



**2016-2017 AMA**

**Collegiate Case Competition**

**Northeastern University**

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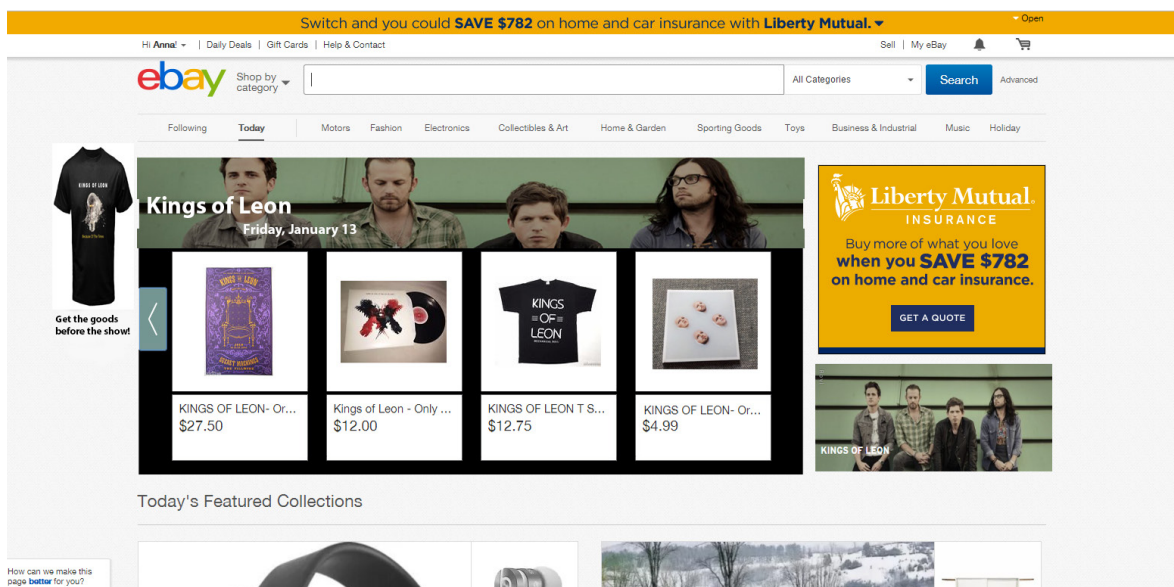
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# Executive Summary

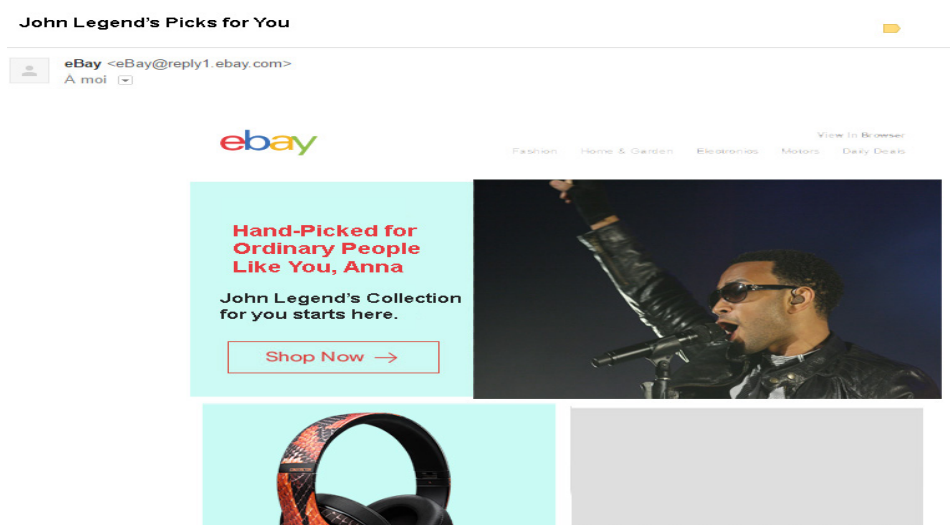
**FanBase** is a series of featured collections supplemented by complementary advertising in response to events near the user. By leveraging a partnership with StubHub's ticketing services, eBay can serve as a one stop fan shop, providing fans with everything they need for before, during, and after an event.

The idea is pretty simple: by matching a user's location with the location of an event, eBay can present collections of merchandise specific to that event on the user's front page in the "Daily Deals" section. In collaboration with StubHub, eBay will also be able to directly communicate via email with those who have already purchased tickets to an event; these individuals will be more likely to buy merchandise, as they have already purchased the tickets and are confirmed to be attending the event.



FanBase will attract Millennials and Generation Z; the increasing value of the shared economy as well as event attendance demonstrates these generations value experiences over ownership of goods. This market cares not only about attending the event, but the status and recognition that goes along with sharing this experience via social channels. This status would be increased with the addition of relevant merchandise. FanBase addresses the market's desire for quick purchasing with easy access to tickets and event accessories. FanBase's collections are the epicenter for this market's event needs.

FanBase is projected to earn eBay over \$14,000,000 in GMV for 2017 from its combination of email campaigns, online display ads, coupon systems, and promotional campaigns. An example of a targeted campaign is shown below:



# Market Analysis

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## Macroenvironment

eBay has maintained its position as an integral part of the lucrative e-commerce market for the last twenty years. Accumulating more than 150 million active buyers from more than thirty countries, eBay continues to play a crucial role in this market. Over the past decade the e-commerce industry has exploded, and is expected to continue this growth for the next few years (Worldwide Retail). However because this market has immense financial gains, it is becoming fiercely competitive. Last year, eBay experienced a two percent decline in year-over-year revenue growth (McKay), which illustrates the increasing competitive e-commerce market; as well as PayPal becoming independent from eBay, resulting in a loss of revenue. With rivals such as Amazon and Etsy, as well as new start-ups entering the market, eBay needs to differentiate itself to gain greater market share, particularly among millennials and generation Z.

According to independent studies done, the average eBay user tends to be older than the average Amazon customer (Haselden). The younger generations utilize e-commerce marketplaces like eBay more than older generations. Hence, they need to work on their reputation towards this market. Many people view eBay solely as an auction site to buy used items. However, it sells both new and used items, and not everything transaction is carried out with a bidding war. Therefore, eBay must change its image to attract more customers.

## Target Market

The current pursuable target market for eBay includes Millennials and Generation Z. This range includes people ages 12-35. According to the US Census in 2015, the total population in America is 320,090,857. Males and females ages 12-34 make up 100.3 million Americans, which makes the target market approximately 31.33% of the total US population (US Census Bureau). This is not taking into consideration purchasing power of these people, access to online shopping capabilities, etc.

In terms of demographics, geographically Millennials are an urban population mostly concentrated in the western United States. Economically, they are still climbing the income ladder, with a median income of \$25K for younger Millennials, and \$48K for older Millennials. They are optimistic and ambitious, and, while they prioritize getting a good deal, care about making a social impact, especially in regard to education, poverty, and the environment.

Millennials embrace technology as a way of life, to the point that 83% of them sleep with their mobile devices and post status updates "from the bathroom". However, in terms of media channels, they are more likely to spend time in social media than watching TV. While they do watch TV, and are more likely to watch event-related programming like Sunday Night Football or cable programming on BET, Comedy Central or FX Network, they're also engaged with social media, commenting about what they like and dislike about a TV storyline, in line with their expressive nature. The number one app used by Millennials is Facebook, which is a platform for 72% of the market. In terms of mediums, younger Millennials (age 18-24) spend slightly more time on social media on their laptops compared to mobile Web apps (11 hours per month on their laptops vs. 10 hours per month using mobile Web apps) (Millennials - Breaking the Myths).

In terms of brand interaction and product consumption, Millennials like personal and direct interactions, and value a customized experience paired up with authenticity on social media. When presented with traditional "push" advertising, Millennials see right through the inauthenticity to the advertiser's motives, and do not connect with the content. Rather, they respond more favorably to advertising that features celebrities, relatable characters or strong visual elements tied to their expressive, creative nature. They are particularly receptive to endorsements by music artists they like; 24% of young Millennials and 26% of older Millennials will try a brand/ product if they sponsor an event for a music artist they like. Millennials ranked "Technology Use" as the most defining characteristic of their generation (24%), followed by "Music/Pop Culture" (11%) and "Liberal/Tolerant" (7%), which further exemplifies the proliferation of technology and social media in this segment and their focus on music to express themselves artistically.

Millennial online buying behavior is increasing. Teens prefer to shop online versus in stores according to Piper Jaffray's semiannual report on teen spending. This market is very engaged in online shopping and want to express their opinions and have more ways to conduct reviews on products and services via online shopping websites. Gen Y trusts the opinions and reviews of others online, whereas Millennials will make impulse online shopping purchases.

Mobile apps and mobile site interfaces are important to Millennials. As their income increases, they will have more purchasing power concentrated in the online market. Millennials care most about shopping for experiences; furthermore, they invest heavily in the shared economy (Airbnb, Uber, etc.). For the most part Gen Z is not as invested in online shopping as Gen Y, because they don't have the independence or purchasing power yet. It has been shown that both generations care about value, real and perceived. They want free shipping, the best deal, and for the purchase to align with their needs and wants. Furthermore, with so many devices, sites, and activities pulling for the generation's attention, convenience is important. Millennials and Gen Z want quick and easy ways to find the best deals.

### Strengths

- **Well-established brand.**

eBay has been around for 20 years and is considered one of the most valuable brands in the world, coming in at #32 on Interbrand's "Best Global Brands" ranking of companies and their presence in the global marketplace.

- **1 billion live listings and 164 million active buyers.**

eBay's strong relationship with its users help to facilitate hundreds of transactions across the Marketplace every day. Their current user base is robust and diverse, providing a huge selection of inventory for buyers and a global reach for sellers.

- **Easy transactions.**

eBay's "Buy It Now" and "Money Back Guarantee" simplify the purchase process for buyers, while their Connected Commerce platform works with sellers to make it fast and easy to turn clutter into cash.

- **Strong partnerships.**

eBay's portfolio of brands is a competitive advantage, providing users access to local classifieds (eBay Classifieds and Close5), ticket sales (StubHub), and shipping solutions (Shyp and eBay Valet). eBay's charitable foundations and commitment to philanthropic work also differentiate the brand from other online marketplaces.

### Opportunities

- **Mobile Site Optimization.**

87% of Millennials own a SmartPhone, with 20% of Millennials using their mobile exclusively to browse the internet (Chaffey). Developing eBay's app further may appeal to a younger generation.

- **eBay Storefronts.**

Storefronts offer a marketplace with unique products available exclusively from eBay. These special offers are a market differentiator and an opportunity for growth.

- **Internet of Things.**

The Internet of Things is enabling easier, more convenient transactions. The use of "personal assistants" such as Siri, Google Now, Amazon Echo, Facebook M, and Microsoft's Cortana make shopping easier than ever.

### Weaknesses

- **"Dated."**

eBay has gone through a transformation over the last few years, streamlining the search process and delivering data-driven results. eBay's transition has not created the kind of traffic that competitors such as Amazon and Wal-Mart experience, partially because it is still seen as "old-school" and overlooked by those who haven't ever used it.

- **Quality seen as poor (knock-offs).**

eBay has a reputation of being a used-product marketplace, when in reality 80% of merchandise is new. eBay must overcome this perception-gap in order to appeal to new buyers.

- **Reputation as auction-only.**

Roughly 86% of eBay's product offerings are fixed price, though its reputation as an auction-only website has deterred younger users who prefer "Buy it Now" and free shipping options.

### Threats

- **Small, specialized start-ups.**

The competitive landscape has transformed since the advent of the SmartPhone, enabling niche startups such as Etsy and iOffer to capture pieces of the already fragmented e-commerce market.

- **Giant retailers.**

Along with niche companies, eBay faces incredible competition from retailer giants such as Wal-Mart, Target, and Amazon, who have a wealth of resources at their disposal to attract and retain loyal customers.

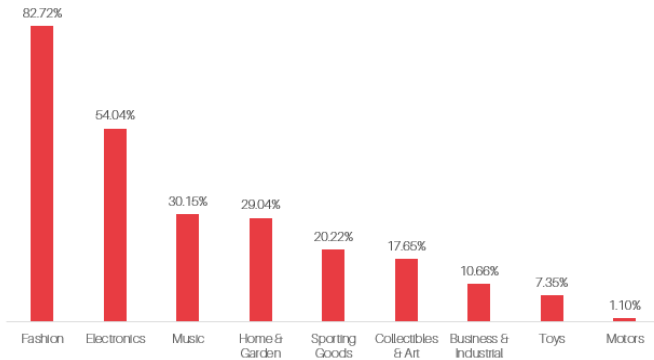
- **Cyber security.**

In the age of technology, data and security breaches are a huge threat to any company that operates online. Breaches have not only a financial impact, but gravely affect public perception of a company.

# Survey Results

## Online Shopping Habits

Products Purchased Online



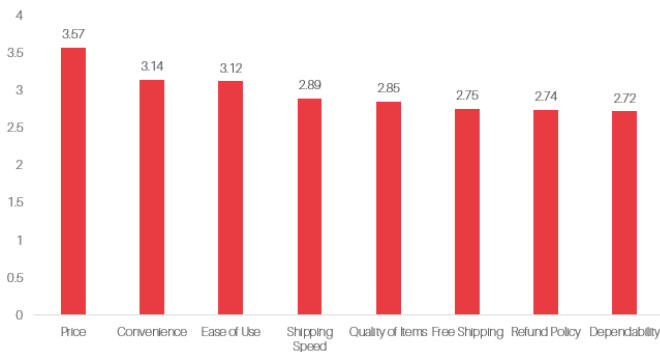
Rank in terms of how important these factors are in deciding what online shopping platform you will end up using.  
(1 = Most Important, 8 = Least Important)



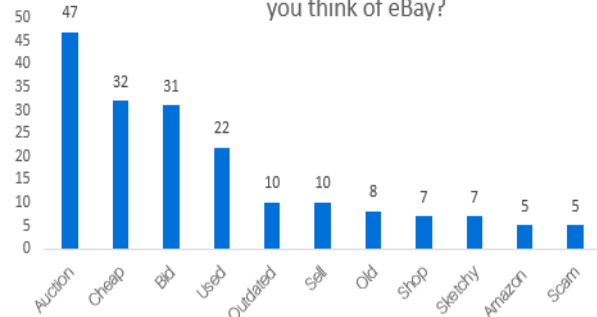
In our market research survey, we inquired about the types of products consumers buy online, where they prefer to do their online shopping, and the factors that go into that decision. It appears the products purchased online most often include clothing, electronics, and music, while toys and motors are seldom purchased online. Taking into consideration that many of our responses likely came from Millennials (seeing as the distribution of the survey was conducted by Millennials themselves), these behaviors seem in line with the expectations of the demographic. When asked where they prefer to shop online, the participants overwhelmingly responded with Amazon, and it's worth noting that the top-ranked priorities include price, quality, and shipping prices, attributes for which Amazon is known. Clearly, the eBay brand is not associated with those qualities to the same extent as Amazon, and in order to compete in the marketplace, this brand perception needs to change.

## Perception of eBay

On a scale from one to five (one being poor, five being great) where do you think eBay ranks on the following:



What is the first word that comes to mind when you think of eBay?



We asked participants to rank eBay on eight characteristics common to online shopping experiences. Of those qualities, eBay is perceived as performing above average on price, convenience, and ease of use, while underperforming in terms of free shipping, refund policy, and dependability.

Most commonly, eBay is thought of for its auctions, with 47 participants listing that as the first word that comes to mind when thinking of eBay. Similarly commonly reported words were cheap with 32 responses, bid with 31, used with 22, and then outdated and sell each with 10.

## Focus Group Quotes

"...even with the redesign, the ads on the homepage just make me sad..."

"I would only use it if I were searching for a specific product."

"I want it to suggest something relevant, I don't want stupid stuff to come up"

"it seems so time consuming, takes more of an investment than Amazon"

"it feels like I'm taking a risk"

# Customer Analysis



## Segments:

With eBay's StubHub partnership and the focus on fan merchandise, we hope to reach those in the Millennial demographic who are active entertainment lovers, those are aware of and attend live events to support the artists, actors, and comedians they love.

### Music Lovers

- All ages
- Attends a live concert at least 4 times a year
- Buys CDs, vinyls, posters, t-shirts, instruments, and other merch.

### Comedy Fans

- 18-35
- Attends a live comedy event at least twice a year
- Buys books, CDs, posters, t-shirts, and other merch.

### Sports Buffs

- All ages
- Follows sports teams religiously; attends live games
- Buys jerseys, hats, t-shirts, equipment, and other merch.

### Event Enthusiasts

- All ages
- Fans of Broadway, conventions, and other live-event attendees
- Buys CDs, books, t-shirts, hats, and other merch.

The brand perception of eBay evokes auctions and rare, unique items. This can be valuable to entertainment consumers looking to purchase specific albums, merchandise, or memorabilia to enhance their event experiences. We intend to combine this existing value with that of StubHub's ticketing services, thereby fulfilling all the needs of a fan. eBay's partnership with StubHub allows access to the booming "experience economy." 78% of Millennials say they would choose to spend money on a desirable experience over a material good (Kosolcharoen), and eBay FanBase will offer fans the opportunity to purchase not only the experience, but also the souvenirs behind it.

The "experience economy" can be broken up into a few event categories: music, comedy, sports, and other entertainment forms such as Broadway theatre. Keeping in mind eBay's goal of reaching Millennials, capturing the niche market of avid music fans should be a primary focus. Around a third of consumer spending on music is spent on live events. Ticketing and merchandise sales are lucrative revenue streams for the current music industry; 59% of millennials say they've attended a live music event in the last year, and out of the 32 million annual music festival attendees, 46% of those are millennials. Millennials are a demographic known for their interest in all forms of media, particularly music, spending an average of \$163 a year on it, almost half of which goes toward concerts or festivals (2015 US Music). This is an enormous market worth capitalizing on; in a Nielsen report on music festivals, 53.7% of attendees agreed that they view a brand more favorably if it sponsors a festival, as opposed to simply having the name and branding appear on stage or in programs (For Music). As stated earlier, Millennials value authenticity; they appreciate brands who are actively participating in the experiences they seek. Generating eBay content (i.e. social media copy, videos, evergreen content such as festival checklists, etc.) centered around these events, especially festivals, will not only lend eBay more credibility and authenticity in the eyes of Millennial music fans, but will also serve as shareable promotions for the FanBase marketplaces and in turn, drive more traffic.

FanBase can also cater to comedy, sports, and theatre. These are all thriving industries in their own right; sporting events generated around \$33 billion in annual revenue (MintLife), with over \$12 billion (Heitner) in retail merchandise sales on top of it, while the Broadway and comedy industries are estimated to generate over \$1.3 billion (Statistics) and \$300 million (Waddell), respectively. Using FanBase, eBay has the potential to tap into billions of dollars in potential revenue by fostering a "one-stop shop" destination for all fan needs before, during, and after an event.

# Positioning Strategy

## Value Statement

### *"One stop fan shop"*

eBay's focus on providing customers the full fan experience is providing additional value for the company. By focusing on creating a one stop shop for customers interested in getting the most out of their entertainment experience, eBay will increase in popularity and have its business increase across a newer, younger, demographic. eBay will be able to position itself as the place to go for fans to get a connection with their favorite entertainment. Fans will be able to get all of their needs in one place, whether that is a jersey for a sporting event, an album to listen to before a concert, or even memorabilia to begin growing a collection.

Thanks to this FanBase, eBay will be able to promote both the Buy It Now and the auction aspects of its website. If the event in question was a concert, for instance, eBay would have the opportunity to sell band merchandise online as a Buy It Now feature, such as CDs and t-shirts. In addition, they would also let sellers of memorabilia, such as a signed guitar, feature their related items on the storefront, giving multiple options to the consumer, and ultimately increasing use of the website. This would also be a benefit for sellers, because it would encourage them to sell certain items if they noticed that there was a storefront option that would be promoting their items.

## Competitive Advantage

eBay's competitive advantage is rooted in its partnership with StubHub. When entertainment seekers are going to get their tickets to events, eBay is able to provide them more than just the ticket. Thanks to this new initiative, eBay will be able to heighten the consumer entertainment experience. eBay will present special editions of their product "collection" features for fans of certain entertainers and events, depending on their location and interests. This will help consumers realize what events are coming to their area, as well as give them the opportunity to expand upon their experience.

## Marketing Objectives

### Goal #1: Attract 5% of Event Goers to eBay's Site

Promotions will target those in areas near concert venues to encourage purchasing of merchandise as well as to generate awareness around events, though the primary driver of additional traffic will be StubHub. StubHub attracts 228,000,000 users annually to its site. (Stubhub.com: Alexa) With a conservative estimate that our promotions will send 5% of those users to eBay's FanBase, we anticipate an increase in web traffic by 11,400,000 users.

### Goal #2: Trigger Purchases in 20% of New Traffic

We estimate that of the 11,400,000 new users who visit eBay, about 20% of them will make a purchase. While the average conversion rate for an ad on an e-commerce site is a very low 0.89% (Irvine), FanBase is an extremely customized view for users who have already purchased tickets to an event or users who have previously expressed an interest in entertainment. Therefore, we estimate that about 20% or 2.8 million will go on to make a purchase.

### Goal #3: Increase Gross Merchandise Value by \$10,000,000

With an additional 2.8 million buyers, each purchase would only need to be about \$3.50 for eBay to make over \$10 million in additional gross merchandise value.

## Projected GMV Growth

|                                       | 2016        | 2017             | 2018             | 2019             | 2020             |
|---------------------------------------|-------------|------------------|------------------|------------------|------------------|
| Total StubHub users                   | 228,000,000 |                  |                  |                  |                  |
| Number of users directed to eBay site | 11,400,000  |                  |                  |                  |                  |
| Number of users who make purchases    |             | 2,800,000.00     | 2,884,000.00     | 2,970,520.00     | 3,059,635.60     |
| Average revenue per user              |             | \$ 5.00          | \$ 5.00          | \$ 5.00          | \$ 5.00          |
| Revenue per user (off eBay site)      |             | \$ 14,000,000.00 | \$ 14,420,000.00 | \$ 14,852,600.00 | \$ 15,298,178.00 |

## Promotion

### StubHub:

The first promotional campaign that we would like to enact would take advantage of the partnership eBay has with Stubhub. This partnership would provide eBay with a unique opportunity to give consumers relevant and timely content based on events they are interested in. There are a few promotional campaigns that eBay can create from this partnership: targeted online advertising, a discount or coupon system, and a featured artist campaign.

Since Stubhub is a platform that provides tickets to current and very popular events this means that it has a calendar that keeps track of all big events going on in the year as well as customer data that is provided when interested consumers pay for an event ticket. eBay can take advantage of this available data and gain access to customer's name, age, email and location. In addition to this data, a cookie can be placed during Stubhub's check out process, allowing eBay to track consumer behavior and target them on the appropriate websites. Once eBay has gathered a list of the potential customers and their information, they can then begin to reach out to them through email campaigns, online display ads (ODA), google ads, YouTube ads and Facebook ads.

When Stubhub sends a confirmation email of a purchased ticket eBay can take advantage by offering two or three potential products that eBay has that could be a good accessory to the event the consumer is going to. For example, if someone purchases a ticket to a Bruno Mars concert then they will get a confirmation email once their ticket is purchased and on the confirmation email it would have three clickable images of products eBay offers stating a leading line such as 'Make sure you are ready for Bruno Mars by checking out these items:' then it would be an image of a Bruno Mars t-shirt, Bruno Mars vinyl album and Bruno Mars themed phone case.

Stubhub can also track the purchasers of the event ticket through the cookie that is placed during their consumer journey. Once the cookie is in place eBay can push ads related to the event the consumer is interested in by providing a similar message as the email. An example would be if the customer paid for a ticket to Katy Perry then eBay could push an online ad stating something like 'Are you ready to see Katy Perry?' and providing a image of a product eBay offers that is related to Katy Perry (such as a colorful wig). These on-line ads would be pushed until the event has ended. This tactic can not only be applied to larger events (like big concerts) but when there are sufficient resources it can also be applied to smaller events which would provide for more segmented and direct targeting.

Another approach that could be used in conjunction with targeted online advertising would be to provide an incentive to the customers on Stubhub that would increase the chances that they would visit eBay. An appropriate incentive could be a coupon or discount off of an eBay purchase when a customer buys a Stubhub ticket. The coupon could be fixed or it could vary depending on the price (if the ticket is very expensive you get more of a discount). This system has a high chance of success since customers will always buy tickets if they are interested in an event. When a customer purchases the ticket they are already excited that they are going to the event but then receiving a coupon or discount not only increases the reward for them but it also incentivises them to go on eBay's site and creates a positive association for eBay.

### Featured Artist Campaign:

Since the target advertisements and coupon system reaches the customers in the purchase and post purchase stage, the Featured Artist Campaign can reach people in the pre-purchase and decision making stage. Because Stubhub features many famous artists, eBay can use their fame and positive influence to represent their items. During the time leading up to an event (particularly a music or performance type event) eBay can reach out to the performers and interview them and gain their insight about which products they would choose from the eBay site. Interview questions about the products the performers would choose can vary depending on season and the artist's focus. Two examples would be: if it's the Holiday season and John Legend is performing in December eBay could interview John Legend about what his top five holiday season must haves would be. Another example is if the artist is Miley Cyrus, eBay could interview her about the top seven items that would help someone dress like Miley.

While more famous artists like Taylor Swift or Drake would be very expensive to interview, eBay can build traction with this approach by interviewing many smaller artists so that it is a mutually beneficial experience. Smaller artists would be able to gain visibility and awareness for their brand and eBay would be able to gain substantial traction and loyalty with the artist's followers. In addition, smaller artists will be much more willing to give their time to be represented as well as the fact they are less costly. eBay can certainly invest in a once a year big featured artist campaign with much more famous artists (Such as 'Celebrate New Years with Taylor Swift'), but they must be cautious with the cost as well as the fact that if they continue to push very famous artists then the campaign could become repetitive.

The interviews and artist's 'product picks' could be featured not only on eBay's main website but also on Stubhub when someone searches for that particular artist. eBay can also reuse the video and interview content for more targeted online advertising.

If eBay combines all elements of this Stubhub promotion, they should be able to target customers in every stage of the buying process. This will allow eBay to stay top of mind in the customer's head and increase the chances that someone will buy something from their site. This promotional tactic also allows customers to begin to develop a new and more positive association with eBay. Since artists tend to have very loyal fans, when eBay helps them to get ready for the event they will end up being very grateful and continue to consider eBay more when they are making those artist-related purchases.

### Social Media Integration:

eBay can increase market awareness for Millennials through social media such as Facebook as the primary platform for paid boosting. Despite the many changes eBay made to the interface, look and feel of the storefront the millennial target market failed to notice the that such changes were made. Facebook itself has recently introduced their own marketplace and since then allows millennials to trade used goods between each other. Facebook has become increasingly relevant for eBay to now pursue advertising on Facebook.

To consolidate our promotional efforts we decided to use Facebook boosting, a form of paid advertising to post about our ticket sales with StubHub and partnerships with artists. Whenever a featured artists has their upcoming concerts scheduled, we will post content to increase awareness. As a part of our promotional efforts to increase sales revenue, we will sell merchandise so that consumers can wear the their favorite musicians t-shirt during the event.

The benefit of using an online platform to advertise is so that we can accurately track our marketing performance in real-time. Performance metrics are essential to measuring the success of our Facebook posts. Reach will be measured by looking at page views and impressions. Engagement will be measured through likes/favorites, comments, and shares.

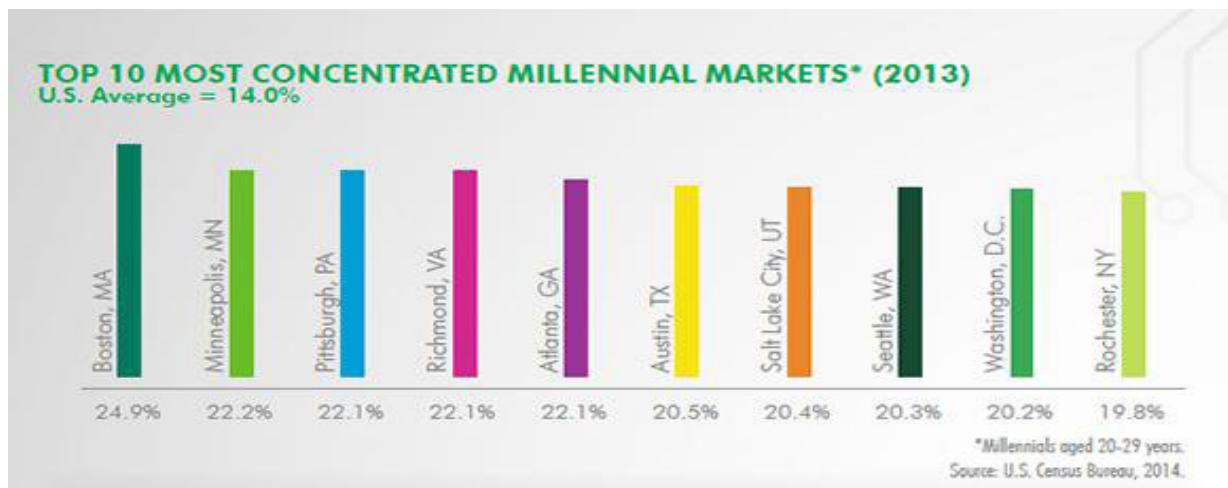
### College Campus Pop-up Stores:

eBay has a unique opportunity in establishing brick-and-mortar "pop-up stores" on college campuses that offer merchandise in advance of an event. In addition to potential celebrity sponsored appearances, we would offer free small handouts such as pens with eBay's logo on it, help sync student's current eBay accounts with the new platform or sign people up for the new platform, and we would have a trivia game to give students a chance to win discounts on their first purchase through eBay. The game itself could even vary from school to school for personalization purposes. The key is to have our booth be an interactive area as opposed to a sales pitch for students.

## Place

### College Towns:

We intend to push the bulk of our marketing efforts in areas surrounding college campuses. Not only are the most concentrated Millennial markets in areas such as Boston, Pittsburgh, Richmond, and Austin (US Census, 2013), but large campuses such as Boston University, Penn State, University of Virginia, and UT Austin are ideal locations near large venues with lots of exposure to potential event-goers.



## Promotional Budget

| Promotional Activity               | Quantity              | Cost per activity (\$)                                    | Total cost (\$) | % of total budget |
|------------------------------------|-----------------------|-----------------------------------------------------------|-----------------|-------------------|
| <b>Targeted Online Advertising</b> |                       |                                                           |                 |                   |
| Outsourced Email campaigns         | 52 (1 email per week) | 12,000 (based on number of subscribers and full services) | \$ 624,000.00   | 12.70%            |
| Online Display Ad                  | 1,500,000             | \$ 1.58                                                   | \$ 2,370,000.00 | 48.23%            |
| Google Ad                          | 500,000               | \$ 1.50                                                   | \$ 750,000.00   | 15.26%            |
| Facebook Ad                        | 500,000               | \$ 2.00                                                   | \$ 1,000,000.00 | 20.35%            |
| <b>Discount or Coupon System</b>   |                       |                                                           |                 |                   |
| Low-ticket purchases               | 500,000               | \$ 0.05                                                   | \$ 25,000.00    | 0.51%             |
| Big-ticket purchases               | 500,000               | \$ 0.15                                                   | \$ 75,000.00    | 1.53%             |
| <b>Featured Artist Campaign</b>    | 4 (1 ad per quarter)  | \$ 10,000.00                                              | \$ 40,000.00    | 0.81%             |
| <b>Pop-up Booth/store</b>          |                       |                                                           |                 |                   |
| West coast                         | 5                     | \$ 2,000.00                                               | \$ 10,000.00    | 0.20%             |
| Midwest                            | 5                     | \$ 2,000.00                                               | \$ 10,000.00    | 0.20%             |
| East coast                         | 5                     | \$ 2,000.00                                               | \$ 10,000.00    | 0.20%             |
| Total                              |                       |                                                           | \$ 4,914,000.00 |                   |

## Budget Breakdown

The budget is split into four sections including 1) targeted online advertising 2) discount or coupon system 3) featured artist campaign and 4) pop-up booth/store, arriving at a 2017 budget of \$4.91 million.

Beginning with the targeted online advertising, email marketing would be utilized to encourage more trial and awareness of eBay's new marketplace. One email would go out each week, for a total of 52 emails in 2017. Assuming a relatively large email list in 2017 of 11,400,000 individuals interested in this new feature of eBay and outsourcing this work, based on benchmarked stated rates of \$1,000 per month, email marketing would account for roughly 12%.

Online display ads (ODA), Google Adwords, and Youtube ads quantities were calculated based on the number of clicks within the year due to the fact that the cost per activities are measured on a per-click basis. Given Google's reach, the fact that YouTube is the second largest search engine behind Google (Powers) and given the capabilities of online display ads, the clicks were assumed to be 1.5 million, 500,000, and 500,000 respectively. Currently, this collectively accounts for 83% of the budget, the largest portion.

To attract initial large volumes of traffic to eBay, one-time discounts of 5% and 15% will be provided to low-ticket and big-ticket purchases respectively. Based on the success of this promotion, this practice might continue after 2017.

The feature artist campaign estimates were based on the assumption that there would be one featured artist per quarter, totaling to four artists in 2017. Business Insider reported that celebrities are offered \$10,000 for an endorsement on Twitter, similar estimates were assumed for the campaign, assuming four campaigns for a total of \$40,000 (Schrodt). Although this will limit which artists eBay and StubHub can work with, the success of these campaigns might suggest pursuing more popular artists in later years and allocating a larger portion of the budget to this activity.

Lastly, assuming a set-up cost of \$2,000 per pop-up booth and a tour of 15 colleges across the country, the total amount would be \$30,000.

# Financials

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## Projected Income

|                                       | 2016        | 2017             | 2018             | 2019             | 2020             |
|---------------------------------------|-------------|------------------|------------------|------------------|------------------|
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| Number of users who make purchases    |             | 2,800,000.00     | 2,884,000.00     | 2,970,520.00     | 3,059,635.60     |
| Average revenue per user              |             | \$ 5.00          | \$ 5.00          | \$ 5.00          | \$ 5.00          |
| Revenue per user (off eBay site)      |             | \$ 14,000,000.00 | \$ 14,420,000.00 | \$ 14,852,600.00 | \$ 15,298,178.00 |
| Revenue from ads                      |             |                  |                  |                  |                  |
| Number of clicks                      |             | 280,000          | 288,400          | 297,052          | 305,964          |
| Revenue per click                     |             | \$ 0.30          | \$ 0.30          | \$ 0.30          | \$ 0.30          |
| Revenue per ad                        |             | \$ 84,000.00     | \$ 86,520.00     | \$ 89,115.60     | \$ 91,789.07     |
| Total revenue                         |             | \$ 14,084,000.00 | \$ 14,506,520.00 | \$ 14,941,715.60 | \$ 15,389,967.07 |

## Income Breakdown

Keeping in mind our assumption that we will attract 5% of concert goers and trigger purchasing of at least \$5 in 20% of those targeted, we project an increase in Gross Merchandise Value of \$14 million for 2017. Conservatively estimating growth at 5% year over year due to continued promotional activity and organic growth, we expect roughly 2.8 million users in 2018, 2.9 million in 2019, and 3.0 million by 2020.

We also expect additional income in the form of advertising revenue. Sellers with products relevant to events will be able to push their merchandise to FanBase's users. With an average revenue per click of \$0.30 (Google Adsense) and an additional 280,000 clicks, FanBase stands to make an additional \$84,000 in 2017, increasing to \$91,000 by 2020.

## Conclusion

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FanBase will appeal to eBay's target demographic of Millennials and Generation Z, as well as attract traffic from the larger entertainment industry as a whole. Not only will FanBase increase Gross Merchandise Value, but it will also highlight eBay's "Buy it Now" and new merchandise offerings, improving eBay's image as an "old-school" auction-only marketplace.

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## B. Survey Results (Attached)

## C. Focus Group Results (Attached)

## B. Survey Results

How often do you shop online?

| # | Answer                | Count |
|---|-----------------------|-------|
| 1 | Never                 | 7     |
| 2 | Multiple times a week | 34    |
| 3 | Once a week           | 47    |
| 4 | Every other week      | 59    |
| 5 | Once every month      | 151   |
| 6 | Once a year           | 27    |
|   | Total                 | 325   |

Rank in terms of how important these factors are in deciding what online shopping platform you will end up using. (Top = Most important, Bottom = Least important)

| Question         | 1   | 2  | 3  | 4  | 5  | 6  | 7  | 8   | Total |
|------------------|-----|----|----|----|----|----|----|-----|-------|
| Price            | 167 | 56 | 28 | 13 | 6  | 5  | 1  | 0   | 276   |
| Convenience      | 17  | 47 | 41 | 50 | 55 | 33 | 25 | 8   | 276   |
| Shipping Prices  | 9   | 56 | 65 | 48 | 40 | 36 | 19 | 3   | 276   |
| Dependability    | 17  | 20 | 38 | 40 | 48 | 63 | 38 | 12  | 276   |
| Shipping Speed   | 7   | 11 | 40 | 49 | 43 | 50 | 47 | 29  | 276   |
| Ease of Use      | 5   | 12 | 12 | 18 | 33 | 52 | 96 | 48  | 276   |
| Refund Policy    | 5   | 10 | 11 | 13 | 21 | 22 | 33 | 161 | 276   |
| Quality of Items | 49  | 64 | 41 | 45 | 30 | 15 | 17 | 15  | 276   |

What is the most frequently used online shopping website you use?

| Answer          | Count |
|-----------------|-------|
| Alibaba         | 3     |
| Amazon          | 239   |
| Craigslist      | 1     |
| eBay            | 7     |
| Etsy            | 3     |
| Google Shopping | 2     |
| Jet.com         | 0     |
| Other           | 24    |
| Total           | 279   |

What is the first word that comes into mind when you think of eBay?

|                |                                                                 |               |                |                         |
|----------------|-----------------------------------------------------------------|---------------|----------------|-------------------------|
| Baseball Cards | Old                                                             | Old           | Bad quality    | bidding                 |
| Awesome        | Auction                                                         | Bidding       | Cheap          | Inconvenient            |
| out dated      | Cheap                                                           | auction       | Cheap          | a used pink bathrobe    |
| unreliable     | second hand                                                     | used          | Sketchy        | Useful                  |
| outdated       | Old, I have never used eBay, the star rankings below are random | cheap         | Cheap          | Auction                 |
| Ghetto         | Used                                                            | Old school    | cheap prices   | used                    |
| Cheap          | Cheap                                                           | auction       | not reputable  | never used              |
| Unreliable     | rennovated                                                      | auction, used | Auction        | Auction                 |
| Used           | Used items                                                      | shopping      | 2nd hand       | Used goods              |
| cheap          | eBay                                                            | accessible    | Difficult      | Annoying                |
| Bidding        | Time                                                            | Bid           | Auction        | bidding                 |
| Auction        | helpful                                                         | SHOP          | Amazon         | Electronics             |
| bargain        | Used                                                            | Auction       | Auction        | Sell                    |
| Auction        | Sketchy                                                         | Used          | Resale         | Sketchy                 |
| amazing        | Bidding                                                         | Auction       | Outdated       | auction                 |
| auctions       | Gambling                                                        | Cheap         | Not reliable   | Cheap y                 |
| Used           | money                                                           | Bidding       | Cheap          | Auction                 |
| Cheap          | Sketchy                                                         | bargain       | Auction        | Bidding                 |
| Electronics    | Auction                                                         | online        | selling        | Outdated                |
| Fast delivery  | Deals                                                           | sell          | Bidding        | out of date             |
| sales          | PayPal                                                          | Shopping      | auction        | used                    |
| Cheap          | Deals                                                           | Used          | online auction | auction                 |
| irrelevant     | Cheaper                                                         | Bids          | Auction        | Strangers selling stuff |
| Auction        | Auction                                                         | Risky         | Selling        | untrustworthy           |
| Auction        | Sell                                                            | Easy          | Used           | bid                     |
| amazon         | out of date                                                     | sell          | cheap          | used                    |
| Amazon         | Don't use                                                       | bidding       | bid            | Gross                   |
| Auction        | First online auction/store                                      | unreliable    | auction        | Cheap                   |
| Auction        | Auction                                                         | old           | cheap          | irrelevant              |

|                  |                |                    |              |                    |
|------------------|----------------|--------------------|--------------|--------------------|
| Selling          | Used           | Cheap              | used goods   | Work               |
| Paypal           | knockoffs      | Secondhand         | Buy          | auction            |
| Bid              | Public         | bidding            | Cheap        | Auction            |
| Stuff            | used           | Deals              | China        | Failing            |
| Amazon runner up | hate it        | amazon             | Scammers     | Virus              |
| Bid              | Stuff          | Resell             | sketchy      | auction            |
| Outdated         | auction        | betting on items   | Bid          | Bid                |
| eBae             | Bidding        | Bid                | 2010         | Auction            |
| Auction          | Pez Dispensers | Bidding on clothes | Scam         | Shopping           |
| Sketchy          | used           | Outdated           | out-dated    | bidding            |
| Cheap            | Bargin         | Used               | Used         | Swap               |
| Stressful        | cheap          | Bid                | Sketchy      | Used               |
| Fake             | Cheap          | cheap              | Auction      | reselling          |
| Cheap            | Weird Al       | Auction            | Scammers     | Auction            |
| bid              | bidding        | auction            | Cheap        | Auction            |
| Betting          | Don't          | caution            | Cheap        | Shady              |
| Shopping         | bidding        | Used               | Collectibles | shopping           |
| Erratic          | bidding        | No                 | useful       | auction            |
| Complicated      | Craigslist     | What?              | cheap        | C2C                |
| scam             | Selling        | Auction            | unsecure     | selling            |
| Cheap            | Used           | frustrating!       | Auction      | Bidding            |
| Bidding          | Sketchy        | Deals              | products     | tickets            |
| Shopping         | Cheap          | Commissions        | old          | auction            |
| marketplace      | buy            | auction            | Sketchy      | cheap              |
| scam             | Bid            | Auctioning         | easy to use  | Selling old things |
| Auction          | Outdated       | Old                | Sketchy      | Debatable pricing  |
| Cheap            | Crap           | unreliable         | Online       | bid                |
| Auction          | Sketch         | Old                | Sketchy      | Good               |

On a scale from one to five (one being poor, five being great) where do you think eBay ranks on the following:

| Field            | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|------------------|---------|---------|------|---------------|----------|-------|
| Price            | 1       | 6       | 3.57 | 0.8           | 0.64     | 286   |
| Convenience      | 1       | 5       | 3.14 | 1             | 1.01     | 285   |
| Ease of Use      | 1       | 5       | 3.12 | 1.15          | 1.32     | 285   |
| Shipping Speed   | 1       | 5       | 2.89 | 0.9           | 0.81     | 285   |
| Quality of Items | 1       | 5       | 2.85 | 0.97          | 0.93     | 285   |
| Free Shipping    | 1       | 5       | 2.75 | 1.03          | 1.05     | 286   |
| Refund Policy    | 1       | 5       | 2.74 | 1.07          | 1.15     | 285   |
| Dependability    | 1       | 5       | 2.72 | 1.04          | 1.07     | 285   |

What is your age?

| Answer | %      | Count |
|--------|--------|-------|
| 18-23  | 88.07% | 251   |
| 24-29  | 4.21%  | 12    |
| 30-35  | 1.05%  | 3     |
| 36+    | 6.67%  | 19    |
| Total  | 100%   | 285   |

What is your gender?

| Answer            | %      | Count |
|-------------------|--------|-------|
| Male              | 29.47% | 84    |
| Female            | 69.82% | 199   |
| Prefer Not To Say | 0.70%  | 2     |
| Total             | 100%   | 285   |

Are you a student?

| Answer                | %      | Count |
|-----------------------|--------|-------|
| Once a year           | 8.31%  | 27    |
| Once every month      | 46.46% | 151   |
| Every other week      | 18.15% | 59    |
| Once a week           | 14.46% | 47    |
| Multiple times a week | 10.46% | 34    |
| Never                 | 2.15%  | 7     |
| Total                 | 100%   | 325   |

Where do you live most of the year?

| Answer                | %      | Count |
|-----------------------|--------|-------|
| North East            | 70.28% | 201   |
| Mid-Atlantic          | 4.90%  | 14    |
| South East            | 4.20%  | 12    |
| Midwest               | 12.24% | 35    |
| South West            | 3.50%  | 10    |
| North West            | 1.40%  | 4     |
| West                  | 2.10%  | 6     |
| Outside United States | 1.40%  | 4     |
| Total                 | 100%   | 286   |

What kinds of products do you purchase online?

| Answer                | %      | Count |
|-----------------------|--------|-------|
| Total                 | 100%   | 272   |
| Fashion               | 82.72% | 225   |
| Electronics           | 54.04% | 147   |
| Music                 | 30.15% | 82    |
| Home & Garden         | 29.04% | 79    |
| Sporting Goods        | 20.22% | 55    |
| Collectibles & Art    | 17.65% | 48    |
| Business & Industrial | 10.66% | 29    |
| Toys                  | 7.35%  | 20    |
| Motors                | 1.10%  | 3     |

## C. Focus Group Results

1. What is your go-to online shopping destination?
  - a. Amazon
  - b. Depends what she is looking for, is she has a code for something will go to that one
  - c. eBay, but will price compare with Amazon
  - d. Student prime big factor
2. Why is that your preference?
  - a. 2-day shipping - main factor
  - b. Trust, because bad experiences with eBay
    - a. Thing came faulty
  - c. Wide variety of options
  - d. Prime membership for a while, wanted to get value out of it
  - e. Before Prime also went to Amazon
  - f. Now that don't have Prime don't go to Amazon
  - g. Craigslist or eBay, but had bad experiences with eBay
    - a. Likes that he can meet up with someone, adds more credibility to the product; Super unique to Craigslist
3. Describe your least positive online shopping experience.
  - a. Halloween, wanted to go as a fireman, arrived Monday after Halloween, Amazon
  - b. Amazon, had to order a textbook for a class, did expedited shipping, came late, ended up not being able to do your homework
  - c. Amazon and eBay (look above) Amazon ordered a mattress, came eight days after, had to sleep on the floor
  - d. iPhones off of eBay sometimes not actually phones
  - e. One had sold something on eBay, got a moderate review
  - f. Ordered something from website that outsources to China, took 65 days (said it was going to get to you in 60 days)
4. What is missing from your favorite online shopping destination / what needs improvement?
  - a. Amazon - once tried to sell back my textbook, and she was super bad at it, babying for first time sellers (good idea from another audience member)
  - b. Amazon - has a zillion products, extra subcategories would be helpful (although does like what they do now, where you can select a department when searching for them, as some search results come up that aren't relevant)
  - c. Recently tried to buy string on Amazon, had it under four different departments under four different prices, made her feel like she needed to keep looking, like she was getting ripped off
  - d. Amazon needs to change it's look, has been looked the same for too long
  - e. Disagreement from an 'ain't broke don't fix it'
  - f. Craigslist - needs to update their look
  - g. Amazon - recommend products post purchases aren't relevant, could be much better, don't send him mail suggesting other products to buy
  - h. If you buy a mouse, should suggest that you buy a mouse pad
5. Is there anything you had to spend more effort than usual to find online?
  - a. Cheap furniture, searching for something both affordable and of a decent quality
    - a. She resorts to not looking on Amazon, goes to Northeastern Facebook pages or Craigslist
  - b. eBay for specifically customized things (wanted to be some DJ thing for Halloween)
  - c. Fair trade, eco-friendly things, hard to find in person, but no rating for how "good" the product is for social good (environmentally friendly, etc)
    - a. Go to department for socially responsible goods
  - d. Would never choose to buy food from a company from Amazon
    - a. Had done Peapod but still felt like it was not for her
    - b. Thinks some you need an in person experience for

- c. Luxury goods, foods you need to check for ripeness
  - e. Shoes
    - a. Maybe might find a style of shoe online, note price, go to shoe store, try in store, buy back online if
    - b. Zappos does a good job on that though
    - c. Need to offer free returns for things like shoes that are so difficult to have sized right
  - f. eBay probably sucks at free returns (seems like they don't have a return policy)
  - g. Things that are a hard no (above) but have a huge price discount?
    - a. If it's a luxury good, would definitely consider
    - b. Would not, just because she would not prefer to buy more than she would absolutely needs (with environmental considerations in mind, uses fuel)
    - c. Raises question on why it is so cheap? Why did they need to drop the price so much?
    - d. Markets that have been opened up, Warby Parker with glasses and online mattresses (Caspers and whatnot)
      - i. Were able to drop the price a ton and people still trust them
      - ii. Think they are able to do that because they altered distribution
  - h. Amazon in returns is super easy, (India) they come and pick it up, makes life so much easier
    - a. Because labor is cheap there
- 6. What kinds of items would you buy used?
  - a. Anything
  - b. Anything but underwear
  - c. Furniture
  - d. Electronics
  - e. Sometimes there are issues, phone went into a bootloop
  - f. Bought it from Swappa
  - g. More likely to buy used if refurbished from the manufacturer
  - h. Not buy mattress (strong opinion)
  - i. Cars
  - j. In high school, drove by a car on the side of the road, bought that car
  - k. Did research, found out how much it should be, she test drove it, opened up hood, had it certified in some way
  - l. Made sure it fit quality standards
  - m. Lots of quality, need to be safe in it
  - n. Only would consider buying used cars for a while, might consider leasing or purchasing in full (for a different demographic)
  - o. Books
- 7. What kinds of items wouldn't you buy used, and why?
  - a. Mattress
  - b. Clothes
    - a. Personal preferences, you know where they have been
    - b. Vintage tends to be overpriced, used takes to long to find the style that she's looking for
    - c. Mom would buy kids clothing on eBay because who cares what kids wear (doesn't have to be fancy, gets dirty from play)
  - c. Lots of factors that go into it
    - a. Depends if in person, whether or not you know the person you are buying from, a bit more cautious otherwise
  - a. When you think of eBay, what is the first thing that comes to mind?
  - b. Take a risk
  - c. Auction house thing
  - d. Auction, bidding

- e. Sounds like a pain
  - f. Sit there until the last second
  - g. Could be fun
  - h. Also think of it being time consuming, takes more of an investment
  - i. Website is cluttered
  - j. eBay redesigned stuff and homepage, but the ads on the homepage "just make me sad"
  - k. Would definitely go for electronics, like wires and stuff like that (but like not phones or something)
  - l. DIY stuff ("eBay is best")
  - m. Paypal
    - a. Hate Paypal
  - n. "Did you know you can buy B2B products"
  - o. Easy to navigate
  - p. New one is a lot more refined
  - q. Not giving out SKUs, all by categories
    - a. Have to search, can't go right too
  - r. Think of used products
  - s. Want it to suggest other things relevant, don't want stupid stuff to come up
  - t. Collections things are "junk"
  - u. Thought it was going to be non-user friendly, now more intuitive, Amazon-esque, didn't know about it, should have totally advertised it
  - v. Have never seen a retargeting ad, never seen an ad
8. What would make you shop at eBay over competitors (Amazon)?
- a. Price and potential convenience
  - b. Free shipping
  - c. Specific product
  - d. Free and fast shipping
  - e. Flexible return policy
  - f. Paypal authenticity (more secure)
  - g. They have changed so much, like it better, but no idea it exists
  - h. Should really focus on overhauling its brand image since it doesn't show that many ads they don't have the chance to develop their image of it
  - i. Meme of it? 2-3 years back?
  - j. Amazon tries to correct itself, bring new things, make it relatable, eBay doesn't
  - k. eBay has changed the product but it wasn't communicated it
  - l. Hell can buy cars and ATV things on eBay but how would we know?
  - m. How good is customer service over others?
  - n. Online chat?
    - a. Doesn't look like it
    - b. Have a phone number and FAQ, but need to sign in to get a chat?
    - c. No direct online chat
  - o. Used = eBay, Amazon = new, but Amazon also sells used things, while eBay is all old
  - p. eBay has multi-colored stars, different colors, confuses people, makes them angry
  - q. Do they have a manual to tell me how to use the site?
  - r. Has a different layout (thinks) than the Amazon review sites, why is it different?
  - s. Like the new process, put a number on how much they want, but have negotiation, for
  - t. 'buy now' products

#### Specific Quotes:

- Depends on what I'm looking for specific discount code e.g. new swimsuit go to
- price compare with amazon and amazon is better
- amazon prime is shipping factor
- ordered something from ebay and it came faulty
- amazon has 2 day shipping
- prime membership incentivizes people to use amazon to reap full value
- Halloween - ordered costume and it ordered Monday after - through amazon
- amazon ordered textbook expedited shipping couldn't do case required for class
- amazon - ordered mattress - came 8 days late even through prime
- jute string on amazon - under 4 different departments under 4 different price point - confusing felt like rip off
- craigslist - meeting it wasn't sketchy -
- ordered something from website - sourced from china- deliver in 60 days - delivered on 65 days
- recommendations from amazon aren't useful
- furniture not useful on amazon- go on craigslist or on buying/selling page
- ebay for really customizable things like Halloween costume
- food from amazon - didn't like peapod bc in person shopping experience is important
- high end good - feel quality of the material
- shoes - find style online find price point - check in person if it fits - then buy cheaper online
- zappos does good job
- if shoes, free returns
- people don't think ebay has an easy return policy
- convenient and quick wouldn't be ebay
- why can they sell so cheap - is it fake
- warby marker- used to be monopoly
- online mattresses - super cheap
- wouldn't buy mattress used
- electronics used
- books
- cars
- only consider buying used cars because why not
- not used clothes - personal preference
- vintage is overpriced and used takes too long to find something you like
- do you trust the person you're buying from
- kids clothing on ebay because kids grow quick
- auction bidding sounds like a pain time consuming
- cluttered website
- paypal
- once there, it's actually more refined than they thought
- all categories
- have to search can't browse
- think of used products
- people really like new website, but no one's seen the redesign
- coupon?
- change the brand image because hasn't been communicated
- new things on amazon but ebay if you want something used
- certain people don't want to negotiate
- different personalities like different websites