

LOGISTICS FEASIBILITY STUDY

Strategic E-commerce & Urban Logistics
for a Premium Smartwatch Launch in Besançon
(2026)

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PART I

DIAGNOSIS & MARKET LANDSCAPE

1.1. Introduction

As the global digital economy transitions toward more sustainable and localized models, our company is entering the competitive smartwatch sector. This study report serves as a Logistics Master Plan to guide our launch in Besançon, France, the historical heart of European watchmaking [1], [2].

Our mission is not merely to sell a wearable device, but to design a "reasoned" logistics ecosystem. By balancing high-precision local sourcing with innovative urban delivery solutions, we aim to transform logistics from a "cost center" into a primary competitive advantage. In an era of high return rates (24% in e-commerce) and tightening environmental regulations, our strategy prioritizes agility, sustainability, and a premium customer experience [3], [4].

1.2. Who are the Buyers?

1.2.1. Global Market Vitality (2025-2026)

The global smartwatch market is expected to reach \$44.28 billion by 2026, growing at a CAGR of approximately 15% [5], [6], confirming both strong category expansion and increasing competitive intensity. In France, this trend is amplified by a high growth rate ($\approx 24.9\%$ CAGR) and a market size of around \$2.23 billion in 2025, positioning the country as one of the leading European markets [7], [8]. Penetration has accelerated significantly, with 27% of individuals aged 18–64 owning a smartwatch in 2023, a figure that has doubled in five years, highlighted a clear shift from early adoption to mass-market diffusion. While the market is dominated by giants like Apple (35% share) and Garmin, there is a significant opening for Premium/DNVB players that offer specialized value [6], [9].

Demand in France is structured around three high-value segments with distinct economic weight and behavioral drivers. The 25–44 segment, accounting for roughly 50% of total demand, represents the core revenue engine due to higher purchasing power, frequent device renewal cycles, and hybrid usage (fitness + productivity), making them highly sensitive to ecosystem integration and retail experience (e.g., click & collect, fast delivery). The 45–64 segment, although smaller in volume, is the fastest-growing, driven by the rising importance of preventive health: adoption is closely linked to features such as ECG or fall detection, but also to trust, reliability, and after-sales service, key levers for value capture and margin expansion. Finally, the 18–24 segment, while more price-sensitive, plays a disproportionate role in shaping market trends: with over 50% adoption among under-35s in connected devices, they set new standards in logistics expectations, including same-day delivery and instant access. Overall, the French market is becoming increasingly segmented and usage-driven, where growth is not only volume-based but also tied to the ability of brands to capture specific consumer needs and maximize lifetime value across segments.

1.2.2. Consumer Demographics & Desires

Our logistics and marketing strategy must cater to three distinct buyer personas identified in 2026 market data:

1.2.2.1. The Core User (Ages 25–44)

They represent approximately 50% of total demand, which constitutes the primary revenue driver. Their usage is hybrid, combining fitness tracking and productivity, which translates into a strong expectation for seamless omnichannel experiences, including Click & Collect and fast delivery [10]. This segment is critical for volume and requires optimized distribution efficiency and ecosystem integration.

1.2.2.2. The Health-Conscious Senior (Ages 45–64)

This is the fastest-growing group, driven by increasing demand for health monitoring features such as ECG and fall detection [11]. Their purchasing decisions are strongly influenced by reliability, trust, and after-sales service, making logistics elements like easy returns and customer support key differentiation factors. This segment offers high value potential, with lower price sensitivity but higher expectations in terms of quality and service.

1.2.2.3. The Standalone Youth (Ages 18–24)

While smaller in purchasing power, they play a disproportionate role in shaping market expectations. They favor LTE/5G-enabled devices that allow for autonomy from smartphones and exhibit strong demand for instant gratification, with expectations such as same-day delivery [7, Pt. 2035], [11]. This segment pushes brands to innovate not only in product features but also in last-mile logistics and speed of execution.

1.3. Why Besançon?

Operating in Besançon ([Appendix A](#)) is a strategic choice rooted in both brand identity and logistics:

1.3.1. Industrial Heritage

Besançon is the "Capital of French Watchmaking" [2]. This allows us to source high-precision components (casings, straps) from the Pôle des Microtechniques, reducing our Upstream Logistics carbon footprint [2].

1.3.2. The 2026 Logistics Landscape

The city is a leader in Sustainable Urban Logistics. By launching here, we can leverage the Besançon Urban Logistics Charter (2024) and local micro-hubs in the TEMIS zone to meet the 70% of consumers who now demand eco-responsible delivery [4], [12].

1.4. What are the Barriers?

A critical factor in our 2026 launch strategy is the evolution of European trade policy. As identified in our internal research, the "free pass" for small e-commerce shipments from outside the EU has been replaced by "Tariff Wall".

1.4.1. Financial Impact

This is a percentage-based tax applied to all non-EU electronics [13]. It removes the price advantage previously enjoyed by direct-from-Asia "Pure Players" and creates a more level playing field for European-based brands.

1.4.2. Logistics Friction

Beyond the cost, this "wall" creates significant operational delays. Packages shipped from overseas currently face 2 to 3 weeks of customs detention, leading to a high rate of customer cancellations and returns, a "reactive" logistics nightmare we must avoid [13].

1.4.3. The “Social Paradox”

Additionally, French labor regulations in 2026 have tightened around the use of wearables in the workplace. While our smartwatches offer health monitoring, we must ensure our logistics partners (warehouses and couriers) respect the "Socially Responsible" standards expected in France, avoiding "hidden surveillance" while promoting worker wellness [10].

To navigate these economic barriers and delays, we must look at how industry leaders manage their flows before defining our own localized solution.

1.5. How do the Giants Do It?

1.5.1. How does *Apple* Manage Its “Ecosystem” Logistics?

Apple’s strategy for the Apple Watch (Series 11 and Ultra 3 in 2026) is built on high-speed turnover and a seamless “Click-to-Wrist” experience.

1.5.1.1. The “Ship-from-Store” Model

Apple treats its retail stores as mini-distribution hubs. In cities with physical Apple Stores, they can fulfill online orders in under 2 hours by picking stock directly from store shelves rather than a distant warehouse.

1.5.1.2. Volumetric Optimization

To combat rising international shipping costs in 2026, Apple uses the "Tetris method": consolidating shipments and removing excess air from retail packaging to reduce "volumetric weight" by up to 80% [4].

1.5.1.3. The Premium “Unboxing” Moment

Logistics and marketing overlap here. The packaging is minimalist, using recycled materials (aluminum/titanium focus) that scream "premium" the moment the lid is lifted, reinforcing the brand value even before the watch is turned on.

1.5.1.4. Upstream Complexity

Apple’s supply chain remains a global web, with 90% of manufacturing in Asia (China, India, Vietnam) but assembly for certain high-tier models occurring in the U.S. and Ireland to mitigate geopolitical risks.

1.5.2. Apple Watch’s Customer Journey Map

1.5.2.1. Stage 1: Awareness

New customers: Apple has a high-impact lifestyle marketing on TV campaigns featuring extreme sports and scenic vlogs showcase durability and aesthetic appeal. Heavy product placement on celebrities and "aesthetic" influencers on Instagram and TikTok. Additionally, Annual September keynote events generate global media coverage and build pre-launch anticipation.

Existing customers: Awareness comes directly via Apple's owned channels: push notifications on paired iPhones and promotional emails highlighting how the new Series complements their current devices.

1.5.2.2. Stage 2: Consideration

New customers: Research-intensive phase comparing Apple vs. competitors like Garmin. Apple wins by emphasizing its UVP: sleek "futuristic" design, intuitive interface, and phygital integration, the seamless continuity between physical device and digital Apple ecosystem. The watch is positioned as a lifestyle accessory, not just a gadget.

Existing customers: Highly functional comparison: current Series vs. new model. Decision driven by incremental health sensors (ECG, Blood Oxygen, temperature tracking) and improvements like battery life.

1.5.2.3. Stage 3: Acquisition

New customers: Apple Watch Studio lets buyers configure band and case combinations, making the purchase feel personal before they even touch the product. In-store: no-queuing checkout via mobile point-of-sale and free same-day setup. Payment options: full payment, monthly payment, Apple Card, carrier financing that removes every financial friction point.

Existing customers: Funneled through the Trade-In program. Credit applied instantly at checkout online or evaluated on-the-spot in-store. The older watch becomes a discount mechanism that makes upgrading feel financially responsible, not indulgent.

1.5.2.4. Stage 4: Retention

New customers: First year focuses on AppleCare+ and Genius Bar support. Real retention kicks in as the Watch syncs with iPhone, health data, iMessage, and is invited into Apple Fitness+. Real-time contextual nudges (Activity Rings, stand reminders) drive daily habit formation. The watch becomes a behavior modification system in disguise.

Existing customers: Retained via consistent software updates (watchOS) that refresh older hardware with new features reducing urgency to upgrade until they choose to. The walled garden intensifies: health history, streak data, awards, and payment info are all trapped in the Apple ecosystem and have no cross-platform equivalent.

1.5.2.5. Stage 5: Advocacy

Organic buzz: Satisfied users share Activity Ring completions, aesthetic watch-face set-ups, and workout achievements on social media. Apple's Fitness Sharing feature enables real-time 7-day competitions with friends and family turning personal habits into social proof. Limited-edition badges (Earth Day, Global Running Day, New Year Challenge) create cultural moments with physical pins available in Apple Stores.

Word-of-mouth from advocates is the primary trigger that pulls new customers back into Stage 1 (Awareness). A friend showing their rings at

lunch, or an Instagram post of a new band color, is more convincing than any TV ad.

1.5.3. How does *Garmin* Handle “Performance” distribution?

Unlike Apple’s “one-size-fits-all” ecosystem, Garmin (shipping over 20 million devices in 2025) operates on a Vertically Integrated model focused on specialized niches.

1.5.3.1. Vertical Integration

Garmin designs, manufactures, and distributes its own products. This “all-in-house” approach gives them total control over quality and inventory, which is critical for specialized sensors (Aviation/Marine) [14].

1.5.3.2. 3PL as a “Growth Partner”

In Europe, Garmin uses specialized Third-Party Logistics (3PL) providers not just for shipping, but for “value-added services” like kitting (bundling watches with chest straps) and managing technical in-store displays for retailers like Decathlon.

1.5.3.3. Reliability Over Speed

While Apple focuses on “instant” delivery, Garmin’s logistics priority is Global Availability. They ensure that even a specialized diving watch or flight navigator is in stock at high-end specialty shops worldwide.

1.5.4. Garmin’s Customer Journey Map

1.5.4.1. Stage1: Awareness

New customers: Awareness typically begins through a specific activity, not a lifestyle aspiration. A runner searching for GPS accuracy, a hiker needing offline maps, a cyclist wanting power meter integration. Garmin's #BeatYesterday campaign (their most successful to date) tapped athletes, fitness enthusiasts, and everyday gym-goers to make the brand feel grounded in real-life performance stories not celebrity flash.

Existing customers: Re-engagement comes via Garmin Connect app notifications and third-party reviewers.

1.5.4.2. Stage 2: Consideration

New customers: This is Garmin's longest and most intensive stage. Buyers research GPS chipset accuracy, battery life (days vs. weeks), screen type, map support, and sport pro-files

Existing customers: highly rational comparison: current model vs. next generation. Key questions are whether new health sensors or running metrics (Running Tolerance, Running Economy, Evening Report) justify the cost.

1.5.4.3. Stage 3: Acquisition

New customers: Purchase happens across Amazon, specialty running/outdoor stores, Garmin.com, and 246 brand stores worldwide. No trade-in program equivalent to Apple's, full price or retailer discount only.

Existing customers: Garmin's longer hardware refresh cycles (18–24 months) mean existing customers often skip one or two generations before upgrading. No official trade-in credit program selling the old watch is self-managed via eBay or private sale, creating friction that slows upgrade velocity.

1.5.4.4. Stage 4: Retention

New customers: Setup via Garmin Connect app: sync watch, configure sport profiles, set training zones, explore Body Battery and HRV status. First impressions vary widely depending on prior watch experience. Apple Watch switchers often report positive surprise at battery life and GPS depth; total newcomers may feel overwhelmed by the volume of data and menu options.

Existing customers: Smooth transition data, training history, and course files carry over in Garmin Connect. The key onboarding moment is exploring new sensors and features added since their last model. In 2025, Garmin launched Garmin Connect+ which is a premium paid subscription adding AI-powered Active Intelligence insights, expert coaching guidance, and exclusive badge challenges on top of the existing free platform.

1.5.4.5. Stage 5: Advocacy

Long-term users become strong brand advocates but differently from Apple. Garmin advocacy is performance-specific and credibility-based. Garmin's customer support and post-warranty goodwill are a meaningful differentiator. Out-of-warranty repairs and replacements handled generously create strong word-of-mouth in athlete communities where trust is paramount.

1.6. What can We Learn (and “Steal”) from Their Success?

To compete in Besançon, our group should "borrow" the best parts of both strategies. We cannot match Apple's scale, so we should follow Garmin's vertical integration for our "Made in Besançon" components while adopting Apple's ship-from-hub mentality for the local market.

Feature	Apple	Garmin	Our Strategy
Logistics Key	Ship-from-Store (Speed)	Vertically Integrated (Control)	Local Micro-Hubs (Nearness)
Retail Style	Direct & Omnichannel	Multi-channel & Specialized	DNVB (Online + Pop-ups)
Sustainability	Volumetric Consolidation	Robust build (Long life)	Eco-packaging & Local Sourcing
Returns	Easy "No-questions"	Technical Repair Focus	Local Service Center in TEMIS

Drawing from Apple's speed and Garmin's control, the following section outlines our operational blueprint specifically designed for the Besançon ecosystem.

PART II

STRATEGIC LOGISTICS PLAN

2.1. Our Customer Journey Map: Thomas Mercier

2.1.1. Stage 1: Awareness

Thomas discovers the brand through local cycling and running communities in Besançon. What makes him pause isn't just the product but it's the "Made in Besançon" origin story. He immediately associates it with the precision engineering culture he works in daily. No customs headaches, no distant warehouse this brand lives where he lives.

2.1.2. Stage 2: Consideration & Purchase

He orders via the DNVB webshop on his lunch break and selects Click & Collect at TEMIS, the same tech park he cycles past every day. Checkout takes under 4 minutes. No delivery windows to manage, no waiting at home.

He picks it up at 17:45 on his commute home. The Hipli reusable packaging opens beautifully, a watch, a strap, a local quality certificate. This is the "Besançon Kitting" moment.

2.1.3. Stage 3: Delivery Experience

Unlike the Asian competitors that took 17 days at customs, our brand delivers same-day with zero tariff friction. The packaging is reusable, minimal, and premium. Thomas doesn't just receive a product; he receives a signal that the brand thinks like he does.

2.1.4. Stage 4: After-Sales & Repair

Three months in, the strap buckle shows wear. Thomas messages the SAV contact. The reply: "Bring it to TEMIS tomorrow, we'll swap it while you wait." 48-hour turnaround, local expert, no shipping label, no waiting.

This is the moment most brands lose customers. Our logistics infrastructure, a dedicated SAV partner in TEMIS, turns it into the moment Thomas becomes loyal.

2.1.5. Stage 5: Returns & Circularity

When Thomas upgrades 18 months later, he folds the Hipli packaging flat and drops it in the La Poste mailbox on his street. That's it. No printer, no tape, no hassle. The packaging goes back to our hub, cleaned and reused.

2.1.6. Stage 6: Advocacy

Thomas doesn't advocate because of the product alone, he advocates because the entire experience was frictionless, local, and honest. When a colleague asks about his watch, he doesn't just mention features. He talks about how it was sourced, how delivery worked, and how repair took 48 hours down the road. The logistics story is the brand story.

2.2. Our Logistics Solution

2.2.1. Upstream Logistics: The “Near-Sourcing” Strategy

To mitigate the 2026 Tariff Wall (a percentage-based tax on imported electronics) and avoid the 2-to-3-week customs delays identified in our research, we will adopt a hybrid sourcing model.

2.2.1.1. Local High-Precision Sourcing

We will partner with members of the Pôle des Microtechniques in Besançon (such as Manufacture Vuillemin or FEMTO Engineering) for the watch’s external housing and high-precision mechanical sensors [1]. This "Near-Sourcing" strategy reduces our carbon footprint and allows us to use the "Made in Besançon" label as a premium marketing differentiator.

2.2.1.2. European Component Consolidation

For core electronic components (microchips and batteries) that cannot be sourced locally, we will use a European Consolidation Center to group shipments, reducing individual "entry fees" and ensuring all battery-aware documentation is handled before reaching our local hub.

2.2.2. Warehousing: Our Strategic Hub in the TEMIS Cluster

Because smartwatches are high-value, small-volume, and fragile, we have selected Temis Luxury (located in the TEMIS technology park) as our primary fulfillment partner.

2.2.2.1. Why TEMIS Luxury?

TEMIS Luxury specializes in "secure value transport" and luxury fulfillment [15], [16]. This provides us with immediate access to a "vault-level" secure warehouse, vault storage, and specialized "Pick & Pack" software without us needing to invest in our own high-security infrastructure.

Beyond security, Temis Luxury was selected for its commitment to high ergonomic standards, addressing the labor shortage and 'Social Paradox' identified in our market research.

2.2.2.2. Micro-Fulfilment Center (MFC) Approach

Instead of a massive warehouse, we will operate a high-velocity MFC. This allows us to maintain lean inventory levels, using real-time Track & Trace to replenish stock based on actual demand in the French market.

2.2.3. The “Make or Buy” Decision: Insourcing vs. Outsourcing

Our strategy follows a "reasoned" balance to keep costs low while maintaining brand control.

Activity	Decision	Justification
Manufacturing	Outsourced	Partnering with local microtech experts for specialized production.
Warehousing	Outsourced	Using Temis Luxury for their specialized high-security and high-value logistics expertise.
Quality Control	In-sourced	We will keep final inspection and "Besançon Kitting" (packaging the watch with its strap and local certificate) in-house to ensure the "Premium" experience.
Last-Mile Delivery	Outsourced	Partnering with specialized local green couriers to navigate Besançon's "Loop".

2.2.4. Operational Implementation: From “Click” to “Wrist”

Our order flow is designed for speed and transparency, following the "Information vs. Physical" flow models.

- **The Click:** Customer orders via our DNVB webshop.
- **The Signal:** Our WMS (Warehouse Management System) automatically triggers a "Pick" order at the Temis Luxury hub.
- **The Prep:** The watch is retrieved from the vault, undergo final QC, and is packed in Hipli eco-packaging (reusable packaging) to reflect our brand's sustainability values.
- **The Move:** A local green courier (e.g., Greenbox) collects the parcel for same-day or next-day delivery within the Besançon city center [17].

2.3. How Do We Navigate The City?

2.3.1. Navigating “La Boucle” (The Last-Mile Challenge)

Besançon’s city center is characterized by narrow, historical streets and a pedestrian-heavy "Loop." As of January 1, 2026, the city has implemented new professional parking and access regulations that strictly limit traditional delivery vans [18].

To complement the on-foot and cycle-based delivery in the hyper-center, we have integrated a network of Strategic Urban Micro-Hubs (refer to [Appendix B](#)). In zones where access via 'Bornes' is restricted or home-delivery is inefficient due to the narrow architecture of the Battant district, customers can opt for Out-of-Home (OOH) Pickup. By utilizing highly-rated local partners like the Place Pasteur Pickup and the Rue Battant Post Office, we ensure that Thomas Mercier can collect his high-value order at a secure, climate-controlled location within a 5-minute walk of his residence, regardless of urban traffic restrictions.

2.3.1.1. Access via “Bornes” (Bollards)

Our delivery partners must be registered in the city’s new digital system, which uses automated license plate recognition to lower bollards for authorized low-emission vehicles only [18].

2.3.1.2. The “Boucle-Battant” Strategy

For the hyper-center, we will bypass van delivery entirely. Instead, our Temis Luxury hub will hand off parcels to cargo-bike couriers (e.g., local partners using the InTerLUD+ framework) [19]. These bikes can navigate pedestrian zones legally and reach the "Final 50 Feet" (the customer's doorstep) faster than any truck.

2.3.1.3. Out-of-Home (OOH) Proximity

To maximize delivery success and minimize "empty runs," we will partner with established PUDO (Pick-Up Drop-Off) networks including Mondial Relay and La Poste’s Pickup network.

Strategic Rationale: In urban centers like Besançon, home delivery fails at a higher rate due to customer absence. By offering "Relay" and "Locker" options at over 80 strategic nodes across the city, we ensure a 100% first-time delivery success rate.

Green Impact: Delivering 20 watches to a single Mondial Relay Locker instead of 20 individual homes reduces our "Last-Mile" carbon footprint by up to 60% through the massification of flows, a core principle of our Green Logistics strategy.

2.3.2. Respecting the “Green Charter”

Besançon is a signatory of the Sustainable Urban Logistics Charter, which aims to reduce the environmental impact of e-commerce.

2.3.2.1. Shared-Micro-Hubs

Rather than delivering individually from our warehouse to every door, we will use a "Micro-hub" strategy. We will consolidate our high-value smartwatches into a shared urban distribution center near the Place du 8 Septembre. From there, "on-foot" deliveries or electric carts will complete the circuit, reducing empty runs and noise pollution.

2.3.2.2. Zero-Emission Obligation

To align with our premium brand image and city rules, 100% of our "Besançon-Last-Mile" will be handled by electric vehicles or cycles. This fulfills the expectation of the 70% of French online shoppers who now prefer eco-responsible delivery.

2.3.3. Reverse Logistics

Returns in the smartwatch sector are high due to technical troubleshooting or "change of mind." We will turn this into a loyalty tool.

2.3.3.1. The Local Service Hub

Instead of shipping a broken watch back to a central European hub (expensive and slow), we will leverage Besançon's micro-tech expertise. We will partner with a local SAV (After-Sales Service) specialist in the TEMIS park to provide 48-hour diagnostic and repair services [20].

2.3.3.2. Reusable Circularity

To address the 'anti-waste' regulations of 2026 and minimize our environmental footprint, our brand will exclusively utilize Hipli reusable packaging for all outbound and inbound flows. This circular solution eliminates the waste associated with single-use cardboard. For the consumer, the process is seamless: after unboxing their smartwatch, they simply fold the empty Hipli envelope into its integrated pouch. This 'pre-paid' return can then be dropped into any of the La Poste yellow mailboxes or Pickup points identified in our Besançon infrastructure map [10]. Once returned to our hub, the packaging is cleaned, inspected, and reintegrated into the fulfillment cycle, reinforcing our brand's commitment to a zero-waste logistics ecosystem.

2.4. Conclusion

2.4.1. Logistics as the Ultimate Competitive Advantage

In the 2026 smartwatch landscape, technology is no longer the only differentiator; logistics is. While competitors struggle with the "Tariff Wall" and 3-week customs delays, our brand thrives by being "Locally Global." By choosing Besançon as our heart, we have transformed a geographical location into a strategic shield.

Our "Reasoned" approach, combining local micro-tech sourcing with secure TEMIS warehousing, ensures that we avoid international shipping friction while maintaining the high-security standards required for premium electronics.

2.4.2. A Virtuous and Sustainable Model

Our implementation in Besançon is not just efficient; it is virtuous. We have aligned every step of our chain with the values of the modern 2026 consumer:

2.4.2.1. The Environment

By leveraging the Besançon Urban Logistics Charter and zero-emission cargo bikes for "The Loop," we meet the 70% of shoppers who demand eco-responsible delivery.

2.4.2.2. The Social Paradox

We have selected partners who prioritize "Socially Responsible" labor practices, ensuring our delivery and warehouse staff work in ergonomic and fair conditions, a key brand value for the French market.

2.4.2.3. The Circular Economy

Our use of Hipli reusable packaging and a local Reverse Logistics loop in the TEMIS park turns the "headache" of returns into a tool for customer loyalty and waste reduction.

2.4.3. Final Verdict

This feasibility study proves that a smartwatch brand can be both high-tech and high-responsibility. By mastering the Upstream (Besançon sourcing), the Mid-stream (TEMIS security), and the Downstream (Green last-mile), we have designed a logistics chain that is resilient to economic shifts and deeply rooted in the local community.

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Appendices

Appendix A: Geographical & Administrative Context of Besançon



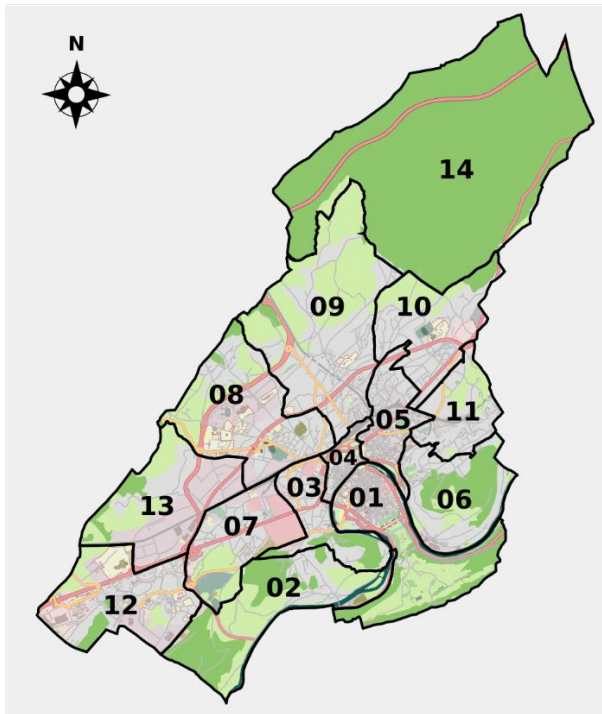
Strategic Location of Besançon within France

This map illustrates the geographical position of Besançon in the eastern part of France, within the Bourgogne-Franche-Comté region. Strategically located near the Swiss border and positioned along major European transport axes, Besançon serves as a vital gateway between Western and Central Europe. This proximity to international markets and the Swiss watchmaking "Watch Valley" justifies its selection as a logistics hub for our high-precision smartwatch brand [21].



Municipal Boundaries of the City of Besançon

This map delineates the administrative borders of the City of Besançon. It showcases the city's unique topography, nestled within a sharp meander of the Doubs river (historically known as "La Boucle") and surrounded by seven hills. For our logistics strategy, these borders define the primary operational zone for our electric last-mile delivery vehicles and specify the perimeter of the Low Emission Zone (ZFE-m) regulations coming into effect in 2026 [21].



District Legend:

- 01: Centre-Chapelle des Buis
- 02: Velotte
- 03: Butte-Grette
- 04: Battant
- 05: Chaprais-Cras
- 06: Bregille
- 07: Saint-Ferjeux-Rosemont
- 08: Montrapon-Montboucons
- 09: Saint-Claude-Torcols
- 10: Palente-Orchamps-Saragosse
- 11: Vaîte-Clairs Soleils
- 12: Planoise
- 13: Les Tilleroyes
- 14: Forêt de Chailluz

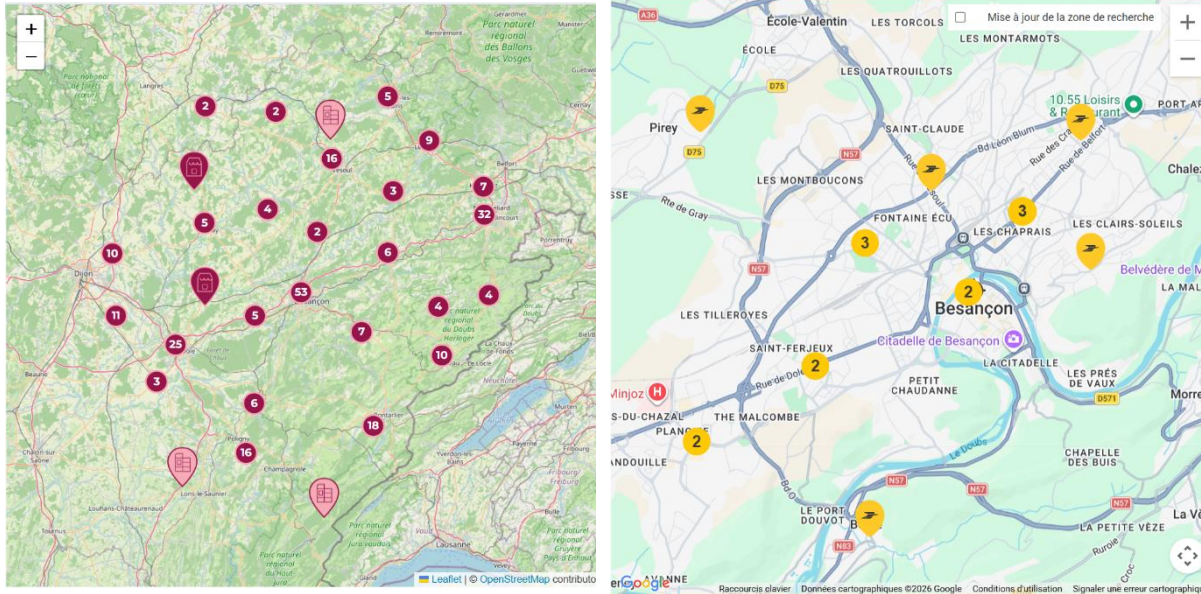
Administrative Districts (Quartiers) of Besançon

This detailed map breaks down the city into its 14 official administrative districts. This internal division is the foundation of our Micro-Logistics Strategy. By identifying high-density residential zones (like Planoise) and historic commercial centers (Battant and Centre-Chapelle des Buis), we have optimized the placement of our relay points and micro-hubs to ensure maximum proximity to our target customers [21].

Appendix B: Strategic Urban Micro-Hubs & Delivery Nodes

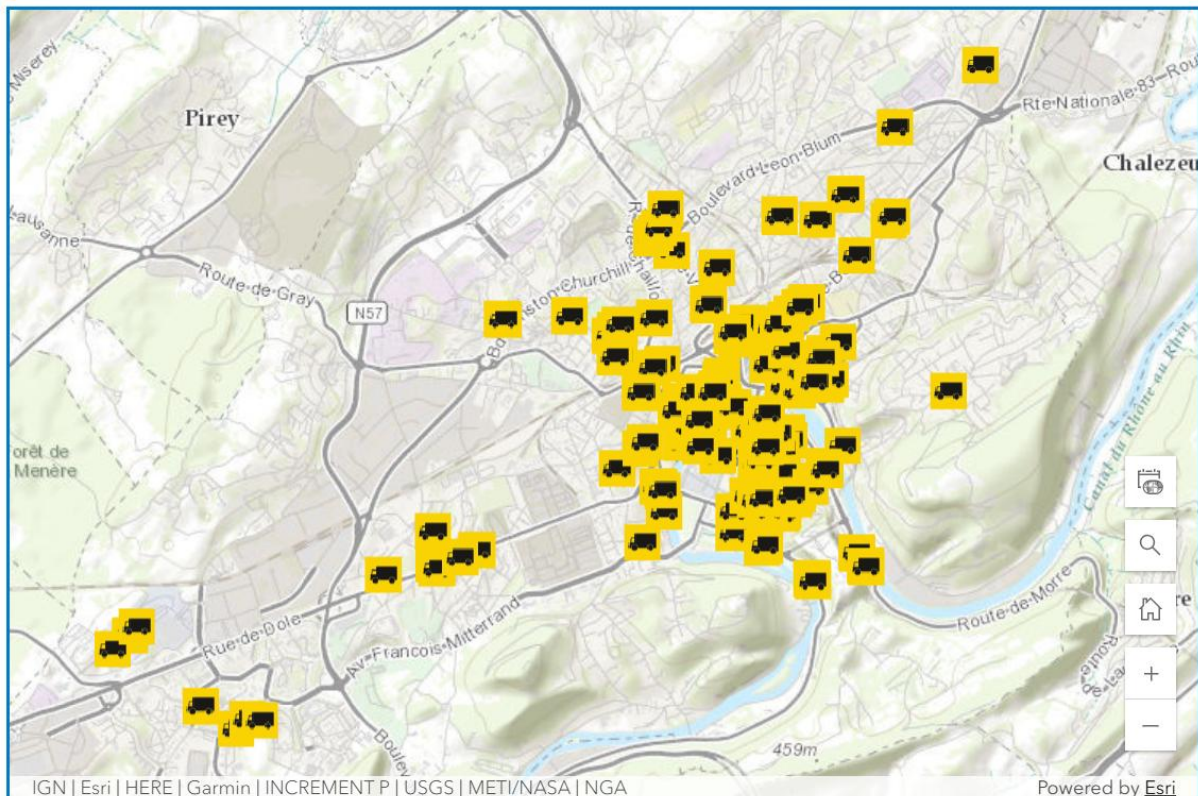
While our partnerships with Mondial Relay and La Poste (Pickup) provide our customers with access to over 80+ delivery points across the Grand Besançon area, our logistics strategy prioritizes the following High-Performance Strategic Nodes.

These specific locations have been vetted based on three criteria: Proximity to the pedestrian "Loop" (bypassing bollard restrictions), Secure storage capacity for high-value electronics, and Service quality ratings (3.5/5 or higher) to ensure a premium brand experience for our "Thomas Mercier" persona.



Density of Major PUDO (Pick-Up Drop-Off) Points in Besançon

This map visualizes the vast network of out-of-home (OOH) delivery points available in Besançon. The density of points inside "La Boucle" (historic center) and along main commuter axes (N-S and E-W) confirms the strategic logic of our Micro-Hub approach. This infrastructure allows for the massification of last-mile flows, enabling our green couriers to reduce their carbon footprint by up to 60% compared to individual home deliveries, a key objective of our Green Logistics strategy [22], [23].



Official Municipal Delivery Zones (Aires de Livraison)

This map, sourced from the Grand Besançon Open Data portal, identifies the official legal unloading zones for professional delivery vehicles. In the historic "Loop" and Battant districts, these zones are critical for operational compliance. Our logistics partners utilize these specific points to respect the 15-minute time limit and the 6:00 AM – 11:00 AM delivery window mandated by the city's urban logistics charter. This ensures our "Last-Mile" is not only efficient but also avoids obstructing public transit and pedestrian flows [24].

By cross-referencing the commercial density with the legal stopping zones, we have selected the following anchor nodes for our smartwatch launch:

Node Type	Location Name	District	Strategic Rationale
Primary Hub	La Poste - Rue Proudhon	01: Centre	Our main secure hub. Selected for its high storage volume and extended hours (opening until 6 PM), making it the primary node for heavy downtown volume.
Premium Relay	Relais Pickup - Rue Battant	04: Battant	Best rated (5/5), crucial for brand image. Located inside the low-emission zone, it serves as the most reliable touchpoint for residents in the historic loop.
Visibility Node	Relais Pickup - Place Pasteur	01: Centre	Situated at a high-visibility commercial crossroads. It acts as an "informal showroom" for our DNVB brand while remaining easily accessible for cargo-bike couriers.
Western Node	La Poste - Saint-Ferjeux	07: Saint-Ferjeux	Strategic point for "out-of-center" customers. It relieves pressure on downtown hubs and serves the residential western growth zones.
Northern Node	La Poste - Rue de Belfort	05: Chaprais-Cras	Vital for commuters and the high-density residential population in the northern districts, ensuring proximity for those working outside the city center.

As defined in the "Boucle-Battant Strategy" section, these nodes act as the destination for our massified last-mile flows. By delivering 15–20 units to a single node like the Rue Proudhon Hub instead of individual residences, we reduce our carbon footprint by approximately 60% while bypassing the physical constraints of Besançon's historical architecture.

Appendix C: Customer Persona



PERSONALITY

- **Rational:** deep research before buying
- **Quality-driven:** values precision craftsmanship
- **Eco-Conscious:** prefers local & sustainable
- **Status-Aware:** Product reflects identity
- **Time-Efficient:** Expects seamless service

TECH LITERACY



BRAND SENSITIVITY



ECO RESPONSIBILITY



GOALS

Short-term goal

- Smartwatch matching professional look + performance
- Same-day/next-day delivery, no customs hassle
- Premium 'Made in Besançon' unboxing experience
- Fast local 48h repair

Long-term goal

- Long-term loyalty to a trusted local brand
- Contribute to Besançon's circular economy
- Seamless health data across all devices
- Become a brand advocate in his network

PAIN POINT

- Delivery Delays from Non-EU Competitors
- Lack of Local After-Sales Service
- Greenwashing Fatigue
- Generic Products That Don't Reflect Identity
- Complex Returns & Lack of Trust

MOTIVATION

- ✳ Performance & Health Tracking
- ✳ Speed & Convenience
- ✳ Local Identity & Eco-Responsibility
- ✳ Status & Craftsmanship
- ✳ Trust & Transparency
- ✳ Ecosystem & Integretrion