



DEI 627 - Group 7

Business Plan Sketches

University of Waterloo - Master of Digital Experience Innovation
DEI 627 – Business Planning & Feasibility Analysis
Prepared for [Professor K. de Laat](#)

Jan 26, 2025

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Presentation Link

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Business Plan 1

Inclusive Branding: Crafting a Universal Identity with the BBC's Example

In support of [Gareth Ford Williams's "A 10-step approach to inclusive branding, using the BBC as an example"](#) ([uxdesign.cc](#))

OVERVIEW

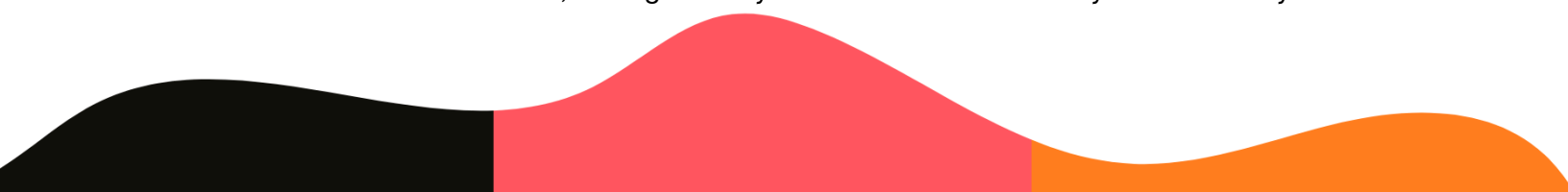
Executive Summary

An inclusive branding system delivers value by ensuring that all individuals, regardless of ability, can engage with a brand effectively. Our goal is to create a branding system that resonates with diverse audiences by using accessible fonts, high-contrast color palettes, inclusive iconography, and functional animation. Inspired by the BBC's transformative rebranding project, we aim to develop a system that reflects diversity, equity, and inclusion while achieving universal usability.

Products and services that differentiate us from competitors include custom font families optimized for readability, tools for ensuring proper color contrast, accessible icon libraries, and animation guidelines that prioritize clarity. These offerings serve to expand our reach and position us as a leader in inclusive design. Our projected financial growth aligns with these goals, emphasizing steady revenue streams from licensing, consulting, and partnerships.

Company Overview

Established in 1922, the BBC is a globally recognized public service broadcaster that has reached audiences worldwide, setting industry standards for accessibility and inclusivity.



Inspired by its 10-step framework for inclusive branding, the BBC exemplifies how thoughtful design initiatives, like the accessible BBC Reith typeface, can engage diverse audiences while maintaining a strong, cohesive identity.

COMPANY

Team Overview

The BBC's branding project was driven by a multidisciplinary team, combining expertise from various departments and agencies. Key contributors included:

- Colin Burns: Chief Design Officer during the project, overseeing overall design strategy.
- David Bailey: Creative Director, focusing on the aesthetic integration of accessibility.
- Gareth Ford Williams: Accessibility Advisor, ensuring compliance with accessibility standards and optimizing usability.
- Dalton Maag: Font design agency led by Bruno Maag, responsible for creating the BBC Reith typeface.
- BBC UX Team: Conducted user research and developed iconography aligned with accessibility principles.
- BBC Creative: Collaborated on design elements and branding guidelines.

Vision, Features, Benefits


Vision:

- To create a branding system that is universally accessible and resonates with diverse audiences.

Features:

- Accessible font family designed for readability.
- High-contrast color palettes.
- Redundant design elements to support multiple modes of interaction.
- Inclusive iconography and animations.

Benefits:

- Improved user engagement and satisfaction.
 - Broader audience reach.
 - Enhanced brand reputation as a leader in inclusivity.
- 

Products and Services

The branding system originates from a combination of rigorous research and real-world testing. Products such as accessible fonts and icon libraries are designed for mass scalability while maintaining adherence to accessibility guidelines. For instance, the guidelines ensure that animations do not rely on color alone to convey information, reducing barriers for individuals with visual impairments.

- **Curated and Custom Font Design:** Develop a primary font family for organizations optimized for readability and inclusivity.
- **Color and Contrast Tools:** Provide guidelines and tools to ensure optimal color contrast and identity.
- **Iconography Libraries:** Create icon sets that adhere to accessibility and cultural conventions.
- **Guidelines for Functional Animation:** Develop accessible animation practices for concise but clearer visual communication.

Timeline


- Phase 1 (Months 1-3): Research and strategy development.
- Phase 2 (Months 4-6): Design and testing of font and iconography and business communications.
- Phase 3 (Months 7-9): Implementation of color and animation guidelines with Beta users.
- Phase 4 (Months 10-12): Launch and monitor the new branding system.

INDUSTRY

Market Analysis

The demand for inclusive branding is growing, driven by legal mandates and consumer expectations. Approximately 15% of the global population experiences some form of disability, making accessibility a critical consideration for modern organizations. Inclusive branding not only improves usability but also positions companies as socially responsible leaders.

The global push for inclusivity, coupled with legal mandates such as the Americans with Disabilities Act (ADA), underscores the growing market for accessible branding. According to the World Health Organization, over one billion people live with some form of disability, representing a significant and underserved market segment.



SWOT

Strengths	<ul style="list-style-type: none"> • Proven framework based on the BBC's success. • Enhanced accessibility broadens audience reach. • Increased brand loyalty and reputation as an industry leader in inclusivity.
Weaknesses	<ul style="list-style-type: none"> • Initial investment in research and development. • Potential resistance to change within established systems.
Opportunities	<ul style="list-style-type: none"> • Growing demand for accessible branding in global markets. • Potential for partnerships with accessibility advocacy groups. • Development of licensing models for inclusive design resources.
Threats	<ul style="list-style-type: none"> • Competitors adopting similar strategies could reduce differentiation. • Rapid changes in accessibility standards require ongoing updates. • Financial risk if initial implementation does not meet ROI expectations.

Competitive Analysis

Two key competitors in the media space —CNN and Fox News— highlight the need for differentiation through inclusivity. CNN emphasizes global reach and innovative platforms but can struggle with perceived bias, while Fox News has a loyal, niche audience but a limited international presence. These examples reinforce the importance of building a brand that appeals broadly by emphasizing accessibility and usability.

	Deque Systems deque.com	TPGi tpgi.com
Value Prop	Offers robust accessibility tools (like Axe) and services focused on compliance and audits.	Focuses on accessibility consulting, testing, and digital compliance for enterprises.
Strengths	Renowned for its accessibility tools like the Axe suite, Deque Systems is trusted by developers for efficient compliance testing and places a strong emphasis on WCAG standards and audit processes.	TPGi is known for its accessibility consulting and user research, focusing on enterprise clients and technical audits, but with limited emphasis on brand design and scalability for mid-sized businesses.
Weaknesses	Deque Systems' focus on development tools and technical compliance limits its contribution to creative, brand-aligned accessibility solutions.	TPGi primarily serves large enterprises, making its offerings less scalable for mid-sized organizations, with little emphasis on visual or brand design.

Competitive Advantage

This new approach leverages insights from the BBC's experience while incorporating advanced user testing and cutting-edge design techniques. By prioritizing inclusivity at every step, we differentiate ourselves as innovators in accessible branding. Additionally, we strive to provide organizations with tools and systems that streamline implementation while maintaining a strong focus on design, aesthetics, and inclusivity.

FINANCES

Logistic and Operations

Revenue streams will include licensing proprietary fonts and consulting services. Initial expenditures will focus on research, development, and marketing, with a projected break-even

point within 18 months. External funding from partnerships with accessibility advocates and technology firms will further bolster growth.

Revenues and Expenses

Revenue streams will include licensing proprietary fonts, consulting services, and partnerships. Initial expenditures will focus on research, development, and marketing. Estimating costs involves calculating the contribution of a team of 7 professionals (designers, developers, and product managers) earning an average salary of \$150,000 annually, with the development phase taking 2 months. This places initial costs at approximately \$175,000.

Projected revenue stems from licensing agreements and consulting:

- Average licensing fee per client: \$50,000 annually.
- Estimated initial client base: 20 clients.
- Yearly revenue from licensing: \$1,000,000.

Additional consulting services could generate \$500,000 annually. With an expected break-even point within 18 months, this plan provides a sustainable growth trajectory.

Funding


Initial funding will be sought from accessibility advocacy organizations, technology and government grants. Partnerships with global corporations interested in improving their accessibility standards could yield contributions of \$500,000 to \$1,000,000. These resources will support initial development, outreach, and scaling operations.

Innovation

Innovation is the cornerstone of this approach. Regular feedback loops ensure that products remain at the forefront of accessibility standards. By adopting an agile methodology, the initiative can rapidly adapt to industry changes, solidifying its role as a leader in inclusive branding.

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Business Plan 2

Strengthening Airbnb's Trust Infrastructure for Sustainable Growth

In support of [Bart Krawczyk's "How Airbnb Designs for Trust – UX Design"](#) (uxdesign.cc)

OVERVIEW

Executive Summary

Airbnb is a leading player in the global travel and hospitality industry, facilitating billions of transactions and experiences worldwide. This business plan outlines a strategic effort to enhance user trust in Airbnb's platforms, by investing in verification measures, improved communication, and community-building initiatives. This will lead to increased user trust, higher booking rates, and stronger brand loyalty driving profits for Airbnb.

Airbnb is committed to a culture of continuous innovation, rapid experimentation, and researched-backed decisions to ensure it can remain flexible and meet the needs of its users. The global vacation rental market is projected to reach \$113.9 billion by 2027, and Airbnb is well-positioned to capture a significant share of this growing market. By investing in this project, you are investing in the future of Airbnb and its continued success as a leader in the travel industry.

Highlights

- **Market Size:** Addressing a \$113.9 billion global vacation rental market.
- **Project Goal:** Enhance trust and safety on the Airbnb platform.
- **Key Features:** Advanced verification, improved communication, community building.

- **Innovation:** Fostering a culture of continuous innovation, leveraging emerging technologies.
- **Expected Outcomes:** Increased user trust, higher booking rates, stronger brand loyalty, and continued growth.

Company Overview

Airbnb is a leading B2C platform that connects travelers with short-term rental accommodations while enabling property owners to monetize their spaces. As a major competitor to hotels, Airbnb offers a wide range of options, including rooms, apartments, and entire homes, often at affordable prices. Operating in over 200 countries and serving more than 2 billion guest arrivals to date, Airbnb reported a total revenue of \$10.8 billion over the past 12 months. Beyond accommodations, Airbnb continues to innovate within the hospitality sector by introducing new offerings such as curated experiences, enhancing its appeal to modern travelers. Competing with traditional hotels and other vacation rental platforms like VRBO, Airbnb differentiates itself by fostering a sense of community, trust, authenticity, and inclusivity—a vision encapsulated in its mission to create a world where anyone can belong anywhere. Airbnb addresses two distinct challenges for its user groups: for travelers, it provides affordable and unique accommodations that offer a more local and personalized experience than traditional lodging. For property owners, it offers a platform to connect with customers seeking flexible short-term rentals, beyond the constraints of long-term leases. Airbnb's competitive edge lies in its strong brand recognition as the go-to service for short-term accommodations. This reputation not only attracts a vast pool of travelers but also ensures a broad inventory of listings, offering users unparalleled variety and choice in the marketplace.


COMPANY

Team Overview

This project to increase trust in Airbnb would involve a cross-functional team across product, design, engineering, user research, safety, and content.

Vision, Features, Benefits

Airbnb's vision is to create a world where anyone can belong. Our team's vision is to contribute to this mission by cultivating a platform where every user feels safe, secure, and confident in their experience.



The features include:

- Enhances identity verification
- Background checks
- Community forums for hosts and guests
- Host and guest badges
- Enhanced security features

The benefits of this project are increased user trust and confidence in the platform, improved safety and security for both hosts and guests, reduced risk of incidents and negative experiences, and enhanced brand reputation as a leader in trust and safety.

Products and Services

Airbnb's core offering is its online platform that connects travelers to hosts. The secondary service they have recently expanded into is offering experiences led by local hosts. This project focused on enhancing those existing experiences and services rather than creating new ones.

Timeline

Phase 1: Research and Strategy (3 months)

- Conduct user research to understand trust-related needs and pain points
- Define scope, goals, and success metrics
- Develop a project plan and roadmap


Phase 2: Design and Develop (2 months)

- Design and develop new features
- Conduct testing

Phase 3: Test and refine (3 months)

- Conduct pilot testing
- Refine features based on a/b testing and user feedback

Phase 4: Rollout (2 months)

- Roll out features gradually
 - Develop a communication plan to promote features
 - Monitor feedback and data to measure the impact
- 

INDUSTRY

Market Analysis

Airbnb caters to a diverse range of customers, including leisure travelers and business travelers. Airbnb has served over 2 billion guests since its inception, demonstrating its broad appeal and massive user base. There are several key trends that have been emerging in the hospitality industry such as personalization, local and authentic experiences, and unique living experiences. With these new emerging trends, Airbnb's market value has significant potential for growth. In 2021, the market was valued at \$74.2 billion, and it is projected to reach \$113.9 billion by 2027. A key factor in booking is trust.

SWOT

Strengths	<ul style="list-style-type: none"> • Brand Recognition and Trust: Airbnb is synonymous with short-term rentals. • Many Hosts and Listings: Airbnb has over 8 million active listings. • Global Reach: Airbnb operates in over 220 countries and regions, offering endless options. • Diverse Offerings: Airbnb has a range of listing options at a different price range, offering something for everyone.
Weaknesses	<ul style="list-style-type: none"> • Host-Dependent Quality: Airbnb's experience relies heavily on the host, putting the trust of its brand and name in the host's hands. • Government Regulations: Airbnb has to comply with different government regulations. • Safety and Security Concerns: Guest safety and security can negatively impact the company's reputation.
Opportunities	<ul style="list-style-type: none"> • Diversification of Services: Expanding offerings to Experiences and other related services can boost revenue. • Strategic Partnerships: Collaborations with airlines, local tour companies, and other travel-related businesses can enhance the Airbnb ecosystem.
Threats	<ul style="list-style-type: none"> • Competition: Competitors (e.g. Booking.com,

- Vrbo) pose a constant threat.
- **Economy:** People traveling less and having less money to spend on travel could impact Airbnb.
- **Negative Reviews:** Negative experiences can deter users from trusting Airbnb's experiences.

Competitive Analysis

	Booking.com booking.com	Vrbo vrbo.com
Value Prop	Wide range of accommodations, beyond homes (hotels, rentals, etc.), comprehensive travel booking.	Whole-home vacation rentals, family-oriented travel.
Strengths	Extensive inventory (hotels and rentals), strong global presence, competitive pricing, and user-friendly interface.	Whole-home rentals, strong customer loyalty, established brand in vacation rentals, good marketing.
Weaknesses	Less focused on unique experiences, potential for commoditization of listings	Less diverse offerings, limited global reach, and fewer available accommodations.

Competitive Advantage of Airbnb

The competitive advantage for Airbnb lies within the company's ability to develop a trusted network and digital marketplace. This digital hub connects traveling people with the ability to accommodate unique needs. Some key features that differentiate and provide a competitive advantage for Airbnb include:

Complete Brand Recognition and Being Market Leaders

- Airbnb is very well known by most travelers in the short-term rental market. There are over 8 million listings with 200+ million active users.

Various Forms of Accommodations

- Airbnb caters to a diverse range of audiences' needs and offers different types of lodging options. This includes apartments, luxury living, regular living, unique stays, houseboats, and convenient rooms.

Trustworthy Customer Feedback Loop

- Built on trust, Airbnb's platform offers a two-way review system. This makes both hosts and guests accountable. Increased living space security through "Aircover" for guests and hosts is an added feature for increased reliability.

Flexibility and Cost Efficiency

- There are better affordable options compared to standard hotels especially if guests are planning to stay for a longer visit. This creates a special appeal to people who are aiming to travel on a budget. Hosts can also set prices which allows Airbnb to stay competitive and practical.

Partnerships and Expansion

- Due to the company's growing demand for improved lodging, Airbnb curates activities hosted by locals and provides unique experiences for guests. Several major airline companies and tourism agencies are partnered with Airbnb.

FINANCES

Logistic and Operations

This project involves adding features or functionalities to the existing Airbnb mobile and web app. The project will be built and designed by Airbnb designers, developers, and product managers. The cost of building and designing the project can vary based on complexity. Estimating a design time of 3 months, product management time of 3 months, and engineering time of 3 months by a team of 7 people with an average salary of 150K USD, we can estimate the cost of the feature to be 262,500 USD.



Revenues and Expenses

One of Airbnb's main revenue streams is commissions on bookings. The KPIs we would be targeting are revenue, nights booked, occupancy rate, guest satisfaction, host satisfaction, and net promoter score (NPS). Since trust is a critical assumption made by Airbnb we can infer that they have determined that trust is a key indicator of bookings. Since our future goal is to increase trust we can estimate that if this feature is successful it will have a direct impact on Airbnb's revenue by an increase of 450 million dollars. The following is a breakdown of how we arrived at those numbers.

Pricing

- Average booking value: \$500
- Commission rate: 15% of booking total ([source](#))

Market size and penetration

- Tourism industry: 11 Trillion ([source](#))

Booking frequency and trends

- Active users: 200M + active users ([source](#))
- Booking per user per year: 1

Calculation

- We estimate that our feature focused on trust will directly increase the average booking per user per year by 3%, resulting in an average of 1.03 bookings per user per year.
 - Calculation:
 - $\text{Total bookings per year} = 200,000,000 \text{ users} * 1.03 \text{ bookings/user} = 206,000,000 \text{ bookings per year}$
 - $\text{New bookings} = 206,000,000 \text{ total bookings} - 200,000,000 \text{ average bookings} = 6,000,000 \text{ new bookings}$
 - $\text{Total new booking value} = 6,000,000 \text{ new bookings} * 500\$ \text{ average booking value} = 3,000,000,000$
 - $\text{Total revenue} = 3,000,000,000 \text{ total new booking value} * 0.15\% \text{ commission} = 450,000,000$

So per our estimates, this new feature will add a revenue increase of 450 million dollars to Airbnb's total revenue.

Funding

Funding will be sought from Airbnb as we advocate for this project to be added to the roadmap.

Innovation

We recognize that innovation is essential for maintaining its position in the market. Investing in this project is investing in innovation. By fostering a culture of continuous innovation, rapid experimentation, and researched-backed decisions, Airbnb will be able to adapt to evolving travel trends. Trust is at the center of Airbnb's business model, and this project will cement Airbnb as synonymous with trust.

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Business Plan 3

Mindful Innovation: Scaling Headspace's Global Mental Wellness Reach

In support of Jen Cousar's "[Getting a little Headspace — a UX case study](https://uxdesign.cc/Getting-a-little-Headspace-a-UX-case-study)" (uxdesign.cc)

OVERVIEW

Executive Summary

Headspace is a leading digital wellness platform offering personalized tools for guided meditation, mindfulness, self-reflection, and mental clarity. Their vision is to remain a global leader in promoting mental well-being. Headspace integrates customizable user experiences and evidence-based practices to ensure its solutions remain inclusive and engaging. The platform differentiates itself by focusing on adaptive guidance informed by real-time user feedback and culturally diverse mindfulness practices, addressing the needs of its global audience. Headspace's primary target audience is millennials and Gen Z individuals aged 18–34. The company uses strategic marketing through social media influencers, partnerships with mental health organizations, and app store advertisements, while also fostering organic growth via in-app sharing incentives. Backed by a strong financial foundation of consistent subscription revenues and strategic partnerships, Headspace anticipates sustained growth as it leverages its established brand presence and innovative offerings to capture new markets and maintain its competitive edge.

Company Overview

Headspace is structured as a global leader in the digital wellness industry, with a team of specialists in user experience, psychology, and technology development. The company

remains committed to delivering guided wellness through a subscription-based mobile app that addresses the evolving demands of its audience. Founded in 2010, Headspace operates in the rapidly expanding health tech sector, with a mission to make wellness more accessible and inclusive. Their short-term goals include expanding its content library and enhancing multilingual support, while long-term objectives focus on forming additional strategic partnerships and innovating product offerings.

Team Overview

Headspace's team includes experts in mental health, technology, and user experience design. Their combined expertise drives the company's innovative approach to wellness. Headspace's vision is to democratize access to mental wellness through its digital platform. Their key features include guided sessions, culturally diverse mindfulness practices, and real-time feedback. These features enable users to experience improved mental clarity, reduced stress, and a supportive platform designed to encourage daily engagement.

Products and Services

Headspace offers guided meditation modules developed by licensed professionals and mindfulness experts, ensuring quality and evidence-based content. Each module is optimized for user engagement and regularly updated. The platform includes a large library of sessions catering to various needs, from stress reduction to sleep improvement. Headspace also continuously adds new content, keeping the experience fresh and relevant for its users.

Timeline

- Currently: Expansion of the content library and refinement of adaptive features.
- 6 months: Launch of multilingual support and culturally tailored mindfulness practices.
- 1 year: Strengthen global partnerships and enhance in-app personalization features.

INDUSTRY

Headspace operates in the digital wellness industry, which is experiencing rapid growth due to increasing awareness of mental health. According to the Global Wellness Institute, the global wellness market was valued at \$4.4 trillion in recent years. In comparison, the meditation and mindfulness segment is projected to grow to \$22 billion by 2032, reflecting a compound annual growth rate of 10.5%. As a pioneer in this space, Headspace is well-positioned to continue



shaping the future of digital wellness, leveraging its strong brand presence and innovative offerings.

Market Analysis

Headspace targets urban professionals, students, and tech-savvy individuals seeking accessible mental health solutions. The platform has a strong existing user base and aims to grow by reaching new markets and demographics. By leveraging its strengths in adaptive UX design and culturally inclusive content, Headspace addresses unmet needs in the market while maintaining its competitive edge against emerging and established competitors.

SWOT

Strengths	<ul style="list-style-type: none">• Established brand with global recognition.• High-quality, evidence-based content developed by experts.• Adaptive guidance and culturally inclusive mindfulness practices.• Strong partnerships with mental health organizations, influencers, and corporate wellness programs, including Starbucks and other major corporations.
Weaknesses	<ul style="list-style-type: none">• High competition from established players like Calm.• Dependence on subscription-based revenue model.• Limited multilingual support currently in place.
Opportunities	<ul style="list-style-type: none">• Expanding into underserved markets with multilingual and culturally diverse offerings.• Growing awareness of mental health globally post-pandemic.• Collaboration with schools and workplaces to integrate mindfulness

Threats	solutions.
	<ul style="list-style-type: none"> • Increasing competition from free platforms like YouTube and low-cost alternatives. • Potential economic downturns impacting subscription retention. • Evolving user expectations requiring constant innovation.

Competitive Analysis

	Calm calm.com	Insight Timer insighttimer.com
Value Prop	A trusted, easy-to-use solution for sleep and stress relief, appealing to a wide audience.	A cost-effective platform for users seeking free, community-driven mindfulness resources.
Strengths	Extensive library of soothing content and a well-known focus on sleep aids.	Large selection of free content and active global community of contributors.
Weaknesses	Minimal emphasis on cultural diversity and limited real-time adaptive features.	Inconsistent quality control and lack of curated or adaptive guidance.

Competitive Advantage

Headspace maintains its competitive advantage by leveraging its well-established brand, offering culturally inclusive content, and providing real-time feedback features that enhance

user engagement. Its affordable subscription model ensures accessibility while fostering loyalty among its users.

FINANCES

Headspace has demonstrated strong financial performance, driven by consistent subscription revenues and strategic corporate partnerships. The company collaborates with leading organizations, such as Starbucks, to integrate its services into corporate wellness programs, which contribute significantly to its revenue streams. These partnerships not only provide a steady income but also expand Headspace's user base and enhance brand visibility. With its scalable subscription model and growing partnerships, Headspace anticipates continued revenue growth. Initial development costs have been offset by its robust financial strategy, ensuring long-term sustainability and innovation.

Logistic and Operations


Headspace's operations are designed to efficiently support its extensive content library and innovative product offerings. The company employs in-house content production teams including mindfulness experts, UX designers, and software developers who ensure quality and engaging user experiences. Advanced tools and technologies, such as Unity for animation and Figma for user interface design, are utilized to create seamless digital experiences.

To maintain a consistent release schedule for new content, Headspace adopts a content production strategy where modules are planned and developed. Collaborations with cultural mindfulness practitioners and mental health organizations ensure authenticity and inclusivity in the app's offerings.

Corporate partnerships, including wellness programs with major organizations like Starbucks, streamline distribution and integrate Headspace into workplace wellness initiatives. This collaboration expands the platform's reach while solidifying its reputation in the corporate sector. The company also leverages scalable cloud infrastructure to support its growing user base, ensuring that its digital services remain reliable and efficient.

Revenues and Expenses

Headspace generates revenue primarily through its subscription-based model, offering plans starting at \$12.99 per month or \$69.99 annually. Corporate wellness partnerships, such as those with Starbucks and other major companies, contribute significantly to revenue, accounting for an estimated 25% of total income. Additional income streams include licensing



agreements with educational institutions and collaborations with healthcare providers. Expenses are strategically managed, with key allocations to team salaries (\$15 million annually for over 200 professionals), technology infrastructure and tools (\$5 million), marketing campaigns (\$10 million), and content development (\$3 million annually). These calculated investments ensure continued innovation and market competitiveness, supporting Headspace's growth trajectory.

Funding

Headspace has successfully raised over \$178 million through 10 funding rounds, backed by prominent investors like Spectrum Equity and the Chernin Group. This funding has been pivotal in supporting its expansion into new markets, enhancing product features, and acquiring complementary businesses. Headspace continues to explore additional funding opportunities through grants for wellness initiatives and collaborations with global healthcare organizations, ensuring sustained financial stability and innovative growth.

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Written Statement

After evaluating three business plans, we selected **Airbnb's Trust-Enhancement Plan** for a feasibility analysis. Our team relied on collaboration and data to make this choice, which involved using tools like Figma for team discussions and an anonymous poll on Teams.

Our evaluation framework involved three key factors: business objectives, model clarity, and team familiarity. The Airbnb Trust-Enhancement Plan stood out for its clear problem statement, specific strategies such as advanced verification and community-building features, and strong financial projections, including an estimated \$450 million revenue increase. Moreover, Airbnb's existing market presence and available user data provide a solid foundation for feasibility analysis.

On the other hand, The BBC-Inspired Branding plan had a broad scope and limited scalability, which we saw as a challenge. With the Headspace proposal, while we thought it had innovative ideas, its objectives weren't clearly defined and there was more competition.

Airbnb's plan aligns with our evaluation criteria, especially due to its strong potential for measurable impact. As it prioritizes trust — a key factor in user retention and platform growth — our team saw the most practical path forward with this plan.

Comprehensive analysis available at <https://docs.google.com/spreadsheets/d/1goJp405FV5ZS0S07eJF30qJLbolKrlhP>