dl=en)

<sup>17</sup> <http://www.ifm.eng.cam.ac.uk/research/dstools/porters-generic-competitive-strategies/>

<sup>18</sup> Me-Mover ApS visit to KEA - Friday 13.02.15