



Doorstep Delivery Solution

In High Crime – Low Income Areas

MGAC70 - Group 1

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Introduction

Success



Objectives

- Improved Strategies & Decision Making
- More Customers & Engagement
- Business Growth & Expansion

1

Goals & Challenges

Analyzing @Door's goals is key to develop effective solutions

2

Marketing Strategy

Outreach in Social Media, Partnerships, & Events

3

App & Website

Optimizing outreach, engagement, & function

4

Corporate & IT Governance

Ensuring accountability for key stakeholders

Areas of Analysis



**Marketing Strategy
& Partnerships**



App & Website



Monetization



Other Technology



Corporate Governance



Current Marketing Strategy Evaluation

Social Media Platforms



Facebook Instagram LinkedIn

- **Numbers of Followers:** Three platforms all have relatively low numbers of followers. With 11 followers on Facebook, 49 on Instagram and 89 on LinkedIn.
- **Publishing:** @Door has low content publish rate. With only 19-25 posts uploaded across three different platforms within the past 7 months.
- **Public Engagement:** Low public engagement across different platforms. With around 70 reactions on Facebook and Instagram and around 200 reactions on LinkedIn this year.

Exhibitions and Conferences

- **Build up Right Connections:** Events help narrowing down from wide arrange of public to people who are interested in new business ideas and new ways to solve problems.
- **Build up Brand Awareness:** The exhibitions and conferences provide opportunity for @Door representative to sell the value that the company can bring to customers.



Marketing Strategy

Recommendation

Social Media Platform



- **Create and Upload More Posts:**

The company should focus on adding additional post for all social media platforms. The best practice will be uploading 3-5 posts per week.

- **Create More Diverse Contents:**

Produce a variety of different kinds of posts, besides stationary pictures, staff takeover and interviews with current customers and agents can be a good option.

- **Take Initiative on Public Engagement:**

Utilizing different features on the social media platforms, like Reels and Story's poll function, to try to take initiative to engage with the public. Firstly, can push more information to the public. Secondly, can raise public interest on the company's operations.

Working on Refining the platforms: The company should focus on making better quality and more interactive contents to the public. This step is important to achieve before adding other additional marketing channels.



Marketing Strategy

Recommendation



Influencer Marketing

- **Partner with social media ‘influencers’ on Instagram and Facebook:** to advertise agent recruitment to the right target audience. Influencers paid to promote @Door to their followers in their posts.
 - **Ideal follower base:** Millennials and Generation Z living in GTA condos/apartments
 - **Brand alignment:** Influencer’s content must align with business model



Expand to Tiktok

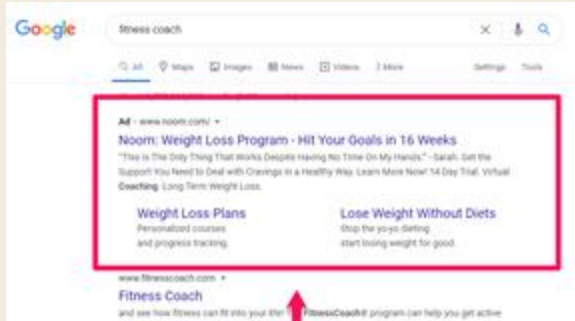
- **Access to younger demographic:** App offers the best access to 20-39 aged-demographics, who are 43% of users (SocialShepherd.com).
- **Post info videos:** Through short videos posted on TikTok, @Door can build familiarity of its delivery model among younger generations.



Marketing Strategy

Recommendation

Business Partnerships: Advertise Website using Google Ads



- **Search campaign:** Website will appear at top of search results by bidding on **keywords** that Google users may search.
 - For example: if @Door bids on the keywords “safe delivery” to a high-enough dollar amount, Google Ads will display @Door’s website link at the top of search results when that phrase is googled.



- **Display campaign:** Google Ads will display an ad of @Door on other websites. This approach is crucial because Google has thousands of website partners who can promote @Door’s website.



Marketing Strategy

Recommendation



Business / Strategic Partnerships



- **For Residents and Condominium Management:**

- Demonstrate the value of services directly to residents and manager.
- Promoting services through condominium newspapers and direct marketing in the target condominiums.



- **For @Door Agents:**

- Collaborate with universities/colleges with job information sessions.
- Collaborate with organizations like YMCA at GTA and YWCA to attract more agents.



- **For Carriers & Logistics Companies:**

- Seek connections or communication directly with companies
- Attend industry events, conferences, and trade shows to establish partnerships with carriers.
- Ensuring website provides image of safe and trustworthy partner.



Marketing Strategy

Recommendation

Geographical Strategy for Property Management Partnerships

- **A Startup Company:**

The company should focus smaller geographical location, which is in the GTA then the whole nation.

- **Property Management Locations:**

Most property management located in the City of Toronto.

- **Package Safety - Theft Over Crime:**

The most related safety issue for package delivery is Theft over crime. The area with high theft over crime rate should be targeted to provide @Door services.

- **Short Run Target Locations:**

1. Condos located between Yonge Street and Bay Street, north to Bloor Street West and South to Gerrard Street East.
2. Condos located along Blue Jays Way, north to King Street West and South to Front Street West.



Marketing Strategy Recommendation

Geographical Strategy for Property Management Partnerships

GTA Condominium Property Management Organization



GTA Condominium Property Management Organizations

Condominium Locations and Theft Over Locations in Toronto



Condominium and Theft Over Locations in Toronto



App and Website

Current System: Website



WORDPRESS



Dedicated Hosting



- **Target Audience:** Residents, Property Managers, Carriers, and Resident Agents
- **Built with WordPress:** A popular content information management system.

Current System: App



- **Target Audience:** Resident Agents and Carriers
- **Multi-Platform:** Available on Google Play Store & Apple App Store



App and Website

Current Issues



Search Engine Optimization (SEO)

Affected by poor formatting and lack of keywords.



Targeting Key Stakeholders

To improve and allow for effective marketing outreach



Functions & Features

Missing key functionalities in customer relationship management, maps, and etc.



Search Engine Optimization

App and Website

What is SEO and how does it work?

- Search engine bots parse through websites and indexes in search results based on **quality** and **relevance**.

General SEO Factors:

[T] Keywords → Parsed from readable text and HTML Tags

 **Links**  **Media**  **Popularity** → User Engagement

Why is SEO Important?

- **Organic Marketing:** Increases exposure without spending money in advertising.
- Ensures website is found - **Ad Blocking**



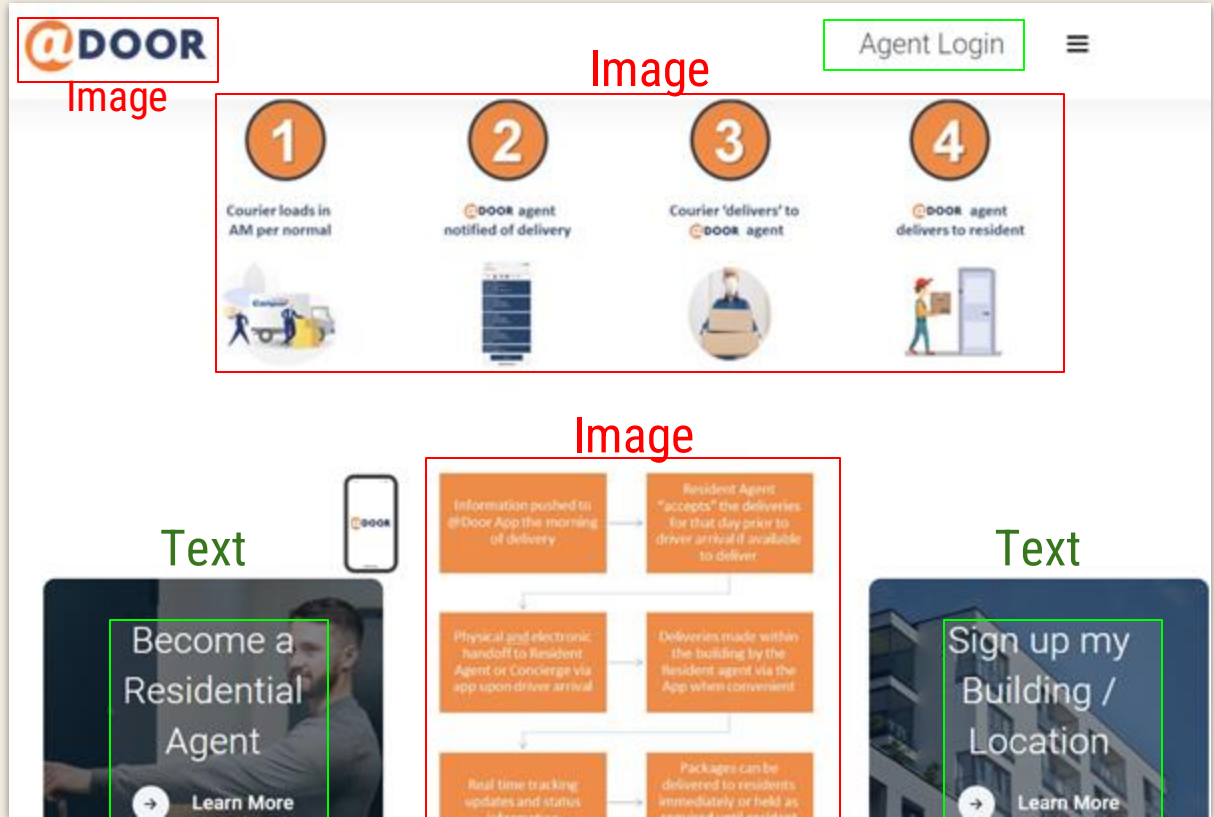


Search Engine Optimization

App and Website

Issues:

- Several cases of using images that contain text.
- Lack of content and formatting on Home.
- “@Door” keyword appears rarely.
- As a result, @Door’s website rarely appears in search engine results.





Search Engine Optimization

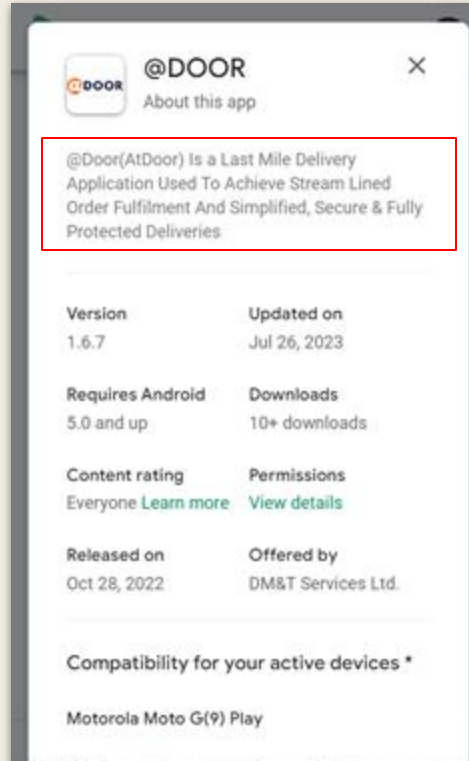
App and Website

Similar principles apply for mobile apps:

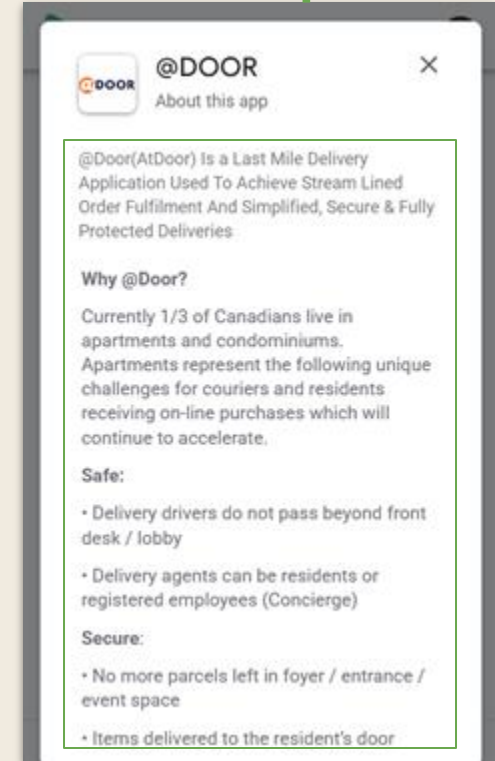
App Store Optimization (ASO)

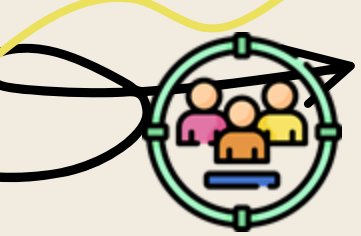
- More text/content in the app store description including keywords and links.
- Higher ratings and downloads (engagement) further increases @Door's search ranking.

Current



More SEO-Optimized





Targeting Key Stakeholders

App and Website



Targeted Web/App Pages: When a user first accesses a website or app, they are select whether they are a resident, property manager, or carrier.

- The user is then redirected to a targeted landing page which contains appropriate and relevant information for their needs
- (i.e. Pricing, Safe Delivery Solutions, Earn Money)



Keywords: Pages should contain keywords that are targeted towards each stakeholder

- “make money” for agents, “safe deliveries” for residents.
- Improves the user-friendliness and utility of the website
- Improves the search engine ranking (SEO).



Functions and Features

App and Website



Customer Relationship Features

Resources for residents such as support chat and reviews are non-existent in either platform.



Maps Integration

GPS and location mapping technology that are key for package tracking and delivery functions.



Performance Measures

Performance tracking and improvement integrations are missing such as data analytics.



App and Website

Key Performance Indicators (KPIs)



Website

Website Traffic Measures

- Search Engine Ranking
- # of Unique/Returning Visitors
- Average Session on Web Page
- Web Traffic Source
- # of Registration Form Submissions

Performance Measures

- Webpage Size
- Page Failures (Bounce Rate)

App

App Traffic Measures

- App Store Ranking
- App Downloads & Uninstalls
- Source of Downloads (From App Store or Online?)
- Type of Devices

Performance Measures

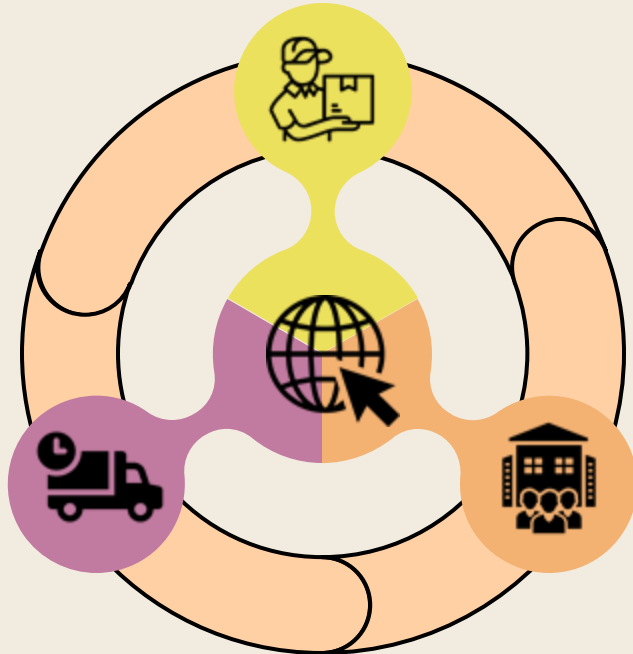
- App Customer Reviews
- App Size & Crash Rates



App and Website

Recommendation: Which to Prioritize?

@Door should focus on re-developing its website rather than app.



Internet Browser Users

>5 Billion Users (Statista, 2021)



2,500 Licensed Condo Managers in Ontario

950,000 Units Managed (CBC, 2023)



App and Website Recommendations



- Targeted Landing Pages
- Web Analytics: such as Google Analytics to identify key performance indicators.
- Mobile Responsiveness: A critical component to ensure cross-platform.
- Monetization: To be discussed in Monetization section



- Customer Reviews (Testimonials): Image of a safe and trustworthy solution.
- Help Page and Support Bot
- Blog: Improves SEO → Adds more content and boosts engagement.



- Service Maps: Speeds process for potential customers to see whether their condominium or apartment building provides @Door services.
- Package Tracking: Critical for residents, convenient, and boosts engagement



App and Website

Mock Website

Enter one of the URLs below to view the website:

mgac70project.000webhostapp.com/home

Issue/KPI: Page Loading Time

Website may take a few seconds to load... Why?

Website is hosted on a free and shared-server web hosting service. Slow performance is common with these type of services. @Door's website is hosted on a designated server.





Monetization Opportunities

Current Model:

- **Package delivery:** the main mode of monetization, carriers pay @Door for final meter delivery on a per-piece basis
- **Subscription revenue:** a monthly subscription option provides to condominium corporation or security/concierge agency to be the sole @Door agents
- **Delivery data:** future mode of monetization derive from non-private delivery data as volumes grow





Recommendation #1

In-app & Website advertising

- **Banner ad:** a small banner running at the top of the bottom of the app, a straightforward option
- **Native ad:** ads are designed as organic contents that blend in the overall look of the app

KPI

- **Daily/Monthly Active Users:** provide insights on the number of interactions daily and monthly to determine highest impression areas to place ads and improve user experience



Recommendation #1



Google AdSense

Google AdSense for Website advertising

- Allows advertisers to show their ads on websites signed up with the platform. By signing up, @Door can **earn income on either a per-click or per-impression basis**.
- Focus on generating as much traffic as possible on its website to maximise monetization.

Ad Mediators for Website advertising



AdMob

- In-app advertising provided by two vendor types; **individual ad providers and ad mediators**.
- Ad mediators, such as **Google Admob**, provide ads from multiple ad providers.
 - Concern: Increasing app size results in performance issues.
- Despite this, ad mediators helps **maximise monetization by boosting the 'fill rate'**.



Recommendation #2

Brand sponsorship/partnership

- **Target marketing:** companies/brands can reach their targeted audiences through @Door via the app or delivery through in-app advertisements, special promotions or flyers distribution

KPI

- **Lifetime value:** can be utilized through the data this KPI indicates as a threshold for the total economic opportunity of app users as a proof to show the profitability of users when proposing or negotiating a brand sponsorship/partnership





Other Technologies



Blockchain & Delivery Management

Through Blockchain, @Door can enhance security and transparency in transaction interactions between @Door, agents, and couriers. While also providing detailed itineraries for deliveries (courier drop-off times, available pick-up times).



Customer and Agent Feedback Software

Implement feedback software for customers to provide insights on agent performance anonymously, using nicknames/numbers. Agents can conduct reviews and incident reporting will help @Door quickly address the issues.



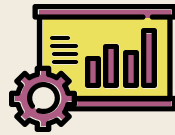


Other Technologies



Content & Support Automation

@ Door can set up an automated customer support system for handling inquiries and concerns about goods and agents swiftly. (i.e. AI-generated chatbots). **AI Language models such as ChatGPT can be used for generated blog content.**



Analytics and Data Insights

@Door can collect and analyze courier, customer, and agent data to gain valuable insights for better decision-making and continuous improvement, with potential future monetization. **Google Analytics can be embedded in websites and apps to collect these important KPIs and data.**



Corporate Governance

Current Situation



Strict Privacy Policy

- Due to the level and amounts of sensitive information @Door deals with, the firm requires all stakeholders to authorize the use of their personal information for business purposes.



Full Disclosure

- Provides a systematic overview of the expected conduct of its users with the privacy policy, and Code of Conduct and Terms of Use agreements.



Risk Management

- @Door's current model includes real-time tracking updates through the capture and scanning of parcels at different parts of the delivery process thus providing evidence of completed deliveries for all stakeholders.



Corporate Governance

Recommendations



Intrusion Detection & Prevention System:

- Provides **24/7 real-time monitoring** to detect and prevent network patterns that identify intruders.



Data encryption:

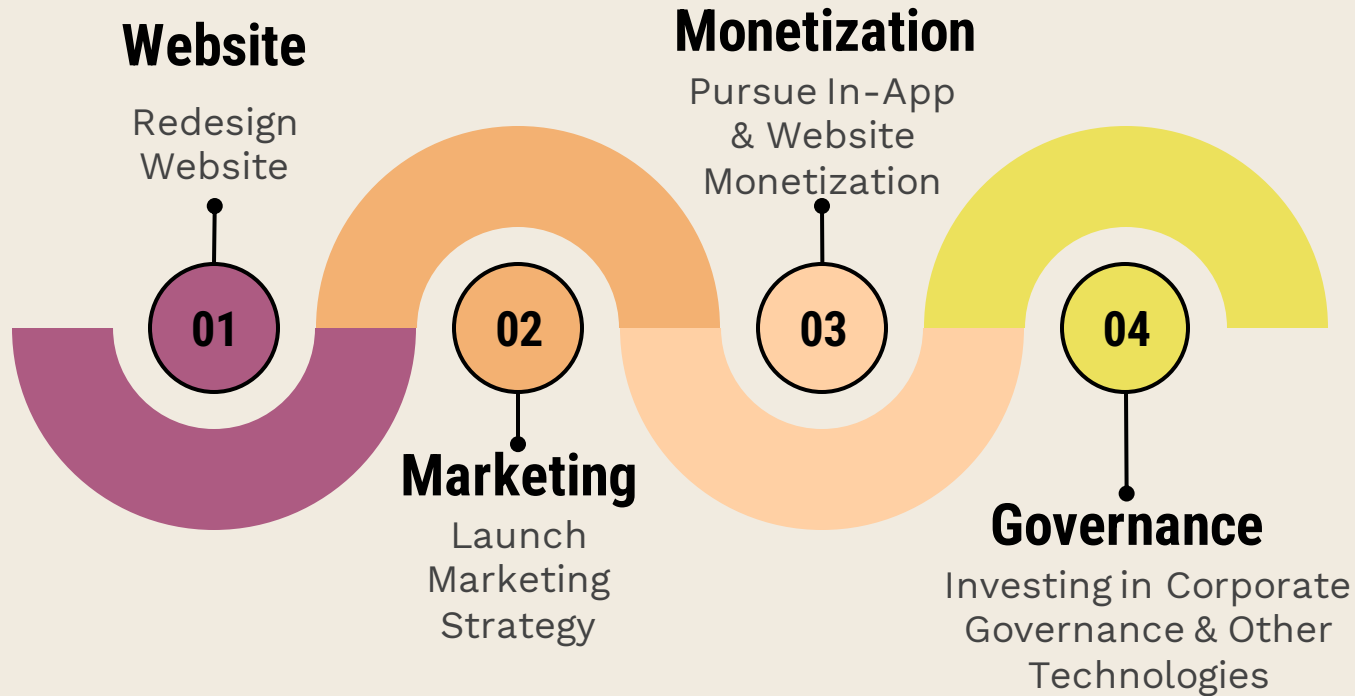
- When security breaches do occur, hackers will be unable to read the information. Can be used at @Door's **back-end system** and **between carriers & agents**. Relevant for data stored on the cloud.



Data Loss Prevention (DLP) Software & Policies

- **Personal information:** DLP software will **identify and tag private data** and **report events** when the data is accessed and if it requires **audit**.

Implementation Plan: Phased Approach



1. Website Redesign



fiverr.

Who?

For best results, @Door should hire an outsourced specialist, such as a **freelancer on Fiverr specialising in SEO optimization and WordPress Development.**



Cost:

Best-rated WordPress Developers specialising in SEO charge around **\$200.**



Time Budgeted:

Around 3 weeks (max). However, **SEO is an ongoing process** due to changing trends (i.e. popular keywords change) and new processes of indexing websites from Google or other search engines



1. Website Redesign

Challenges using **fiverr**.

- **Sensitive information exposure:** Sensitive information essential to @Door's business model may be exposed to freelancers.
 - **Risk mitigation:** Only provide information that will be publicly visible on the website. Also obtain a signed NDA.
- **Upfront payment & no written contract:** Freelancers usually require an upfront payment before work can be started.
 - Leads to conflict later on if work performed does not meet criteria.
 - Freelancers may not feel bound to meet all requirements requested.
 - **Risk mitigation:** Offer an additional payments contingent on the quality of work performed.
- **Remote work:** Since freelancers usually work in other countries, there is less visibility and accessibility to them compared to in-house staff. Freelancers may be unresponsive and can work on other peoples' websites.
 - **Risk mitigation:** Request constant progress updates in exchange for ongoing fee.

2. Launch Marketing Strategy



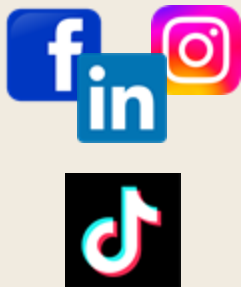
For Website Advertising

- **Appear at the top in search results:** Google users who search certain keywords (i.e. “condo”, “delivery”) will be targeted with @Door’s website at the top of search results.



For Agent Recruitment

- **Partner with universities/colleges:** Gain approval to set up booths around student-populated residences and condominiums.
- **Partner with employment organizations:** Partner with YMCA & YWCA’s employment services to advertise as a source of ‘part-time’ income for youth.



Active Social Media Engagement

- **Who and how?** @Door’s in-house marketing staff should actively post diverse content such as “*Staff Takeovers*” (Q&A) and *agent interviews*.
- **TikTok as an opportunity:** Post informative 10-second videos to explain its delivery model and ways to become an agent.

2. Launch Marketing Strategy

Influencer Marketing



- **Partner with social media influencers:** Partner with influencers on Instagram and TikTok with a follower base consisting of millennials and Generation Z. **Nano-influencers have around 1,00-1,000 followers on social media.**
- **Cost per ‘nano-influencer’:** @Door should begin by partnering with two “nano-influencers” (1,000 - 10,000 followers) on Instagram, which will cost **\$10-\$100 each per post** promoting @Door (*Shopify.com*).

Challenges:

- **Cost control for sponsorship:** @Door may get overcharged if the influencer advertises @Door in too many posts.
 - **Risk mitigation:** The contract with the sponsor should specify a maximum number of promotion posts that the sponsor can make.

3. App & Website Monetization



Ads on @Door's Website

- **Banner & native ads:** Allows @Door to generate banner/native ads on its website. **Revenue will be generated on a per-click basis** - paid by the advertisers. Ads can be text-based, image, and video.



In-app advertising

- **Individual app Providers & App Mediators:** Ad mediators such as **Google AdMob** provide ads from multiple ad providers. Despite this, **ad mediators help maximise monetization by boosting the 'fill rate'** (KPI discussed)

3. App & Website Monetization

Time Budgeted: 1 week

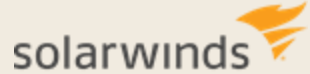
Challenges:

- **Updates for In-app advertising:** The use of ad monetization will require frequent updates with the latest builds to prevent violations with the Google Play Store.
- **Ad monetization effect on app size:** Using ad mediators increases the app size which can result in performance issues.

Future opportunities:

- **Sponsorships:** As @Door grows its reputation, a future revenue stream could be to sponsor other businesses in in-app and website advertising.

4. Invest in Governance & Tech



Invest in cybersecurity:

- **Intrusion detection & prevention system: SolarWinds Security Event Manager's subscription model** is highly recommended.
- Data encryption & Data Loss Prevention Software & Policies implemented **in-house** at this stage - outsource in the future.

Customer Feedback & AI Support:

- **In-built in app & website:** These features can be in-built in the app and website using the same Fiverr freelancer in step 1. Thus, incremental **cost is minimal.**

Data Analytics

- **Google Analytics:** Connect Google Analytics to website, which will collect data on how many website visits

