

**MallMateNZ**

# eBusiness Strategy

**MallMateNZ**



# The Future of Shopping

## Executive Summary

MallMateNZ is a smartphone application (app) initially available to iPhone and Android users, designed to make shopping in New Zealand's major shopping malls, easier, more efficient less frustrating and ultimately more fun. MallMateNZ will solve the daily frustrations of mall shoppers while providing a targeted, low cost channel of advertising for shopping mall stores.

MallMateNZ is a feature rich app aimed at helping shoppers to navigate shopping malls and quickly locate stores and services of interest. MallMateNZ includes interactive features designed to enhance the shopping experience:

- 'Mall Locator' – 'Car Park Locator' – 'Entrance Locator' – 'Mall Search' – 'Maps' – 'My Location' – 'My Favourites'

MallMateNZ services shopping mall stores by providing a platform for stores to market directly to an engaged and active target audience, with:

- 'My Coupons' – 'Advertising'

MallMateNZ is targeted to a fast growing group of mall shoppers living in the Auckland, Waikato, Manawatu, Wellington and Canterbury areas who use smartphones. This group is estimated to be approximately 240,000 consumers, and growing.

There are currently no smartphone apps available on the New Zealand market offering as comprehensive a feature set as MallMateNZ. Having identified an opportunity in the market MallMateNZ could be developed and available to the market in as little as six months.

The total capital investment we would be seeking is \$130,000. This investment will secure the total setup costs of the project as well as the first three months of operational costs.

MallMateNZ is a mobile application made with shoppers at heart but with advertisers in mind. The perfect shopping companion.

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## Introduction

MallMateNZ is a must have app for any mall shopping smartphone user and an essential and unique marketing channel for mall stores.

With countless numbers of specialty stores to choose from, dining options, banking and supermarkets, mall shopping has changed the way that we balance shopping time into our increasingly busy lives.

This eBusiness strategy is the second in a series of two reports, based on research and learning from the first report; eBusiness Proposal, MallMateNZ. The report will outline in detail the eBusiness product as well as the processes and planning involved in implementing such a business plan.

We will start by creating a unique and clear mission statement, representing our business values and overall business objective. We will then outline the features and functionality of MallMateNZ.

Next we will discuss and analyse the market, looking at competition, research, the market dimensions, the risk factors and the target market.

We will then outline the company structure and detail the marketing strategy, focusing on our chosen media channels and the marketing strategy timing, followed by discussing the distribution strategy.

We will then outline our key business objectives as well as formulating a plan of measurement, followed by detailing a precise implementation plan.

To complete this report we will formulate a financial case outlining our forecasted project costs, revenue and capital investment.

## **1.0 MallMateNZ**

### **1.1 Mission Statement**

To create a shopping environment that is easy, efficient and fun, by incorporating smart technology into the daily lives of New Zealand's busy shoppers. Equally MallMateNZ strives to make it easier and more cost effective for storeowners to regularly communicate value to their target audience in real time.

### **1.2 Product Overview**

As described in the eBusiness proposal MallMateNZ has nine key features.

1. 'Mall Locator' works through the smartphones GPS by locating the nearest shopping mall to the shoppers' current location, and offers directions via Google maps or other navigation apps. Mall Locator will also provide the mall's address, contact details and opening hours, as well as a street view image of the mall.
2. 'Car Park Locator' is a feature where with the tap of a finger shoppers have the ability to store the exact location of their vehicle to the app, and can be guided back via GPS navigation.

If the GPS signal is weak, for example in deep underground parking then 'Car Park Locator' has the ability to record a voice description of the vehicles parking spot which can be played back at a later time.

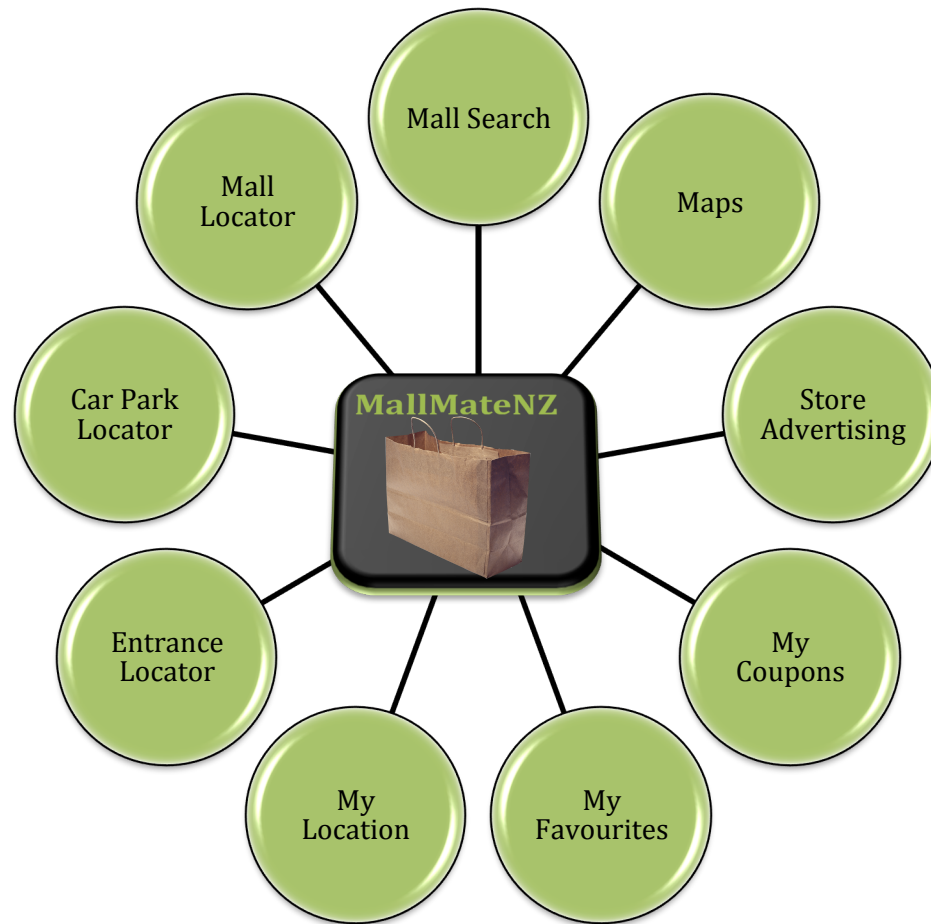
3. 'Entrance Locator' is a feature for those who have travelled by foot, where with a single tap shoppers are able to store the entrance point at which they entered the mall. 'Entrance locator' will then be able to guide them back to this point via GPS navigation.
4. 'Mall Search' is the key feature of MallMateNZ. A search can be entered with a store name, genre or by keywords. For example entering the keywords 'sports shoes' will bring up a list of stores that sell sports shoes.

'Mall Search' also has the option to search via an alphabetical list by searching a single letter or by searching via a drop list of a categorized mall directory.

5. 'My Location' pinpoints where shoppers are on a floor plan of the mall
6. 'Maps' offers descriptive level-by-level maps of malls, naming all stores, services and amenities. By tapping on an individual location further contact details will be revealed.
7. 'My Favourites' allows a shopper to save their favourite malls or stores to the app for later reference.
8. 'My Coupons' is a feature where shoppers have the option of receiving special offers from stores saved to their favourites via text message or email. If the shopper is interested in the special on offer a coupon can then be saved to My Coupons to be redeemed in-store by scanning an onscreen barcode.
9. Advertising is a location based service using the smartphones GPS where daily store specials and offers are pushed through to the app and appear on the screen as shoppers walk past the store.

MallMateNZ can be configured to the users needs, taking advantage of location based services, 'My Coupons' and advertising or having those features disabled.

MallMateNZ's navigation features including maps are downloaded to shopper's smartphones so no network coverage is required in order to take advantage of the navigation or other features. A data connection would be required however to receive advertising. If a GPS signal is unavailable then the maps can still be used to navigate the mall manually.



### 1.3 Product Functionality

#### 1.3a For Consumers

Essentially MallMateNZ will run directly from shopper's smartphones. For the key services of 'Mall Locator', 'Car Park Locator', 'Entrance Locator', 'Mall Search', 'My Location', 'Maps' and 'My Favourites' no registration or network connection would be required. All of these services would be downloaded to the smartphone. A GPS signal would be required however in order to use the navigation services. Any updates for any of these features would come by way of a free update.

Advertising would require a data connection but no registration would be required. Advertisements would be able to be received from the entire mall, by genre, restricted to favourites only or disabled completely.

To take advantage of 'My Coupons' a basic registration would be required in order to have an email address or phone number to send special offers through to. Once the shopper has received a special offer, a link can be clicked or tapped, sending a coupon of the offer to 'My Coupons'. The coupon can then be redeemed in store via MallMateNZ.

'My Coupons' can be configured to send via SMS or email.

### **1.3b For Advertisers**

It is essential for the success of MallMateNZ's advertising and 'My Coupons' features, to be economical and easy for stores to use. The more that these channels are utilised by stores, the more that shoppers will use MallMateNZ.

By simply sending an SMS or email with a store code and a short advertising message to MallMateNZ, for a small fee a store will be able to have their message pushed to every MallMateNZ user who passes by their store that day.

'My Coupons' special offers will work similarly, by way of a MMS or email with a store code, a special offer and an image. Again for a small fee the special offer will be sent out to all MallMateNZ users with this feature enabled.

Stores will also have the option of uploading their advertising messages or special offers via a MallMateNZ web portal.

### **1.4 Back End Functionality**

MallMateNZ will require a substantial amount of complicated back end management in order to provide the host of features available. The majority of this however will be managed automatically via a web server. The server will be custom built and will be capable of but not limited to:

- Running the automated billing system required for charging advertising and coupon fees to stores. The system will be loaded with the billing details of every store on the MallMateNZ portfolio. These details will correspond to a unique store code that will be entered when booking an advert or coupon.



- Running app updates as required, via the app store/market.
- Receive, filter and sort advertising and coupons from stores via SMS, MMS, email or the web portal. Format the messages and send to the respective shoppers via SMS, email or MallMateNZ using location-based services.
- Storing a database of registered MallMateNZ users in order to send coupons.

## **2.0 The Market**

The potential market for MallMateNZ is primarily two-fold. Firstly, it is designed to suit the shopping public, who might like to find a particular store in a shopping mall, or navigate their way around more easily. Secondly, the app caters to store owners and managers, offering a unique opportunity to advertise, as well as offer coupons, thereby attracting new or existing customers to their store inside the mall.

### **2.1 Competition**

MallMateNZ can be ready for launch within six months. This will provide a small advantage and head start on the competition. The app will be developed specifically for this company. However, it is not inimitable. This means that any competitive advantage gained might not be sustainable in the long-term.

The Porter's Five Forces model has been used to gauge the threats of new entrants, and barriers to entry for this industry. Analysis shows the threat of new entrants to be high, and barriers to entry into this industry to be medium.

(See Appendix A, Porters Five Forces provides further information regarding competitive forces)

The main competitors identified for this business are:

- The Localist (location device only, at this stage).
- Mall owners, may develop their own custom app.
- Any other app developer or company who may develop a similar app.

Our business strategy is not focused on competing with these companies. Instead, differentiation, by solving specific problems for a niche audience will be our focus.

The McKinsey Matrix, more commonly known as the General Electric (GE) Matrix, has been used to analyse the market attractiveness of the smart phone apps industry, and the business strength of this company particularly in light of the features offered on this app.

(Appendix B highlights areas which have been identified for investment, protection, and harvesting.)

## **2.2 Market Research**

Initial research into the potential market for this app has been conducted. The Seven Domains Analysis focuses on the attractiveness and competitiveness of both the industry and the market. Furthermore, it takes into account the societal and business level advantages and opportunities of this business in the industry and at market level. Primary research will be conducted by an external research agency. It is expected that valuable data will become available from this research.

(See Appendix C, Seven Domains Analysis for further details)

## **2.3 Market Dimensions**

Based on research undertaken in our eBusiness proposal we are able to look at the dimensions of the smartphone and shopping mall markets in New Zealand.

### **Smartphone Users:**

New Zealand has approximately 800,000 smartphone users, accounting for 17% of mobile phone users. It is predicted that more than half of the mobile phones purchased in 2011 will be smartphones.

Based on worldwide figures in 2011 Android users will account for 39.5% of the market, with Symbian (Nokia) accounting for 20.9%, iOS (Apple) with 15.7%, Blackberry with 14.9% and Windows with 5.5%.

By 2015 with Nokia adopting the Windows platform, Apple and Blackberry will have remained relatively unchanged, where as Android will increase to 45.4% and Windows to 20.9%.

### **Shopping Malls:**

We will focus on New Zealand's 20 major malls only for this eBusiness Strategy, most of which are owned by Westfield Group and the Kiwi Income Property Trust. New Zealand's 20 major shopping malls contain almost 2,700 stores and attract by our estimations in excess of 100 million visitors per year.

The initial malls serviced by MallMateNZ will be:

- Auckland  
Silvia Park, LynnMall (KIPT) and Westfield's Albany, Downtown, Glenfield, Manukau City, New Market, Pakuranga, Shore City, St Lukes and West City (Westfield Group).
- Hamilton  
Centre Place (KIPT), Westfield Chartwell (Westfield Group) and The Base (Tainui Group).
- Palmerston North  
The Plaza (KIPT).
- Wellington  
North City (KIPT) and Westfield Queensgate (Westfield Group).
- Christchurch  
Northlands (KIPT), Westfield Riccarton (Westfield Group) and The Palms (AMP Capital Investors).

### **2.4 Internal and External Risk Factors**

Research by an external company should ideally include findings and analysis of risk factors. However, at this stage in the process a SWOT analysis will include details of the internal and external risk factors anticipated for this company.

(See Appendix D for further details)

## **2.5 Target Market**

Based on information from our eBusiness Proposal, MallMateNZ's target market can be split into three separate groups, identified as follows:

- Major shopping malls – 20 malls in New Zealand's main centres (as per above). Shopping malls will be targeted initially to come on board to be a part of the MallMateNZ network.
- An estimated 2,700 individual stores within the initial 20 shopping malls will be targeted as potential MallMateNZ advertisers.
- An estimated 240,000 consumers in the Auckland, Hamilton, Palmerston North, Wellington and Christchurch areas who own a smartphone on the Android and Apple platforms, and who frequent shopping malls.

## **3.0 Company Structure**

The company structure of MallMateNZ will be fairly simple, as very limited infrastructure is required in order to build the business. Only four staff (including the company director) will be employed initially with much of the operation being contracted to industry professionals.

### **3.1 Our People**

The key staff member will be the company director. This person will have a marketing background, and will be familiar with the smart phone app industry. The responsibilities of the company director will include:

- Contracting a research company to conduct primary research.
- Negotiating with shopping mall owners.
- Contracting an App developer to build and support MallMateNZ.
- Develop and implement a strategic marketing communications strategy aimed towards the end users.
- Lead the sales team in growing MallMateNZ's use by shopping mall stores.

Led by the company director, three full-time sales staff will be employed with the task of:

- Informing mall stores of the benefits of advertising through MallMateNZ and signing them up with advertising accounts.

Sales staff will start engaging stores 2 months prior to the launch date. Once MallMateNZ is up and running the sales staff's role will continue in an effort to grow the number of advertising accounts regularly using the app. Two sales reps will be assigned to the North Island and one to the South Island.

After time the company director will be in a position to gauge possible expansion options into other shopping malls in New Zealand as well as potential opportunities in Australia and/or the Asia/Pacific region. As MallMateNZ expands additional sales and operational staff will be employed

### **3.2 Our Contractors**

In order to develop an app of the highest quality while being informed of the most accurate and relevant market information, specialist key roles will be contracted to industry professionals.

The task of conducting marketing research and analysis will be contracted to a professional research company.

The development, building and support of MallMateNZ will be contracted to a specialist smart phone app development company.

## **4.0 Marketing Strategy**

The smartphone app market is very competitive and can be fickle. In order to launch a successful navigation or utility style app it is important to develop an idea that has a real use and that solves a real issue. This in turn creates demand for the app. The marketing strategy to successfully launch MallMateNZ will be relatively logical and quite simple.

#### 4.1 Positioning Statement

It is important when launching a new product into an existing market to develop an appropriate marketing position in line with the product attributes and benefits. This starts with a clear and unique positioning statement.

*MallMateNZ, the must have app for urban shoppers. The most feature rich and interactive shopping mall app available, and an essential tool in enhancing the shopping experience while bringing stores and shoppers closer together.*

#### 4.2 Media Channels

With the number of smartphone apps on the market today it can be difficult to stand out from the crowd and be noticed. For this reason it is important that MallMateNZ is also marketed away from the regular app marketplaces.

MallMateNZ will be marketed through the following media channels:

- App Store/Market

As well as being a distribution channel, the respective app markets are also marketing channels. While being available for download apps may also be featured as new and interesting apps, creating awareness and gaining credibility.

- Facebook Page

MallMateNZ will have a Facebook (FB) page developed, where the app will be promoted prior to the app launch date. As well as offering app information, the FB promotion will create a buzz and build awareness for MallMateNZ. Once MallMateNZ has been launched the FB page will become a forum where users may seek assistance or offer suggestions on MallMateNZ improvements, as well as being a channel for further promotions.

- Shopping Mall Websites

MallMateNZ would be promoted and made available for download via mall websites. Presence on official mall websites will give MallMateNZ credibility as well as raising awareness of the app.

- Printed Advertising

QR codes would be used in shopping mall mail outs providing a link to download MallMateNZ via the respective mall websites. This will raise awareness of MallMateNZ as well as making it accessible and easy to download.

- In Mall Directories

QR codes would be used in the same way as with printed advertising, with a display on the directory boards within shopping malls. MallMateNZ would again gain credibility and awareness by being endorsed by shopping malls.

- In App Advertising/Coupons

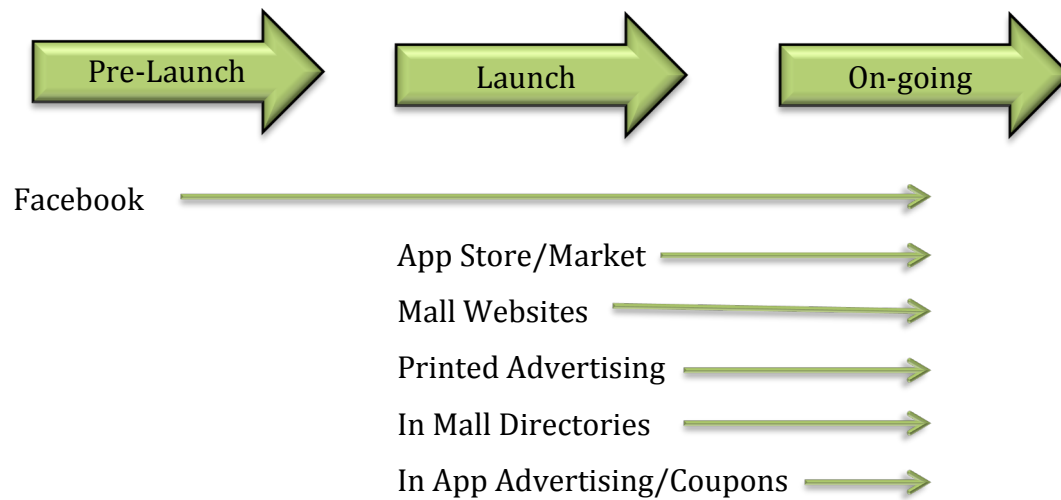
Once shoppers have downloaded MallMateNZ the app itself will offer media channels. By delivering regular special offers to shoppers via advertising or coupons, shoppers will perceive real benefits in using MallMateNZ to gain better deals in their favourite stores, thus encouraging stores to further advertise through MallMateNZ.

This cycle of benefits will continue to add to MallMateNZ's popularity, ensuring a long-term sustainable future for the business.

#### **4.4 Strategy Timing**

Because the marketing strategy to launch MallMateNZ is relatively simple, the strategy timing is very straightforward.

The strategy will consist of three basic stages:



As MallMateNZ matures, additional promotions and creative elements may be developed in order to keep MallMateNZ fresh and relevant.

## 5.0 Distribution Strategy

MallMateNZ will be distributed through the already established smartphone distribution channels. Initially with only iPhone and Android platforms being supported, the App Store and Android Market will be used.

Once MallMateNZ is made available to Blackberry and Windows users, Blackberry App World and Windows Phone Marketplace will also become distribution channels.

MallMateNZ will be available as a download on the FB page and via shopping mall websites. Both of these links however will direct users to their chosen app store/market.

QR codes on printed material will direct users to the respective mall websites where they will be redirected as described above.



## **6.0 Business Objectives**

MallMateNZ's key objective is to build a sustainable long-term business returning profits to its investors. In order to reach this long-term objective, a sound business plan must be put into place with key short and long-term objectives.

### **6.1 Six Month Objectives**

In the short-term it is important to build a strong relationship with storeowners in order to encourage advertising, as well as selling a sufficient number of apps to make it worthwhile for storeowners to advertise.

Three key short-term objectives are to:

- Have 50% of all mall stores posting at least one advert per day, and one coupon per week.
- Pass 150,000 MallMateNZ downloads.
- Release MallMateNZ onto the Blackberry and Windows platforms.

Once the initial 6 month timeframe has passed the objectives will be measured, assessed and further short-term objectives set.

### **6.2 Two Year Objectives**

In the long-term it is important to maintain and build on the storeowner relationships already established in the short-term objectives, and continue to grow the business and the number of app users.

Three key long-term objectives will be to:

- Maintain having 50% of all mall stores posting at least one advert per day, and one coupon per week.
- Pass 500,000 MallMateNZ downloads.
- Expand MallMateNZ's portfolio to include a further 20 malls, each with 50 stores or more.

If these long-term objectives are achieved, MallMateNZ will be in a good position to sustain profitable long-term business.

### **6.3 Measurement**

MallMateNZ's objectives are relatively simple to measure. By analysing internal sales data, the number of apps that have been downloaded can be accurately measured. Measuring the level of store advertising is simply a case of analysing internal data. It will be obvious whether each of the expansion objectives is achieved or not.

## **7.0 Implementation Plan**

In order to efficiently manage the implementation of MallMateNZ, a strategic project plan has been developed. This plan details each step of the implementation process, responsibilities of the project plan, and the expected timing of implementation.

The plan will start with comprehensive market research and analysis followed by the development of an app mock up. Mall owners will then be approached in order to gauge participation levels as well as securing information sharing partnerships. Once mall support has been secured the app will be fully developed along with the backend functionality. Sales staff will be employed and put to work engaging stores, and distribution channels will be developed. Finally marketing activities will be developed and finalised in time for the MallMateNZ launch.

(See Appendix E for detailed plan)

## **8.0 Financial Case**

With MallMateNZ being a software-based business, setup costs will be very low. With the initial development of the app as well as ongoing support being contracted out, the infrastructure costs are also kept to a minimum.

After three years of operation total costs are set to reach a little over \$850,000.

MallMateNZ's potential revenue however is very high. After 2 years, total revenue is expected to have reached almost \$3.2 million with a total forecast gross profit of \$2,552,876.

The total capital investment that we would be seeking will be \$130,000. This investment will secure the total setup costs of the project, as well as the first three months of fixed costs. We would expect to repay this investment with a negotiable return within 6 months of the launch date.

### **8.1 Projected Costs**

The key costs involved in launching MallMateNZ to the market will be the market analysis conducted by an independent research company, the building of the app, staff salaries, the initial marketing, and the support and maintenance of the overall MallMateNZ system.

Once the system is up and running the ongoing costs will be relatively low, being predominantly staff salaries, maintenance and support.

#### **1. Research:**

The costs involved in contracting a research company are fairly high, but the gained knowledge and understanding of the target audience is invaluable.

To contract a company such as 'Perceptive' to conduct a customised individual research survey including design, analysis and reporting would cost approximately \$9000.

#### **2. App Development:**

The most significant cost involved in the MallMateNZ project will be the cost of contracting a mobile app development company to build the app as well as the server required to update and service the app once it is up and running. Mobile app development is a relatively new industry, however companies are now specializing in this field. To contract a company such as 'Mobile Apps' to develop MallMateNZ the cost will be around \$50,000 for the

first platform and around \$4,000 per additional platform thereafter, plus \$3000 to develop a web portal. Company's typically charge about \$150 p/h and it would require approximately 25 hours to duplicate an app to an additional platform.

3. Marketing:

The marketing of MallMateNZ will be relatively inexpensive at the product launch as there is a limited amount of paid advertising to be done. \$10,000 will be allocated for QR code ads to be featured in mall directories and mail outs. \$10,000 will also be allocated per annum thereafter.

4. Support:

In order for MallMateNZ to stay bug free and running smoothly a support package would need to be contracted to the app development company. This can range in cost, depending on the level of support from 0\$ to \$2000 per month. As a maximum cost we will estimate this to be \$25,000 per annum.

5. Staff:

As discussed earlier MallMateNZ initially would require only a limited number of employees, the company director and three sales staff. The company director would gross \$75,000 per annum, and the sales staff would each gross \$50,000.

	Setup Cost	Year 1	Year 2	Year 3	3yr Total
Research	9,000				<b>9,000</b>
Development	57,000	8,000			<b>65,000</b>
Marketing		10,000	10,000	10,000	<b>30,000</b>
Support		25,000	25,000	25,000	<b>75,000</b>
Staff		225,000	225,000	225,000	<b>675,000</b>
<b>Total</b>	<b>66,000</b>	<b>268,000</b>	<b>260,000</b>	<b>260,000</b>	<b>854,000</b>

(Figure 1: 3 year forecast of MallMateNZ project costs)

## 8.2 Projected Revenue

The Chain Ratio Method has been used to estimate the potential sales in the first six months, and beyond:

Research results for:	Research data	Chain ration calculation	Result
Estimated number shoppers using Apple and Android smartphone platforms in target areas:	240,000		
% of users to download MallMateNZ, meeting first 6 month objective	62.5%	$62.5\% \times 240,000 = 150,000$	Number of Android & Apple shoppers to download app in first six months: 150,000
Cost per download:	\$2.95	$\$2.95 \times 150,000 =$	<b>Potential revenue from app downloads after 6 months: \$442,500</b>
Estimated number of stores in targeted areas' malls:	2,675		
Estimated uptake of store advertisements:	50%	$50\% \times 2,675$	Estimated no. of stores using daily adverts on this app: 1337.50
Cost per advert, based on 7 adverts per week:	\$1.00	$\$1.00 \times 1337.50 \times 182.5 \text{ days} =$	<b>Potential revenue from adverts after 6 months: \$244,094</b>
Estimated number of stores in targeted areas' malls:	2,675		
Estimated uptake of store coupon use:	50%	$50\% \times 2,675$	Estimated no. of stores using weekly coupons on this app: 1,337.50
Cost per coupon, based on 1 coupon per week:	\$5.00	$\$5.00 \times 1,337.50 \times 26 \text{ weeks} =$	<b>Potential revenue from coupons after 6 months: \$173,875</b>
<b>Total potential revenue across app downloads, adverts and coupons after six months:</b>			<b>\$860,469</b>

(Figure 2: 6 month forecast of MallMateNZ revenue (Mullins & Walker, 2010))

The potential revenue after six months is significant. Based on our business objectives, potential revenue after 2 years will reach an estimated \$3,146,875, and after three years will reach (with no consideration for further growth and expansion) \$3,564,854.

## 9.0 Conclusion

With a strong financial case and effective marketing and distribution channels, MallMateNZ has the potential to earn substantial revenue with the possibility of expanding not only in New Zealand, but internationally as well.

Having the app model developed at the conception level there is also the opportunity for MallMateNZ to build custom versions of the app to suit particular shopping mall brands or groups. This idea may be investigated further if a mall owner is not happy to come on-board or to be a part of the MallMateNZ network directly.

By contracting key roles to industry professionals MallMateNZ benefits from receiving a high quality of guaranteed work while reducing the need for company owned infrastructure and staffing, thus reducing operational costs.

By developing three separate revenue streams MallMateNZ is neither limited to nor reliant on the absolute success of one component of the revenue strategy, creating a strong financial position for the business.

On the customer side of the ledger MallMateNZ is providing a significant service, not only to mall shoppers, but to the shopping malls and stores also.

By incorporating smart technology to every day shopping experiences and taking advantage of the rapidly growing smartphone industry, MallMateNZ is set to show significant growth, securing a profitable long-term future for the business.

The future of business rests in customer service and innovation, delivered via mobile marketing. MallMateNZ is the future.

## Reference Notes

This report was authorized by Jason Kemp, Lecturer at Unitec Institute of Technology, on 4 October 2011, with the purpose of developing a comprehensive eBusiness strategic plan.

This report is based upon work carried out in an earlier report (MallMateNZ eBusiness Proposal) conducted in October 2011. (Messenger, 2011)

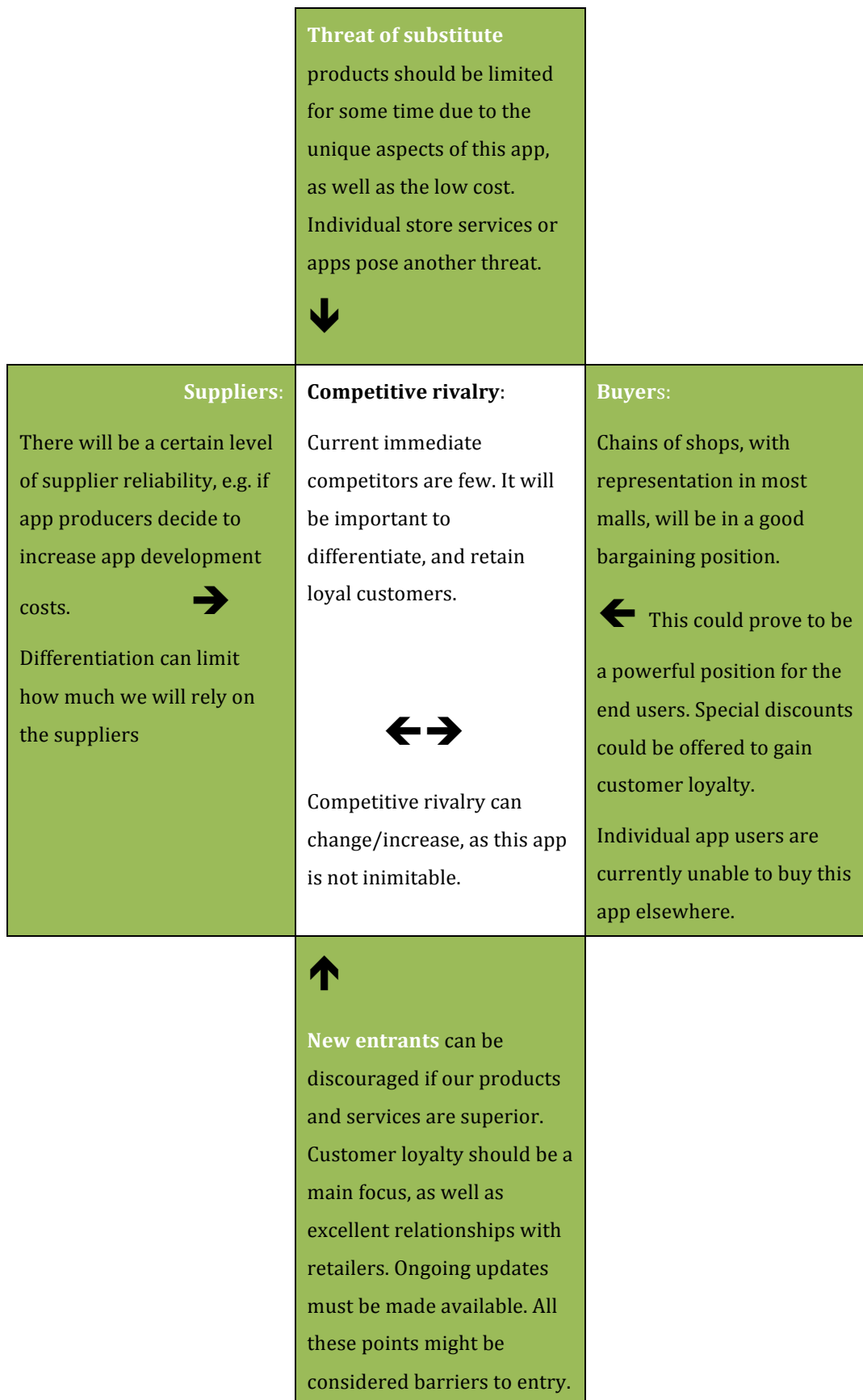
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## Appendix (A) Porters Five Competitive Forces Model

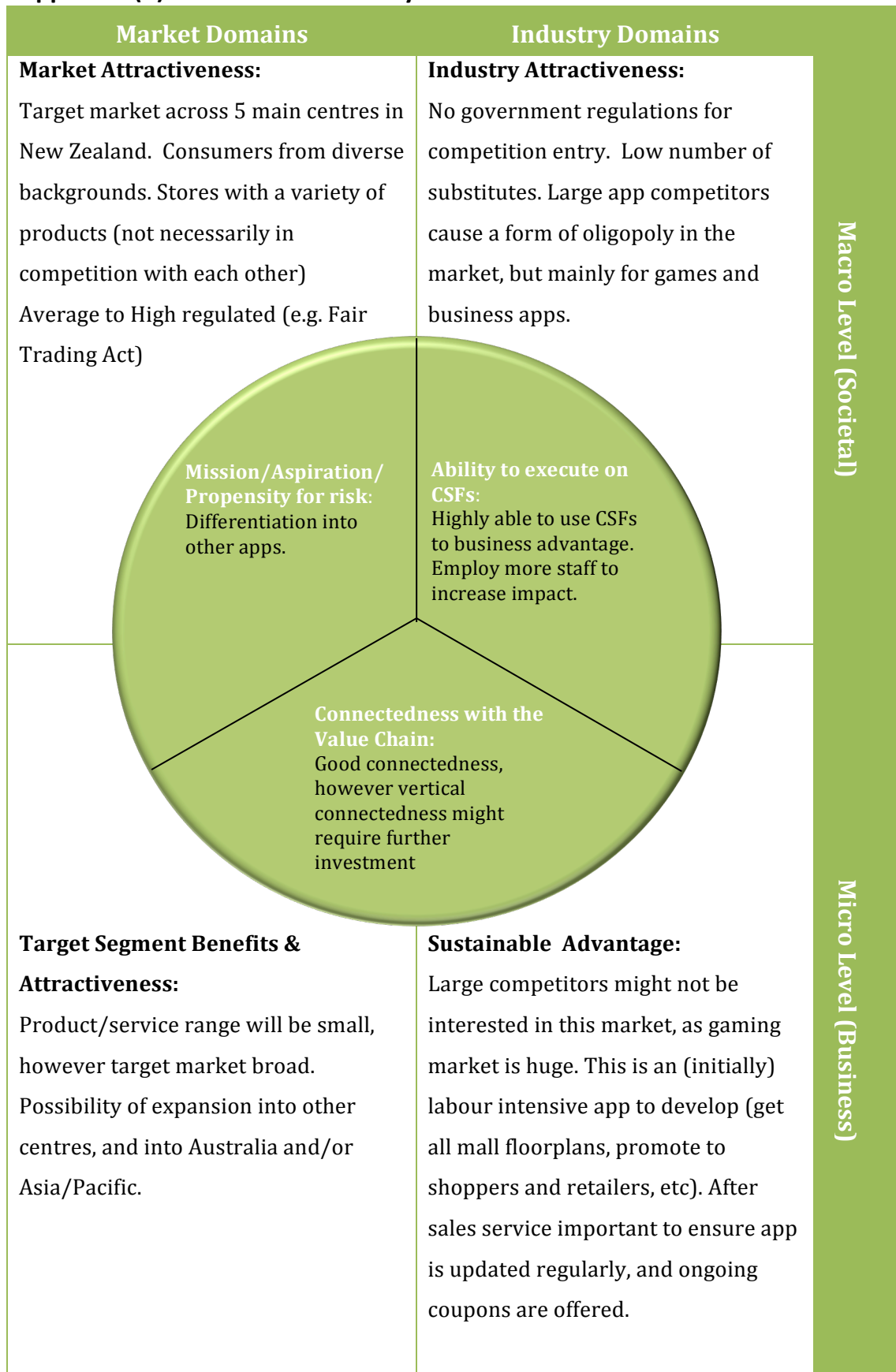


(Turban, 2010) (Marketing Teacher, N.D)

## Appendix (B) GE Matrix

Market Attractiveness				
High	Medium	Low		Business Strengths
<b>Mall Search</b> – find stores by name, genre or keywords: main, attractive feature. <b>My Coupons</b> – receive special offers: a great feature for both shoppers and retailers Both these features are not offered by competitors and offer excellent business opportunities. [INVEST]	<b>Mall Locator</b> – locating nearest shopping malls via GPS, offers directions & other general info: this feature is possibly in competition with current functions on general GPS. Excellent feature if shoppers have come from a different direction, or are visiting a different mall, area, or city than they usually frequent. [INVEST]		High	
<b>Car Park Locator</b> – store the location of your car to easily find it again later: good feature, might not work so well in underground car parks. Not currently offered by any one else. [INVEST]	<b>Maps</b> – level-by-level maps of malls <b>My Location</b> – ‘you are here’ feature: handy, but many people revisit malls they know <b>My Favourites</b> – save favourite mall or store details. All worthwhile features. [PROTECT]	<b>Navigation Features</b> – downloadable maps: an essential interesting feature in navigating malls. [HARVEST]	Medium	
	<b>Advertising</b> – location based service, offering specials when people walk close to particular stores: good feature for retailers, could be considered ‘spam’ by shoppers, although they have the option to opt out. [HARVEST]	Entrance Locator – easily find store or mall entrances: for pedestrian (not so common in NZ, most people travel by car) [DIVEST]	Low	

## Appendix (C) Seven Domains Analysis



## Appendix (D) SWOT Analysis

<b><i>Internal Strengths</i></b>  Visionary, creative management Unique idea for an app Small, personable set up	<b><i>External Opportunities</i></b>  Working together with larger (app) companies Working together on other apps with chains of shopping malls High increase of smart phone use
<b><i>Internal Weaknesses</i></b>  Limited time allowed for development & promotion/sales High development costs	<b><i>External Threats</i></b>  Competitors developing similar app Large chain of shopping malls boycotting this app

## Appendix (E) Project Implementation Plan

Design	Timelines for build, test and document	Transition
<b>MARKET RESEARCH</b> Identify research requirements Contract external company Discuss analysis	Completed by 11 Nov Negotiate contract by 16 Nov Research conducted & analysed by 13 Jan	Completed & discussed by 13 Jan 2012
<b>APP MOCK UP</b> Contract mobile app development company Presentable mock up developed	Appointed by 23 Dec Completed by 20 Jan	Presentable by 20 Jan 2012
<b>APPROACH MALL OWNERS</b> Negotiate with mall owners (HQs) Obtain development rights as well as information and/or access to mall floor plans, store inclusions, etc.	Negotiate contacts by 16 Jan  Obtain all necessary information by 06 Feb	Information consolidated by 27 Feb 2012
<b>DEVELOP APP</b> Developer starts app build App developed and fully functional	Commences by 27 Feb Developed by 25 May	Developed and tested by 25 May 2012
<b>DEVELOP BACK END FUNCTIONALITY</b> Developer starts server build Back end developed to full functionality	Commences by 27 Feb Developed by 25 May	Developed and tested by 25 May 2012

<b>EMPLOY SALES STAFF</b>		
Decide on selection criteria etc	Write necessary docs by 06 Feb	
Place job ads	Ads placed by 10 Feb	Sales staff recruited and trained by 23 Mar 2012
Hire sales staff	Recruit by 05 Mar	
Train staff	Train by 23 Mar	Start engaging store owners 26 Mar
<b>DEVELOP DISTRIBUTION CHANNELS</b>		
Upload app to relevant app stores/markets	Available for download at product launch	
Create download link for FB page and mall websites	Implement by 20 May	MallMateNZ available for download by 25 May 2012
Create QR code for printed media	Implement by 20 May	
<b>DEVELOP MARKETING STRATEGY</b>		
Create FB page and have up & running	Ready for product launch	
Sell store advertising	On going, starting 26 Mar	
Sell store coupons	On going, starting 26 Mar	
Secure printed advertising with malls	Completed by 11 May	All marketing activities finlised by 18 May 2012
<b>MallMateNZ LAUNCH</b>		
Launched via FB, mall websites and print campaign	Launched on 25 May	MallMateNZ launched on 25 May 2012