

Analysing and Developing Promotion of Multi-Sided Platform Mobile Application: Case: Yamii

Luyao Chen

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<p>Author or authors Luyao Chen</p>	<p>Group or year of entry 2009 MUBBA</p>
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<p>Thesis advisor(s) Olli Laintila</p>	
<p>The commissioning party of this thesis is a start-up company called LBB Solutions Oy, where the author is working as a marketing manager of the “Yamii” project. The aim of this thesis is to ascertain reasons for the current situation and any problems regarding the MSP (multi-sided platform) mobile App “Yamii”, from a marketing point of view, and to give suggestions on products development and multi-sided marketing.</p> <p>This is a procedural thesis and both quantitative and qualitative research methods are used. The theories applied are mobile marketing, service marketing, the customer value proposition, O2O business model etc.</p> <p>With the help of database and some feedbacks from users, as well as the own observations, the author tried to find any mistakes that might have been made by the company. The main reasons found out that leading to the current situation are “the chicken or the egg causality dilemma” in multi-sided marketing, some negative user experiences and the lack of interactive marketing activities. Suggestions are also given accordingly on both product development and market planning, for example, fulfil the content by company itself for both sides’ users, and add a loyalty system as another main feature as well as some specific marketing activity plans to connect the two sides’ users with Yamii.</p>	
<p>Keywords MSP, Mobile App, Mobile marketing, O2O business, Start-ups</p>	

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1 Introduction

The mobile internet might be the last wave to sweep all the local SMEs¹ into the internet, which will give more visibilities and possibilities for their businesses, and enable them to connect to their customers in a smarter and more flexible way. In addition, mobile internet will influence many traditional industries in terms of the operation concept, especially in some aspects like marketing and CRM². The new technology will make them easier, more effective with lower cost, and also make the online and offline a seamless community.

The mobile internet market is a huge cake for various internet companies. To a marketer, the mobile marketing is a good tasting bite, especially when the smart phones are becoming popular. Mobile marketing concept is developing from the traditionally info displaying to later on LBS³ (Location based service), digital coupons and membership card until nowadays the most popular topic: the application of NFC⁴ (Near field communication). However, due to the limit of the acknowledge preparation and resources, most of the SMEs want to first be a follower rather than a pilot for any new concepts and products in order to reduce the risk and focus on the core business process.

Internet companies are actively adjusting their strategies. Internet giants in different countries are now busying investing, cooperating and purchasing relevant business to seize the mobile internet access in order to gain the biggest market share in the new coming era. At the same time, many start-up companies⁵ are looking for the niche

¹ Small and medium enterprises or small and medium-sized enterprises are companies whose personnel numbers fall below certain limits.

² CRM (Customer Relationship Management)

³ Location-based services (LBS) are a general class of computer program-level services used to include specific controls for location and time data as control features in computer programs. As such LBS is an information service and has a number of uses in social networking today as an entertainment service, which is accessible with mobile devices through the mobile network and which uses information on the geographical position of the mobile device.

⁴ NFC are the devices that can be used in contactless payment systems, similar to those currently used in credit cards and electronic ticket smartcards, and allow mobile payment to replace or supplement these systems

⁵ A start-up is a company, a partnership or temporary organization designed to search for a repeatable and scalable business model. These companies, generally newly created, are in a phase of development and research for markets.

markets and try to dig deeper. LBB solutions Oy is one of them. In the beginning of 2013, the company launched a multi-sided platform (MSP)⁶ product — Yamii, which contains two websites and two mobile Apps. With Yamii, merchants can publish whenever special offers and promotion information online. According to the Yamii users' locations and preferences, Yamii delivers the right information to the right users, to connect consumers to what they want and businesses to the customers that are looking for them.

LBB solutions Oy is a pilot company in this industry in Finnish market. However the new product didn't reach the predicted target within half a year after it was launched. When the free trial period was over, the merchants' renewal rate was quite low, only less than 10% of merchants wanted to continue. Considering the situation, the company needs a customer-based research in order to find out the reasons of the current problems. I choose this project as my thesis topic, because I am a co-founder of the company and in charge of the marketing in Yamii project. The design and implementation of this research is taking more than three months. This thesis is meant to record the main process of the research based on this real case.

1.1 Thesis objectives

This thesis entails making an analysis on the current situation from both product and marketing aspects. The main objectives of the thesis are:

1. Find out the main reasons for the current situation and problems of Yamii
2. Provide a product developing solution as well as adjust the marketing strategy

⁶ "Multi-sided Platform" is one of the business model patterns. Multi-sided Platform brings together two or more distinct but interdependent groups of customers.

1.2 Scope and limitation

Yamii App will probably expand to the area out of Finland for its scalable business model. However, the operation of this kind of O2O⁷ (online to offline) business is always emphasizing more on a local market, thus within this thesis we only discuss the issue under current local market the Great Helsinki area and certain suitable sectors which are considered as main target groups of Yamii.

LBB Solutions Oy is a new born company, before obtaining any capital injection, e.g. funding or grants, the budget of marketing is under relatively low level. Therefore, the marketing plan will focus on low cost or free activities and advertisements, rather than traditional mass media advertisement or big promotion campaigns.

Since Yamii mobile marketing concept is kind of new, there is not much material available on the book-shelves.

1.3 Research methods

A big advantage to make research on an IT product is that, it is easy to get the quantitative statistics with the help of data monitoring which is designed into the product or the process of the operating. Since Yamii web server records automatically main operation of Yamii users when they are using Yamii, like data of reaches⁸, clicks, redeems, downloads, shares etc. It is even possible to check the effectiveness of each promotion alternatives, e.g. newsletter sending, Google ads, Facebook event, offline campaign, advertisement on newspaper, etc.

However when the cardinal number of the research is not big enough, the conclusion summarized, the rules found or the suggestions based on findings cannot reach the certain degree of objective. And that's why, information gathering through own observation from interviews with customers and end users are other important methods

⁷ O2O, Online to Offline, is a new business mode combining the online shopping and the front line transactions.

⁸ Offer reaches means to how many people this offer has been shown.

applied for the research. Hence, my study is a combination of both quantitative and qualitative.

Since this is a research on finding development methods for both product and marketing plan based on investigating the current situation. I would like to choose a procedural method, using a zipper method to write the thesis.

Because I myself work in the company in charging of the marketing and sales, this research is done almost synchronously when the business is going on. So campaigns are implemented quickly to test and to get the result data, and the company material or information from different department are easy to receive when needed.

The main point about procedural thesis is that practical implementation and reporting the process are combined. (HAMK, 416-468.) The material for this thesis are analysed for finding the reasons of the current problems, and the main goal is to give suggestions for the product development and marketing plans, hence procedural method was a clear choice.

The goal of every scientific research is to obtain knowledge. The classic definition on knowledge comes originally from Plato and it is usually explained as “A thought to be justified, true, and believed”. But procedural knowledge is something else. It is very often unclear, “hidden” or unconscious. Procedural knowledge informs of the way, how to do something. To manage something well, one usually needs as well “classic” as procedural knowledge. Procedural knowledge is part of extended knowledge. The concept “know-how” belongs to extended knowledge. Extended knowledge can be also described as knowledge of the maker. The extended knowledge makes it easy to understand, which kind of knowledge is involved in personal experience. The professional work consists of questions “knowing what”, “knowing why” and “knowing how”. The traditional academic research gives often answers to the first two, but the third question, “how to do it” is more difficult to find an answer to, with ordinary scientific methods. There is a need for “extended knowledge” (HAMK, 416-468).

The evaluation of a procedural research method should consist of many parts. First of all the idea and topic of the research should be evaluated. The topic includes also the targets set and the theoretical references. The innovativeness and the usability or the benefits of the research should be also evaluated. Another important aspect to be evaluated is the process of implementation. (Vilkka & Airaksinen 2003, 154-158)

There are different approaches to procedural research and the researcher has to evaluate his own relationship to the research. Is he an objective outsider or is he involved in the process himself. An objective approach can be like laboratory testing. There is a vertical axis between the theoretical and practical and a horizontal axis between the objective and subjective approaches (HAMK, 416-468).

The approach to this thesis is subjective since the writer works for the company. The process has a practical approach to reaching the result.

2 Company, product and market

This chapter is to introduce the background information of Yamii, including the history and current situation of the company; products and market analysis; and general information of the industry where the company stays.

2.1 Introduction of LBB Solutions Oy and Yamii team

LBB Solutions Oy is founded in 2011 by a Chinese IT engineer and a Finnish business man: Mr Bocheng Chen and Mr Larri Turunen. The first product “Yawii” was launched in the end of year 2011. Yawii.com is the Finnish earliest search engine for group buying offers,⁹ which automatically collects all the online group buying offers in Finland to Yawii website for people's easy search. However it doesn't have a good business model. Mr Turunen left after a couple of months.

A new product idea containing location based service brought a new business opportunity to the company from the summer of year 2012, when the prototype of Yamii web was created. Gradually, the core team grew to six within half a year. Mr Liang Song joined in as the Android platform engineer. Mr Alex Zhou, who is a genius in IOS development, joined few months later. Mr Luyao Chen, who has few years' experience in marketing and speaks local language, took charge of sales and marketing from autumn. Ms Lei Lei became another important team player who has been offering her expertise in finance, business plan, profitability model development, pricing, and daily finance monitoring. From 2013 spring, a Finnish sales manager was hired when the product was ready to sell. Besides core team, the company had had also one sales-assistant and one marketing specialist trainee, one part-time sales representative and one part-time translator. However most of the team members were working part-time (Salo 2013, 10).

⁹ Group buying, also known as collective buying, offers products and services at significantly reduced prices on the condition that a minimum number of buyers would make the purchase.

2.2 What is Yamii

Yamii is a two side platform to connect local merchants and consumers for mutual benefits in a simple, effective and precise way. It contains a mobile marketing tool “Yamii for business” and a smart deals-searching tool: “Yamii deals.” For each side, Yamii provides web version, mobile version and Smartphone application, running on both IOS¹⁰ and Android¹¹ system (LBB Solution Oy 2012).

Yamii for business

Yamii for business is tailor-made for the small and medium-sized local merchants. It enables them publish any marketing information themselves through a web or mobile channel to reach more online potential customers and attract them to enter into the offline shops. In addition, merchants will know the effect through the statistics providing by the system, to help them get a big picture of the effectiveness of each marketing activity (LBB Solution Oy 2012).

Yamii deals

“Yamii deals” provides consumers a convenient digital way to instant special offers. Users can either search for merchants and special offers nearby, or just set up own preference by: distance, discounts, and categories for the deals notification¹². So when Yamii users are walking around the city, even the App is not turned on, it is still working at the backstage searching for the suitable offers based on users’ preference and locations. Once found, it will send notification to remind the user. The service emphasizes customer-convenience; hence it is also called: your deal radar!

¹⁰ IOS (previously iPhone OS) is a mobile operating system developed and distributed by Apple Inc.

¹¹ Android is a Linux-based operating system designed primarily for touch screen mobile devices such as smart phones and tablet computers. Initially developed by Android, Inc., which Google backed financially and later bought in 2005

¹² A notification is a message you can display to the user outside of your application's normal UI. When you tell the system to issue a notification, it first appears as an icon in the notification area.

2.2.1 How Yamii works

Merchants edit offers and publish them in minutes with either mobile App (for instant offers) or website version (for regular offers). As you can see in figure 1, which is a screenshot for the Yamii for business App, merchants only need to fill in what they want to offer, normal and special price, valid time and number of offers before they can preview and publish the offer.

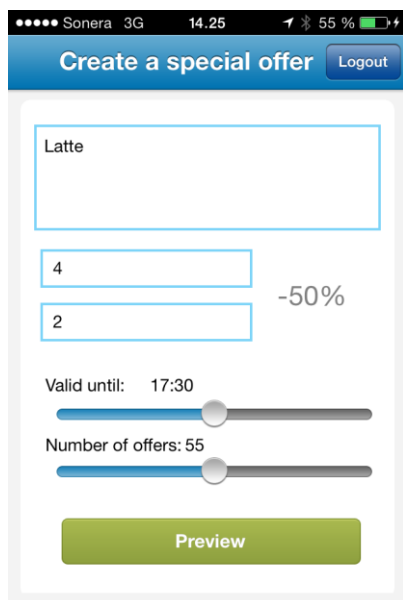
The screenshot shows a mobile application interface for creating a special offer. At the top, there is a status bar with 'Sonera 3G', '14.25', and '55%' battery. Below that is a blue header with the text 'Create a special offer' and a 'Logout' button. The main form area contains a text input field with 'Latte' entered. Below this are two numeric input fields: the first contains '4' and the second contains '2'. To the right of these fields is a '-50%' discount indicator. Further down, there are two sliders: the first is labeled 'Valid until: 17:30' and the second is labeled 'Number of offers: 55'. At the bottom of the form is a green 'Preview' button.

Figure 1. Create an instant special offer in Yamii for business App

When merchants want to provide a regular offer or a campaign for a longer time, it is suggested to make through website backstage, shown in figure 2. The difference between the web and App is that with App, picture of the offer will be chosen as default and maximum offer valid time is only five hours. While on the web version, merchants can make more specific time arrangement for the offer, for example Oct.10th 2013-Oct.31st 2013, every Tuesday and Thursday from 14:00-18:00. In addition, the picture of this offer can be uploaded relating to the product. There is one more difference: the preview page is just in the same page on the right side of the editing area in web version, so merchants can check the layout at the same time when editing.

Suunnittele säännöllinen tarjous

Voit suunnitella toistavat tarjoukset etukäteen, joka lähetetään tietyn ajan automaattisesti.

Tarjouksen sisältö *

Lounas Bufetti sisältäen kahvi ja jälkiruoka

e.g. Nauravat nakit ranskalaistalla + Juoma/Kiinalainen lounasbuffet, sisältää jälkiruoan

Normaali hinta *

€ 11 , Cents

Erikoistarjouksen hinta

€ 8 , Cents

Alennus

-27%

Voimassaoloaika *

13:00 - 15:00

Voimassaolopäivät

<input type="checkbox"/> Kaikki	<input checked="" type="checkbox"/> Maanantai
<input checked="" type="checkbox"/> Tiistai	<input type="checkbox"/> Keskiviikko
<input type="checkbox"/> Torstai	<input checked="" type="checkbox"/> Perjantai
<input type="checkbox"/> Lauantai	<input type="checkbox"/> Sunnuntai

Valitse tämän erikoistarjouksen voimassaoloaika. Esimerkiksi, klo 13:00 - 14:00 maanantailein ja perjantaisin.

Tarjouksien määrä: Rajaton

Säää halutessasi tarjousten maksimimäärä tai valitse "rajaton".

Voimassaolopäivät

08 / 04 / 2013 - DD / MM / YYYY


Valitse tämän erikoistarjouksen voimassaolopäivät. Esimerkiksi, 19.01.2013 - 28.02.2013.

[Tallenna tämä erikoistarjous](#) [Peruuta](#)

Esikatsele erikoistarjousta

Seuraavat tiedot näkyvät asiakkaille:
Viimeksi päivitetty:

[Lataa uusi kuva](#)



13:00 - 15:00
2013-04-08 -27%

Rajaton tarjousta jäljellä.

Erikoistarjouksen hinta

€ 8 11

Erikoistarjous

- Lounas Bufetti sisältäen kahvi ja jälkiruoka

Osoite

Ratapihantie 13

Figure 2. Plan a regular special offer with Yamii for business website

Once published, Yamii users nearby or merchants' followers¹³ will receive notification on their smart phones. The notification tells that a new offer found nearby, for example like in figure 3: -50% offer at LBB Solutions Oy (4, 5 km). As mentioned before, this distance range is set by users themselves, as shown in figure 4: there are different options to choose. However, if the user has followed a merchant on Yamii, then there is no limit of distance. Any information updated from the followed merchants will be informed to their followers (fans) at the first moment.

¹³ Here follower has its new meaning, as the fans. Following is done by just pressing button on the screen. After following a merchant, the user will be considered as a fan of the merchant, and according to the Yamii feature, the follower will receive the new info from that merchant at the first moment.



Figure 3. A notification from Yamii.



Figure 4. Distance setting for notification

Users redeem the offer on the spot by scanning a QR code in the cashier. Like in Figure 5 & 6, users just need to press “scan” button to open the scanner, and after scanning, they will get a big “offer unlocked” stamp on the screen, by showing which, they can enjoy the special offers. At the same time, Yamii system gets all the information about the purchasing, which will be recorded and can be checked by the merchants.

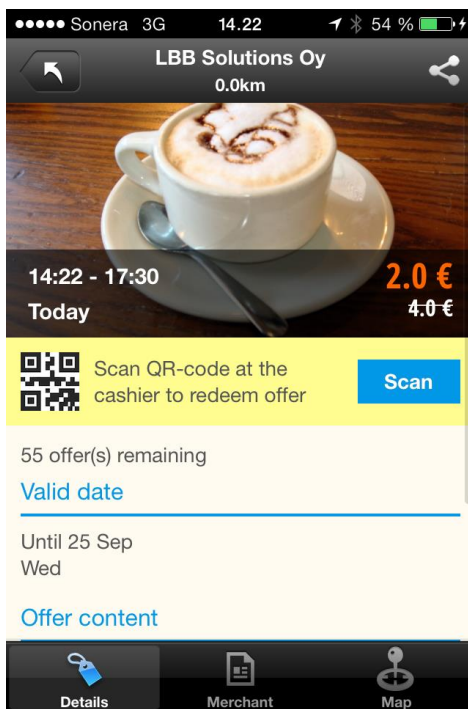


Figure 5. Press the “Scan” button



Figure 6. Scan the QR code of the merchant

Besides, merchants can also update their profile, add photos to the gallery and check the effectiveness of each offer with instant statistic. As the figure 7 shown below, for

each offer, the merchant will get the data about the total amount of reaches, clicks, notifications and redeems.



Figure 7. Offer statistics

Besides receiving offers, Yamii end users can also check the route to reach the destination from where they are. If they like the offer, they can share it through social networks. Also, they can follow their favourite merchants to get updates in time.

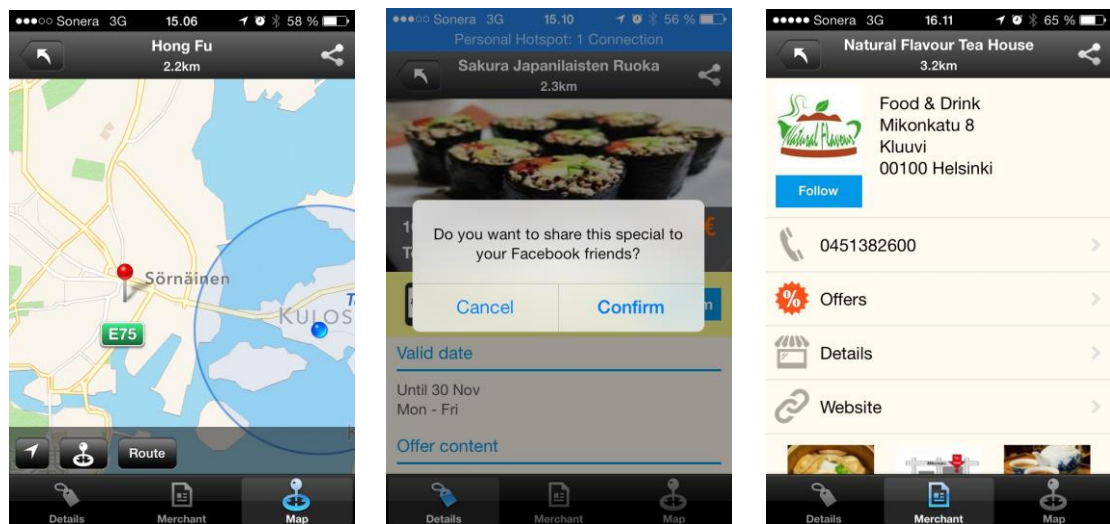


Figure 8. Route to the merchant, share with Facebook and follow button in merchant site

2.2.2 Developing plan

This plan chart (Figure 9) is quoted from a Yamii briefing slides, which was used for a meeting with investors. However the target of 2013 has been adjusted later after trial period. There are three dimensions for developing Yamii in the future.

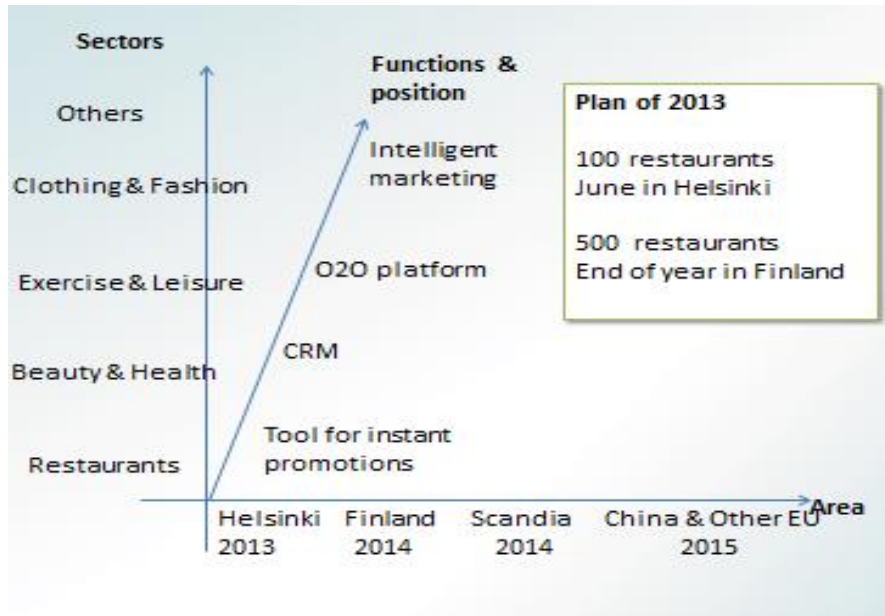


Figure 9. Yamii developing plan, which was set up in April 2013

Sectors

Yamii started from restaurants sector and expanded from July 2013 to other local service sectors. It was not purely an expansion of customers groups, but also got deep contact with merchants from different sectors and tried to understand their business in order to find the most suitable sectors for Yamii business model.

Area

The Great Helsinki area is the starting market since all the team members live there. According to the plan, from 2014, the business will expand to other main cities in Finland by cooperating with local sales agencies and the company will seek the opportunity to expand to other Scandinavian countries as well. If things move successfully, the company moves to the biggest market China from year 2015.

Features

Yamii was created in the beginning as a digital coupon, giving the merchants possibilities to market themselves with special offers. Later Yamii 2.0 version will have loyalty system (membership card) and make Yamii also a web CRM tool. When both sides (merchants and users) of Yamii have reached a considerable amount, Yamii will form into an O2O platform, at that time mobile payment will be the key words of the business. And in the future, Yamii wants to offer geo-location based data-mining technology for precise marketing, providing fully automatic solution for instant business volume problems of merchants, intelligently reach most potential customers based on location, users' preference and "footprint", the history data of consumption habits. (LBB Solutions Oy)

2.3 Market, industry and competitors

Yamii's customers are local merchants, who need to pay the annual fee to use Yamii as their own marketing tool. And to end users, it is a free mobile App. So Yamii is more like a B2B product. It is in the advertisement and IT solution industry. Competitors are the different advertisement channels and other mobile marketing solution companies.

2.3.1 Finnish local market

Yamii started from Helsinki, Finland, not only because core team members currently live there, also Finnish market provides friendly business environment for an IT start-up, even the whole country hosts a culture of fresh thinking and innovation (Helsinki Business Hub 2013).

For user side, Finnish market also offers stable environment for running Yamii App, both on hardware and software aspects:

- 61 % 16-60 years old Finnish own smart phones (TNS Gallup, Mobile Life 2013)
- 75 % smart phones are touching screen phones.
- 60 % smart phone owners use mobile internet at least every week.
- 49 % has 3G internet in their smart phones, and use mobile internet every day.

- Mobile internet is twice more often used than in PC and eight times more than in table computers.
 - Over 70 % smart phone users check email, websites and location related service with their smart phones.
 - 89 % Finnish citizens are internet users, 76 % Finnish citizens are daily internet users, and both are ranking 7th in Europe.
 - Two thirds of Finnish are online shoppers
- (Official Statistics of Finland 2012)

On merchant side, the Finnish market is big and deep enough for a start-up company making pilot product testing and experiment.

In principle, almost all the stores and shops can be the customers of Yamii. However for different industries, there should be some changes accordingly in the product or process design when using Yamii.

The target groups of Yamii are local SMEs, especially those who have offline stores as well. There are over 12000 potential customers in Helsinki area, over 18000 in capital area, and over 40000 in the whole Finland. The two biggest groups are barbers and beauty studios over 4000 in Helsinki area and restaurants and cafeterias over 1700. Most of those shops and stores don't have a good mobile marketing solution for their local business (Fonecta Oy 2013). Many of them even don't have websites or Facebook pages

According to statistic Finland:

From the totalled up personnel of all Finnish enterprises, 31 % used portable devices with connection to the internet through mobile telephone networks. A total of 40 % of the surveyed enterprises reported that they had adopted marketing or organizational innovations between 2008 and 2010. In manufacturing, 40 % enterprises had adopted marketing or organizational innovations, whereas in services the share was 41 % (Official Statistics of Finland 2010).

A total of 27 % of enterprises reported having adopted marketing innovations. In manufacturing, this had been done by 27 % and in services by 28 % of enterprises. Marketing innovations most commonly related to promotion of product sales and to product pricing (Official Statistics of Finland 2010).

2.3.2 Different mobile marketing tools

“Mobile marketing is marketing on or with a mobile device, such as a smart phone. Mobile marketing can provide customers with time and location sensitive, personalized information that promotes goods, services and ideas.” (Matti 2008, 21.)

Usually a mobile marketing the company provides either tools or platforms for the client companies to market themselves, and at the same time to gather the data and analyse them to give further suggestion and consultation about marketing and even administration of business. Yamii technique is relevantly advanced in the industry comparing with different marketing tools.

SMS and MMS

Marketing through cell phones' SMS (Short Message Service) became increasingly popular in the early 2000s when businesses started to collect mobile phone numbers and send off wanted (or unwanted) content. MMS mobile marketing can contain a timed slideshow of images, text, audio and video. This mobile content is delivered via MMS (Multimedia Message Service). On average, SMS and MMS messages are read within four minutes, making them highly convertible (Wikipedia, mobile marketing).

However, in the information-explosion era, people have much higher requirements about the content of the advertisements, and also the protection of personal space. Thus, companies try to make promotion more relevant and precise. Both SMS and MMS are carefully used; otherwise it will be harmful for the company image.

Push notifications marketing

Push notification is a feature that allows an application to notify smart phone users of new messages or events without the need to actually open the application. Push notifications are in this way similar a text message, which pops up on the phone screen. Also

it is for free if there is free internet access (Warply 2013).

Push notification has helped application owners to communicate directly with their end users in a simple and effective way, even without knowing users' phone number. If not used wisely it can quickly alienate users as it causes interruptions to their current activities on the phone. Comparing to the SMS and MMS, the user need to download first certain application for receiving the notification, which means users have already give the permit to the sender.

That's why Yamii's notification sending is based on customer's own preference setting and also the purchase history data in order to make every notification go to the right person at the right moment. Since the smart phones and App usage penetration is still not that high, SMS and MMS can also be part of a well-developed inbound mobile marketing strategy to cover all the cell phone users.

App based marketing

With the increasingly widespread use of smart phones, App usage has also greatly increased. Therefore, mobile marketers have increasingly taken advantage of smart phone Apps as a marketing resource. This allows for direct engagement, payment, and targeted advertising (Gadzoog 2013).

Yamii has its App for both IOS and Android system, the development for the Windows system is postponed due to the company financial situation and also because those two systems have already taken up over 80 % of the market share.

Mobile web marketing

“Advertising on web pages specifically meant for access by mobile devices is also an option. The Mobile Marketing Association provides a set of guidelines and standards that give the recommended format of ads, presentation, and metrics used in reporting. Additionally, web forms on web pages can be used to integrate with mobile texting sources for reminders about meetings, seminars and other important events that as-

sume users are not always at their computers.” (Wikipedia 2012.)

Yamii has its mobile web version www.yamii.fi/mobile in order to also cover all the other smart phones out of the iPhones and Android system phones. When the users share the locations through browsers, the offers can also be listed based on locations. However there is no notification in mobile version.

QR codes

“QR codes allow a customer to visit a web page by scanning a 2D image with their phone's camera, instead of manually entering a long URL.”(Denso-wave.com 2012.) It will bring potential users easier and closer to the final destination: content or downloading. Figure 10 is a Yamii QR code for customer to download Yamii App with any QR code scanners¹⁴.

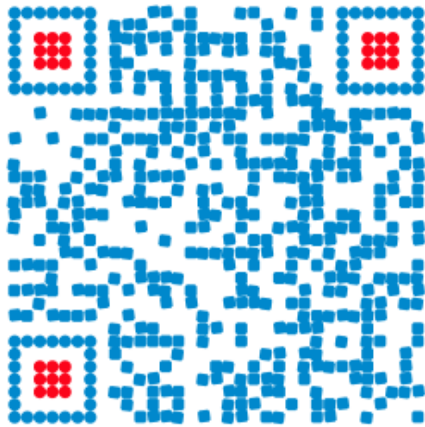


Figure 10. QR code for downloading



Figure 11. Scanning a merchant's QR code

¹⁴ QR code scanner is an App for reading QR codes. Unlike a barcode scanner, it is applied in any Smartphone rather than other devices.

There is a QR code on each merchant's stands (Figure 11) and door stickers (Figure 12).



Figure 12. Yamii door sticker

When customers scan QR codes with their own scanners, it will directly lead them to downloading page of Yamii App. With the same QR code, if a Yamii user scans the code with the scanner in Yamii App, the offer will be activated with an “Offer unlocked” stamp and Yamii system will also keep record all the info of this redeem, who, where, what time and what offer.

QR code also helps the company track the visiting source, which is mentioned later in the fourth chapter.

Location-based services

Location based services (LBS) are services offered through a mobile phone and take into account the device's geographical location. LBS typically provide information or entertainment. Because LBS are largely dependent on the mobile user's location, the primary objective of the service provider's system is to determine where the user is. There are many techniques to achieve this. (Cory 2013.)

Some of the most common LBS applications include local news, directions, and places of interest, directory assistance, fleet management, emergency, asset tracking, location-sensitive building, and local advertisement. (Cory 2013.)

This technique is a core for the precise marketing. Sending promotion information to the people already nearby will have more possibilities to attract them and make them go to the shop rather than people who are far away. And because of the location, users can set up the preference about the distance of the notification receiving.

2.3.3 Business models of mobile marketing tools

“O2O commerce is the use of online and mobile to drive offline local sales or redemption. More simply put, it is offline purchasing propelled by the web.” (Margaret, 2012). It is easier to understand with the figure 13.



Figure 13. O2O Business Model

Online-to-Offline (O2O) business concept came out even earlier than the mobile marketing. However, when mobile internet boosts, it brings O2O various new imagination and possibilities. “Everything is going mobile, and with this m-takeover comes a social as well as a local component. (SoLoMo=Social-Local-Mobile).” (Margaret, 2012.)

However, the question in the O2O business becomes how will the advertisements, the deal, or the promotion link to more quality costumers and the actual purchase transaction? There are a number of different ways to link the two.

Online search and review

With LBS, a website which collecting offline merchants’ basic info and also customers’ reviews can make an App a good info search engine. It will be a traditional media business model, which aims to get enough users and visitors to make the platform an advertisement channel for the relevant third parties.

Group buying

Also known as collective buying offers products and services at significantly reduced prices on the condition that a minimum number of buyers would make the purchase. (Wikipedia 2013)

Group buying websites have emerged as a major player in both online and offline business. Typically, these websites feature a "deal of the day", with the deal kicking in once a set number of people agree to buy the product or service. Buyers then print off a voucher to claim their discount at the retailer (Chris, 2011). Users will pay beforehand online to get the coupon and use them afterwards in a real offline shop. The cash flow stays in this group buying company for a certain time, and also they charge the commission from the merchants from each deal.

However it is not a sustainable business model since merchants need to pay a huge amount of the commission, and the target groups are those people who always look for the cheapest offer. There is no stickiness to merchants. Most of the merchants make only once group buying promotion as a good advertising way, but not anymore.

E-coupon, membership card

It is a combination of the previous two models. Rather than pure information displaying, E-coupons or offers sending by merchants themselves make merchants more proactive in their marketing. Digital membership cards which exist in the phone can be used in different merchants; also users can collect purchasing related points from each merchant, which provides a rewarding program¹⁵.

Yamii is also developing their loyalty system. This business model will be more sustainable and positive for the merchants, but the marketing to user side need more effort to make itself standing out of the competitors. Also the amount of merchants will also affect the users whether they want to use it. The key competitiveness of the product

¹⁵ Rewarding program, known also as Loyalty programs, is a structured marketing program that reward, and therefore encourage, loyal buying behavior – behavior which is potentially beneficial to the firm.

itself will be the design of the whole service process, to make both users and merchants convenient.

Online ordering and mobile payment

This is an advanced need in restaurant industry. Online ordering will save a lot of time for waiting the food, and a pre-payment is also a guarantee of this action. So customers cannot easily cancel the ordering, otherwise there might be big loss for the merchants, if they prepared the food and customers don't come. It might not be necessary for all the industries. Also a security system, local culture and habit will have big influence on this new trend.

Undeniably, mobile payment is the “topper” of mobile engagement, like the figure 15 displayed (Jon, 2013). Since the payment is an indispensable step in any business, there won't be any other added steps if all the information can get just through a single slot.



Figure 14. A pyramid of mobile engaged marketing

While businesses are excited by the future mobile payments herald, Yamii is still moving towards that future versus living in it right now. Many innovative players are seeking that ideal solution that'll “stick” with consumers and change the payments game completely. For now, however, only one thing is clear: businesses with active mobile relationships with customers are ideally positioned to add mobile payments quickly – and win when the new payment standard rapidly becomes the norm (Jon 2013).

2.3.4 Different types of competitors

Traditional marketing channels

There are still lots of local SMEs spending thousands of euros per year on the paper advertisement material, like fliers, posts, brochures. And some rich companies will also

try daily newspaper ads. Fashion companies will consider also putting ads on popular website and even TV channels.

The marketing budget for a company is usually settled with a limitation. So the more they spent on other channels the less will left for Yamii. Even though they would like the idea, there might be no budget for it.

Mobile and new media marketing

Big names:

International: Google, Facebook, Twitter, Yelp, Foursquare...

In Finland: Osuma, Pizza-online, Eat.fi, Table online...

Start-ups:

Cardu, Varaa.com, Korttelimedia, Incentz, Kliento...

Table 1. Comparison of start-up competitors of Yamii

	Varaa.com	Cardu	Incentz	Kortteli media	Yamii
Targets	All size	Big company & franchises	SMEs	SMEs	SMEs
Start from	2013.5	2013.5	2013.5	2013.4	2013.2
Features	sites, multi media	Member card, offers	offers	QR codes, mobile sites, offers	Offers loyalty system
Price	Relatively high	high	low	Relatively low	low

Deal with competitors

No permanent enemies, no permanent friends, only permanent interests.

-Lord Palmerston

Since it is a new concept, new product and new industry, the obstacles for all the start-ups are the same. The value of the product even of the whole industry is underestimated by the potential customers. Competitors are not only selling their own products also

the value of the whole mobile marketing industry. Not only advertisements for own products, a general introduction of the whole industry will also do help for the business. Like the video showing below:



Figure 15. A screenshot of a mobile marketing ads video

The competitor strategy of Yamii is:

- Follow the trend leading by big names, find niches which might be ignored
- Watch out start up competitors, study and cooperate with them
- Refer to the traditional competitors, benefit from them and beat them through their disadvantages.

3 Why Yamii didn't work?

Six months after Yamii launched, the pilot merchants were not satisfied with the effects of Yamii, and most of them didn't want to continue. We need to find out the reasons in this chapter and give suggestion of how to improve in the next.

3.1 Current situation of Yamii product and market

Facts about Yamii

Yamii App was launched on 1st Feb 2013, available for downloading from IOS and Android platform, and had a mobile web version for the other smart phone users. Yamii was totally free for end users, and charge annual fee from merchants.

From 1st Feb to 31st June, Yamii offered a trial period for the merchants using for free. From 1st July, Yamii started to charge a yearly fee from new merchants and old merchants who wanted to continuously use Yamii.

From 1st July, Yamii expanded to other sectors. There are eight categories now in Yamii deals. They are: arts and culture, Electronics and Appliances, Entertainment and recreation, exercise and sports, Fashion and shopping, Food and drink, Health and beauty, restaurants, other services.

By the end of July, there were 352 different offers been published through Yamii. The total reaches of those 352 offers were 69058, including App, Yamii websites and Yamii mobile web. Through all the reaches, the clicks were 18049. Yamii had sent out 27319 notifications to users. And the total redeem was 112, this number might not be accurate since we knew from some merchants that some users didn't scan for some reasons, but usually merchants didn't care. So it might happen in many other merchants. However the redeem of click rate was quite low. (LBB Solutions Oy)

Facts about customers

Till the end of June, there were 89 merchants joining Yamii, signing trial period contract. Yamii offered a free account for the merchant to publish their special offers, and also the training and maintaining service for using the tool.

By the end of July, there were 7 merchants signing one year contracts to use Yamii tool. The yearly fee was 218 euro per account. (LBB Solutions Oy)

Facts about users

Till the end of July, the download from two platforms of Yamii App was 1470, of which, 745 were downloaded through QR codes, and in this 745 downloads, 370 were from the redeeming stands. Yamii Facebook page likes: 450.

According to the user amount, it is quite reasonable that merchants didn't see any big changes of their sales since they started using Yamii. (LBB Solutions Oy)

3.2 How the sales was done?

Sales of street worship

Different ways have been tried for booking a sales meeting with the merchants. In the beginning, around 150 emails were sent to the companies, however seldom got replied. A directly phone call to the office will usually get polite rejects, since introducing Yamii with few sentences on the phone is difficult, and during the trial period not all the Yamii sales representatives were native Finnish speaker.

Later sales people also tried unfamiliar visiting, which seemed to be the most effective way in the beginning. Even though to some big stores, the manager or boss might not be there or they didn't want to meet without any reservation. However, the main target groups were smaller stores, of which bosses were usually on spot, or at least it was much easier to get their direct contacts.

Starting from people around

Some sales representatives have friends who are running own business, it is always easier to start introducing the new product to friends. Meeting booking was not a challenge at all, and mutual trust was easy to build. The most important was that the sales presentation would be more natural and confident when talking to a familiar person.

Also sales people tried merchants that speak common languages, because selling this new business idea needs quite good communication and understanding. The better merchants understand the value the more possible they would like to join us.

Pre-sales

Before the product was launched, the pre-sales visiting had already started. That period was actually an idea selling and collecting for the feedback and initial agreements. From 200 different restaurants, almost half of them gave initial agreements that they would like to have a try when the product is launched.

From February, there were three sales people working for the first three months, they visited those 100 restaurants in two months to demonstrate the Yamii and helped them to make and publish the first offer. However, only 30% of those 100 potential Yamii customers signed the trial period contracts, even though it is for free. The reasons for this are still not quite clear for the company. One might be that the product package was not light enough, so the merchants felt that they need to put quite a lot of time and energy to learn and to manage the system. It is after all professional software, so many small business owners didn't have any experience before to use a business application themselves.

“Before a customer value proposition can be created, the key target user must be identified and profiled. Key target user profiles help the entire organization understand who are the key target users, where can they be found, what issues they face, and how would they use the product. These target user profiles cannot be created in a vacuum. They must be determined through interviews with and real observation of a sampling of individuals that fit the key target user identification.”(Pamela 2009, 4.)

3.3 What Marketing strategy and plans were used?

“How many users do you have now ?” no matter how well the product is developed, the users amount is always the question number one merchants care about. Selling Yamii App to end users is not an easy thing, even it is for free. Every day there are over hundred new applications launching on App store and Google plays. A new App

from a start-up is difficult to stand out there. Also users are bothered with so many different types of advertisements from different channels around them. So a direct advertisement of Yamii App seems not an easy way to attract users or even to reach them.

Hence the marketing strategy of the company was to cooperate with merchants and make each Yamii merchant a free advertisement channel, which was closest to the most potential customers, even potential regular or loyal customers. Also users could even get the benefit right away when they download the App.

That's why the company provided material to merchants for free, so they could introduce Yamii to their customers referring to the material. For each merchant, the company provided a big poster (figure 16) on the window to catch user eyes, a sticker on the door for those shy users to make confirmation that it is a Yamii merchant. And the most important is the redeeming stands in cashier for both redeeming the offer and downloading the App. On each material there is a QR code, through which one can check the special offers nearby and also can download the App with their scanners. In this way, each spot was an advertisement channel, which was free and closest to the most potential customers, even potential regular or loyal customers.



Figure 16. Yamii poster on a window of a merchant

Since Yamii is an O2O product, the company also tried putting advertisement online for potential users to click to check the product and to download. However, Yamii is not an online shop, when customers get the info or coupons from online, they still need to purchase in the shop. So the user will be at least twice noticed about Yamii, if

they see the info first online and later turn to offline. If they can see those posters and stickers in more and more places, of course it will bring them a good image, that it is something popular.

However, according to the feedback, many merchants didn't want to put the big posters on, since it was too big, and the content was irrelevant to some merchants. So a multi-styled demo should be prepared for different merchants.

3.3.1 Online marketing

Google ads

The company had put every month about 50 euros on Google ads during the trial period, and used key words like: deals, diili¹⁶, offers. However the budget was not enough for longer time and better key words, also the effect was not that obvious.

Facebook ads

The company had spent around 800 euros on Facebook marketing from February to July, for promoting both Yamii page and sometimes some posts about offers or campaigns. Facebook ads were so far most effective way to get visibilities. Usually a 30 euro Facebook advertisement will have over 15000 reaches, which is 30-50 times more than without.

Among the different post types in Yamii page, the most popular, which means have most engagement was the campaign info, offers were the second, photos of activities ranked the third, some humorous pictures worked also not bad, but other reposts or links did not affect many engagements.

67% of Yamii page fans are between 18-34 years old. Over 95% live in Finland, 90% live in great Helsinki area. Over 50% fans speak English as mother tongue and 40% are Finnish native speakers. Chinese speakers are the third biggest language group in this page, taking up 7%.

¹⁶ deal in Finnish language

Other social networks

Yamii has also profile and account on LinkedIn, twitter and Weibo, which is Chinese version of Twitter. However, they are just registered for taking a seat, since there is no one in charge of updating or managing them at this moment.

Job advertisement

The company has put several times sales representatives job ads and marketing assistants intern position on both mol.fi and Jobstep.net.

Besides recruitment, it has also function of marketing the product.

Cooperation with other websites

Yamii made a friendly link to Helsinki Welcome Weeks¹⁷. They share a logo on each of their websites, because those two have quite similar target group of users, and both of the company are still in the beginning phase, the friendly links will bring them more visitors.

Magazines and videos



Figure 17. An article about Yamii team on T-lehti. (Tia 2013, 10)

¹⁷ Helsinki Region Welcome Weeks is an event series to open up all the opportunities the region has to offer while bringing the new and existing residents closer together.

Since making advertisement on newspaper or magazines is out of the company's affordance, they tried to contact media who were interested in foreigners' entrepreneurship stories. Luckily T-lehti¹⁸ interviewed them and wrote an article about Chinese entrepreneurs in Finland, Figure 17 is a screenshot of the article. The target readers of T-magazine are Helsinki University of Technology students and teachers as well as academics and professionals in technical field. You can find the link of this article from the reference.

Xinhua.net

Another one is a five-minute video report, which was in a half an hour TV program called: "European Youth Employment Revelation", made by Xinhua news agency¹⁹, European office. The video was about how the Yamii project was going in Helsinki, the introduction of the product, working scene of sales people and group meeting, as well as an interview of the CEO of the company. However, the program was made in Chinese, since it targets Chinese people living in European countries. Please find the link of the video from the reference.

3.3.2 Offline marketing

Delivering posters and fliers

On April, the company had put around 100 posters on the announcement board of Universities and Polytechnics in Helsinki Area. According to the QR codes data, the downloading rate rose faster that month than before. And the increasing data came most from the schools QR codes. It was quite understandable that colleague students are keen on using smart phone Apps. And they are also the people who are interested in discounts and special offers.

¹⁸ T-Lehti is a media for current or future technical field academics and professional.

¹⁹ Xinhua news agency is the official press agency of the People's Republic of China and the biggest centre for collecting information and press conferences in China.



Figure 18. Posters on an announcement board

In addition, the company tried once fliers delivering in front of the Stockmann, the Forum

And the Kamppi shopping mall during Hullut Päivät ²⁰, introducing Yamii App and also a campaign called “You taste, we pay ”(explained later) to the passers-by. They sent out 1200 fliers within 2 hours and talked to almost 100 persons about Yamii. However, the downloads related to this campaign didn’t have big changes comparing with school posters, one reason might be that people were more passive to receive the fliers and most of them were even not Yamii target groups. The other reason could be that the benefits for the users were not direct and obvious. Not like a real coupon that can directly use in shops, they have to download Yamii App first to find out the offers.

Window Screen Ads

From the sales dairy we know that merchant owners don’t want to use their own time to introduce Yamii to their customers, but they don’t mind if the company uses the resource or facilities which are already existed in the shop, as only if merchants don’t need to any extra work for the marketing. For example, one of the Yamii customers, a Thai-Viet restaurant inside the Kamppi shopping mall agreed to put Yamii digital ads on their TV screen, which was on the window and towards outside. On the screen

²⁰ Hullut Päivät (in English crazy days) is a sales event of the Stockmann department chain store in every spring and autumn, which lasts for five days from Wednesday to Sunday.

there were also other food pictures of the restaurant, scrolling and repeating all the time. As shown in figure 19, even though the screen is not that big, it locates in the heart of the Kamppi centre.



Figure 19. A digital Yamii ads on a TV screen of a Yamii merchant

Pitch Helsinki Stands

“Pitch Helsinki is an event dedicated for promising start-up companies presentations from Helsinki. The event provides possibility for start-ups and investors to network and gives a good overview of what’s hot right now in Helsinki start-up scene.” (Helsinki Business Hub 2013)

On 5th of June, Yamii was selected to have one minute pitch in the event and to have its own booth in the venue. Even though Yamii was not in the final competition, it was still a fairly good opportunity to promote Yamii to potential investors and media. Please find the link of video from reference.

3.3.3 O2O marketing campaigns

“You taste, we pay”

The company organized a campaign called “You taste, we pay” (figure 21) for Yamii users before the May Day holiday in 2013. There were over 30 Yamii restaurants in

Helsinki participating in this campaign. Anyone uses the special offer at any of those restaurants with Yamii App will have a chance to enjoy the dinner for free. (LBB Solutions Oy, Yamii Facebook page, 2013)

The campaign was made going on both online and offline. People only needed to download Yamii App and login with their Facebook accounts to participate the campaign. When using an offer with Yamii App during the campaign time, the user would be added to a list of that restaurant for later raffle. In the end, the winner of each restaurant was randomly selected and will be refund the dinner expense.

Since if there was only one who redeemed the offer in that restaurant, then he or she would 100% be the lucky one, the company opened a page online for the participants to check the current list of participants and restaurants.



Figure 20. A banner ads on Yamii Facebook page for the “You taste, we pay” campaign

The event was well designed with quite low budget. However the company didn't put any paid advertisement on Facebook, in the end only less than 10 persons joined the campaign. It should be organized later again and try to make it a regular campaign of Yamii.

MBP: Marketing Bonus Program

MBP was designed for the contracted Yamii merchants. This program was on purpose of encouraging merchants with financial support to introduce Yamii to their own customers.

“The rules of MBP:

1. If restaurant can recommend a new customer to install Yamii App by scanning the QR code, and redeem one offer on the go, the restaurant account will get one MBP credit.
2. Later, restaurant can pay Yamii service fee with those MBP credits, 1 MBP credit equals 1 euro.
3. The MBP credit is virtual currency, which is only used in Yamii platform and cannot be exchanged for cash.” (Yamii for business 2012.)

This program was also not implemented well since the one euro credits was not that attractive, when it was only virtual currency, and the benefits came only after the trial period, since during trial period, there was no fee at all. Also a feedback from one merchant: this program was like ice on the cake, it won't solve the main problem. If the tool works well, merchants don't need to be inspired, they even will figure out their own way to attract customers.

3.3.4 QR code and Data collecting

Since the URL of a QR code is designed by the company itself, it is also possible to add some codes to tracking the visiting source in order to check the effect of different channels. For example when making a Yamii campaign advertisement, the company made different QR codes for different channels: homepage, brochure, Facebook, posts etc., so it showed later how many people downloaded Yamii App from which channel. For example, the QR code in Figure 10, which is the first QR code appearing in this thesis, is also an encrypted one. To audience it is same as any Yamii QR code, which will lead them into a download page. While to the company, they will know how many people download Yamii App through the QR code from this thesis.

3.4 Feedback from merchants

After signing the contract, the company kept in touch with the merchants by both email and SMS, also sales visited them again when providing them new marketing material. Feedbacks were collected from them through online form on Yamii business

website as well, however the most effective and reliable way is just to go and talk to them.

3.4.1 Feedback about the product and the process

QR code scanning

Most of negative feedbacks are about scanning QR code. Even though the concept of QR code is discussed for years, it is still quite new when applied in business and not convenient every time for everyone to scan. For example when the internet signal is poor, or when some users don't know how to scan with a correct position. The scanning can take even minutes. And for merchants, they care most about the results of customer visits and purchase rather than any other added procedure. Hence, sometimes merchants will easily compromise when users don't want to scan or don't know how to. In addition, QR code might give some customers a cold sign, that the threshold for getting Yamii offers is high, like one customer says: just for a 1 euro discount, I need to have a smart phone, and then I need to open it, find the offer, and do scanning in front of many other people. Sometimes, the scanning just doesn't work for the light is not good or if the camera is not still."

However, Yamii QR code is designed for both downloading and redeeming the offer. Especially the QR code scanning for redeeming is quite valuable for the company and merchants in the future. Without scanning to redeem, the company cannot get the accurate data about how many people come to use the offer through Yamii.

Hence, there should be some extra benefits for users doing so.

Exclusive offers

The other complains is about the exclusive and min. 20% discounts. In order to give Yamii users an exclusive benefit, the company requested merchants to put at least 20% off discounts, and it shouldn't be an advertisement for everyone, but only for Yamii users.

Since the purpose of Yamii is to help merchants get more customers especially during off-peak hours, merchants hope the promotion info will go to as many as possible customers rather than a separated channel only on Yamii and available only to Yamii users, especially when Yamii cannot bring them that many customers in the beginning.

However if the company remove the limited discounts limits, there is not even one reason for the Yamii user to scan the QR code. Because they will find out it is an offer for everyone, even without Yamii App. Then why should they do extra work without any extra benefits.

Needs for credits

According to those two feedbacks, the company needs to give a good reason for Yamii user to scan for redeeming. For example they can get some credits for purchasing like K-plus card or S-bonus card²¹, with the credits they can later enjoy some rewards when reaching certain points.

Also if the credit collecting is related to the purchase, then it can apply to all the purchase not only for discounts. In that case Yamii will contain the function of membership cards. Differ to S or K cards, Yamii can be electric or even intangible card, which exists only in Yamii App. Also when there are more and more Yamii partners, this Yamii card will help users collecting points in different shops without carrying any thick cards in their wallets.

And if Yamii wants to cover all the customers not just smart phone users, the company has to make the redeem process out of the App, or at least adds some other alternatives. Customers choose the way which suits them. It even can be done manually by either customer or cashier staff, or both of them. In that case, a QR code scanning is not a must, as only the merchant can record the purchase info into the system. This new feature of Yamii shall be developed as a demo and tested first with potential and current customers.

²¹ Membership cards of the two biggest Finnish chain supermarkets

“The customer value proposition focuses on experiences. We first identified these experiences when we profiled how our key target user would use the product. That profile gave us a sequence of events that described how the key target user uses the product.” (Pamela 2009, 6.)

3.4.2 The reasons why merchants rejected Yamii

Each sales people kept the diary about everyday work. One of the recording contents was the reasons why merchants rejected to use Yamii. The company listed 9 different possibilities for Yamii sales people to choose. The answer should come from either conversation with merchants or sometimes own observation.

There were 89 restaurants out of 211, which directly rejected to user Yamii during the pre-sales period. As we can see from Figure 15, one fifth of merchants rejected Yamii because it was too new, no one had heard about it. The second biggest reason was they could not understand the whole value of Yamii. This took up 14.9% of the whole rejection reasons. It showed that both sales and marketing communication material might not prepare well enough, also due to the lack of local Finnish sales people. Foreigner sales people might have much more challenges to sell this new product. Next two reasons were “Doesn’t suit merchants’ business model” and “Their own businesses are good enough”. Those two sounded more like excuses, especially the second one. One sales person wrote that “some merchants mentioned, they are going to close the restaurant soon, since the terrible economy situation. Later it was found out just as an excuse, since the restaurant is still there even after half a year.”(Yamii sales diary 2013)

The company had taken some action according to the feedback. For example the exclusive and 20% off had been removed from July, so merchants will have more flexibility to use this tool. Besides, some small interface and steps of process are improved. The last one “No suitable facilities” was quite a small group, so it doesn’t need to consider offering extra facilities support to the merchants.



Figure 21. Why merchants rejected Yamii (Yamii sales diary 2013)

3.4.3 Feedback survey from trial period merchants

I chose 20 Yamii trial period customers to fill in the feedback form about the Yamii product and marketing. Each feedback form was filled after a short interview. The form is attached at the end of the thesis. I summarized here the key results.

1. Out of 20 merchant owners, only 13 had tried to use Yamii themselves. Others either asked their staff managed it or never touched since the first time Yamii sales representative helped them to put offers on. Most of them answered that they didn't have the motivation to update or change offers, when seldom came Yamii customers. Gradually they even forgot they were using it.
2. Out of 13 merchant owners, who had used Yamii themselves, 8 owners had just only tried several times, 2 were using sometimes, and three were checking every week. However no one used more often.
3. Out of 20 merchant owners, half of them didn't remember that whether came some users to redeem, the other half chose 1-10 users had come through Yamii within the whole trial period, except one chose 10-50 users.
4. 14 of them put Yamii stands in the corner of cashier; others put on only when customers asked if there were any Yamii offers.

5. Only 3 merchants answered that sometimes there were customers asking about the stands and Yamii offers, while most of others chose “few people ask or give feedback”, and some chose never.
6. Only 2 merchants chose that they introduced sometimes to customers about Yamii, 2 choose “mentioned several times”, and all of the rest replied “never”.
7. Almost all of the merchants thought that the main reasons that Yamii didn’t work well were “lack of marketing” and “the limitation of smart phone users”, they said “youngsters are using smart phones, but they don’t go to restaurants that often.”

3.5 Mistakes that the company might have made

Based on the feedbacks from merchants and own observation, also talking to other company employee, I am summarizing here three main mistakes that the company might have made during the trial period.

3.5.1 Didn’t have a proper customer value proposition

The Yamii idea was first time created when talking to some lunch buffet restaurants. Many of them complained that it was difficult to estimate how many people would come to the lunch, so it happened often that food was prepared too much and would be thrown to the trash. At that time, the restaurants would like to sell them even at a much lower price, which was anyway better than wasting them. However there was no good solution in current market that could promote instant offers. Yamii was first created based on this need. So the company should point out the differences between Yamii and other competitors or from any previous solutions.

It is the same idea that when marketing to users Yamii App as a deal radar. The biggest difference is that Yamii is like a smart assistant, you don’t need to always check the App, Yamii will search the offers nearby and let offers find you!

However the company didn’t make this smart tool a clear image and consistently give the distinct impression into customers and users. The packaging of the product should

focus more on reflecting the value, highlighting the advantages, rather than listing all the features. It is worth thinking about under what kind of situation that customers and users will think of Yamii as their first option.

A customer value proposition is a description of the experiences a target user will realize upon purchase and use of a product.

The customer value proposition is arguably the most important tool in the product marketer's toolset. It is the foundation for understanding how the product will realistically be valued by the target user. Unlike a benefits statement, a customer value proposition is more balanced. It certainly includes the advantages a target user would experience. But to these benefits it adds the tension of disadvantages and parity experiences. The sum of all of these experiences provides a much more accurate assessment of the product in its marketplace. (Pamela 2009, 2.)

Lurking behind the lack of customer value proposition is the real issue – most businesses lack a deep understanding of their target user. They don't know how that user works and behaves. Businesses don't perceive the challenges that user faces each day. They haven't learned how that target user will actually evaluate and use their product. The result is that businesses lack the true conviction of their product's worth. This is seen in the way they price their product, the way they message their product, and the way they sell their product. (Pamela 2009, 2.)

The customer value proposition is the keystone for effective product marketing activities. It brings together customer intelligence, competitive insight, and product valuation. It delivers a concise, supportable statement of the product's value. It quantifies how that value is realized based on all of the target user's likely product experiences. The customer value proposition provides a focused approach to understanding the target user in the context of your product. (Pamela 2009, 2.)

3.5.2 Too long free trial period

If time can be turned back to February 2012, I would suggest the company not giving that long free trial period to the customers. There are three reasons for it:

1. Free product didn't make the contracting easier than it was thought. Since it is a new concept and product, merchants still need to consider even it is for free. What's worse, they will not value it when something is for free or they doubt that there might be some other tracks if it is good and free.
2. Once the product is free, no price tactics can be used for the sales. For example it will be a good tactic to ask customers introduce Yamii to their friends, and the company can give some discounts for the annual fee when the merchants bring them new customers. When there is no fee, company cannot even dispense the payment.
3. There is no motivation for the sales people, and also there is big pressure for the company, when no revenue comes in but every month there is fixed costs. We can think in the opposite way, if the company started earlier to charge the merchants, with the money they might offer much better service. Even though the company might not hurry to see the profit, they can at least make the cash running and make the business running by itself.

People might think the ideal free trial length from the customer standpoint is one that gives the perception of being long enough to adequately evaluate the product and not feel rushed. However from a company side the ideal free trial length is as short as possible! Like Yamii, the trial period is not for the user to evaluate the product, but get familiar with the feature. Since the only purpose of trial period is to create customers.

Free Trial strategy should create an efficient, scalable and cost-effective method of customer acquisition. So we need to know the true nature of a Free Trial, the four phases – Attention, Engagement, Investment, and Conversion (Lincoln 2011)

Three Trial Structures

The traditional Free Trial. This is the structure that most people think of when they decide to offer a trial – it’s the regular product offering, offered for free for a limited time period.

The Sandbox. This does not offer full product functionality. It gives the prospect an example of the product seeded with sample data, to allow prospects the opportunity to “test drive” the product.

The Delayed Billing Trial. This is not a true trial, but a strategy of shared risk: Full product is delivered, with support and training; however, the client has a set period of time to change their mind and return the product before they are required to pay.

(Spaldingbarker 2012)

3.5.3 Didn’t find a solution to solve “the chicken or the egg causality dilemma.”

This dilemma²² is a challenge for any multi-sided platform product. From the first day Yamii was created, it was already there and everyone knew it could not be avoided. Merchants, users, contents need to have a good balance to make Yamii alive. Yamii users, for example, prefer that Yamii App is applied by more merchants, which means there should already be sufficient content, while merchants prefer that Yamii App is downloaded by more consumers.

The company started from the merchant side, and got around 100 merchants during trial period. However, the user side didn’t follow up fast enough after a few months. Most of people even haven’t heard about Yamii. It is obvious that merchants won’t pay to continue after trial period. Once the merchants left there is no way to get users in.

²² The chicken or the egg causality dilemma is commonly stated as "which came first, the chicken or the egg?" To ancient philosophers, the question about the first chicken or egg also evoked the questions of how life and the universe in general began

Without enough marketing budget, the marketing take times, and during this time how to keep merchants active, or in other words keep content fresh. This is the core challenge that the company needs to solve.

“Multi-sided Platform” is one of the business model patterns. Multi-sided Platform brings together two or more distinct but interdependent groups of customers. Such platforms are of value to one group of customers only if the other groups of customers are also present. The platform creates value by facilitating interactions between the different groups. A multi-sided platform grows in value to the extent that it attracts more users, a phenomenon known as the “Network Effect”. (Sravan 2010.)

Yamii’s business model is a typical multi-sided platform. It has two distinct user groups that provide each other with network benefits. Yamii creates value primarily by enabling direct interactions between two distinct types of affiliated customers. Benefits to each group exhibit demand economies of scale. In this case companies usually carry out "freemium" strategies where one user group gets free use of the platform in order to attract the other user group (Alexander & Yves 2009, 76-88).

From a strategic perspective, one way multi-sided platforms solve this problem is by subsidizing a customer segment. Though a platform operator incurs costs by serving all customer groups, it often decides to lure one segment to the platform with an inexpensive value proposition in order to subsequently attract users of the platforms “other side”. (Sravan 2010.)

From an operating model/execution perspective, the organization aligns the sales, marketing, services, and support functions to deliver margins required by business for success. (Sravan 2010.)

3.6 Reflection to the current situation

Using business model canvas²³ will help me go through all the elements of Yamii, and try to find out the breakthrough to the current situation, especially the marketing strategy for multi-sided platform. Since the table doesn't fit the page size, I attached the Yamii business model canvas in the end of the thesis.

3.6.1 The breakthrough to “the chicken or the egg causality dilemma”

From the experience we find out that no matter which side starts first, the other one should follow up not long time after, otherwise the effort put on the first side will be in vain. For example in the beginning, merchants understood it was a new platform, so even though there might not be many users, they would like to take time to learn to use it, and to wait till users joining in. However after a few months, if there were still not enough users, then merchants wouldn't have motivation to update information or publish offers.

It is same to users. They might know Yamii from different channels; some of the first runners downloaded it even just for fun or they just want to try and check the functions. However, after downloading, people would see the current status of the product. Some might already be disappointed; some might be patient to keep waiting to see the progress. No matter how, the company should show their improvements during this period.

Actually the value of Yamii to both sides is not rigid demand. Both sides don't have high motivation to use it in the beginning. Hence the company should make its own effort to show both sides its determination. If there is something that has to do, but at this moment both sides don't want to, then the company should do itself for them. In this case, for example, users need more content on Yamii before they want to use it and tell their friends to use it, while merchants want to see there are already many users before they start to really publish offers on this platform and pay for using it. Obvious-

²³ The Business Model Canvas, is a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent, and pivot your business model.

ly the company cannot make fake user amount to merchants, it won't help even if they can. However on the other side the company can collect offer information for users. They can help merchants to put their information online if they don't want to do themselves. Because users don't care, whether merchants themselves publish the information or someone else, as long as there are abundant of fresh and real info, and Yamii delivers them smartly.

4 How to move on to promote Yamii

In this chapter, I will give practical suggestions from both product development and marketing plan points of view, and also based on the previous findings.

4.1 Fulfil Yamii with fresh offers

If only a contracted merchant or a paid merchant can publish info, then according to the current sales situation, the content of Yamii will be updated really slowly. Without massive info, no need to mention other features and added value, if no users keep coming in, merchants won't use Yamii sustainably. So the company should first keep Yamii alive by filling the content to Yamii.

Recruit some offer collectors

1. Publish every day at least ten new merchant profiles and offers
2. Try to cover different area and categories
3. Find offers from real offline, especially from those small businesses, who even don't have own online channels.

Act as a pre-sales

Even though it is not a sales work, the offer collectors should also mention to the merchant owners that they come from Yamii, they are now collecting from each merchant their best offers, and bring them online to more and more Yamii users. This time is for free, but if the merchant wants to use the tool themselves, they can also contact Yamii sales representative for more information.

The merchants should be pleased to give their good offers and also might be interested to check Yamii websites. Let collectors also make note of comments or feedback from the merchants, or just give an estimated grade about their wiliness to try Yamii.

4.2 Loyalty system development

At the same time the development of loyalty system should continue, since it is a feature that brings benefits to both merchants and users and also Yamii itself.

What is Yamii loyalty like?

Yamii Loyalty is created to help merchants manage their loyal customers by rewarding them according to their purchasing history. Merchants need to first make a rewarding program, which will give their customers a reason to come back and visit often. Every time when a customer buy products or service from a Yamii merchant, point will be added into customer's Yamii personal account of the certain merchant. System will confirm to the customers by either SMS or notification each time when points are sent, and also when the points reach some level for a reward redeeming. This system shall work on not only on smart phone App, so every customer who wants to join the program can register with their phone numbers or email addresses. Of course, with Yamii App, the user experience will be better, for instance, one can receive the notification about the rewarding news according to users' location. The system should anyway cover all the customers, but still encourage smart phone users to download the Yamii App.

4.2.1 Value for both users and merchants

Merchants will have a customer list, on which they know the customer visiting times, purchase history and points in rewarding program. They can even send special offers to specific customers chosen from the list.

What's more, merchants can design the rewarding program to cover different target groups. For example, the most common rewarding plan in current Helsinki market is every 10th or Xth product is for free. It is tailor made for cafeteria or lunch buffet restaurants, which offer the same price products. Customers collect stamps on their punch cards. Not to mention the inconvenience to carry so many different cards in the wallet, this plan is not flexible to apply when a merchant has multiple price products. Hence the punch card is not available for planning different rewarding level at the same time. For example to some people, who want to have a rewarding even after their first purchasing, it gives them a reason to come back next time. Maybe ten times is not attractive to those people at all. Yamii loyalty system can make a multilevel rewarding program, so customers can decide themselves whether to get a quick but small rewarding or aiming a bigger prize. What is most important, each point is related to a real purchase.

For customers, they don't need to carry so many membership cards or punch cards anymore, which they might easily lose or forget at home. They only need to remember a five number Yamii code, which is unique to each Yamii user, or they can use their phone number or email address even their names to collect points and redeem the rewards. What's more, they will be notified when reaching a rewarding level and the rewarding program is easy to check on both website and App. Last but not least, they can check their own Yamii timeline to see their purchase history.

4.2.2 How to use it in a smart way

Merchants should use Yamii loyalty in a clever way. First, merchants should make the rewarding program attractive and multilevel so that it can cover more target groups. Second, the program should not only claim what reward can get with how many points, but also what to do to get more points. Merchants can give points to the users when they make contribution to the merchants. For example, liking them on Facebook can get 20 points, following them on Yamii can get 20 points, sharing the rewarding program on their Facebook page can get 30 points, inviting friends to visit or like the merchant can get 50, etc. Merchants give points to the action that they want customers to do. Usually one point equals one euro consuming, but sometimes the point can be double or triple collected in special occasions, for instance, during customers' birthdays or festivals.

The marketing for the rewarding program is also quite important. Otherwise if no one knows it, no matter how well the program is designed, it is still nothing. For example, merchants can first announce the information about the rewarding program on their own websites and Facebook pages to let their customers know in advance. Make a launching day event to attract more attention and traffic during that day, even the launching day points collecting can also be doubled.

4.2.3 Making market research survey for Yamii loyalty and find pilots

A survey is designed (attachment 2) to collect the reaction of the new system from old and potential Yamii customers. It is good to know that which function is most needed

for them, what is their budget for a loyalty customers system, and what currently systems they are using, as well as the willingness to try the new system when it is ready etc. So next step is to select most desired merchants to test the system, especially to check the usage process, whether it is easy enough for both merchants and customers.

The process of service delivery is crucial since it ensures that the same standard of service is repeatedly delivered to the customers. Therefore, most companies have a service blueprint²⁴ which provides the details of the service delivery process, often going down to even defining the service script and the greeting phrases to be used by the service staff. (Wikipedia 2013.)

4.3 Suggestions for marketing plan

Before the new Yamii loyalty system is launched, the next period marketing is still focus on free or low cost marketing activities like social networks and online campaigns. Company should prepare more social network channels to bring in more Yamii users.

4.3.1 New website testing

Since the target group have totally different expectations. Yamii user web page and merchant's web page are separated in both style and URL. To a user, the introduction should be as simple, clear as possible. No need to mention all the details of features and functions, it is after all a free application, which should be light and relaxed. Besides, many users want to discover by themselves. So the website should be designed by purpose of stimulating users to download. For example, positive photos from real daily purchasing and a big smart phone screen with introduction text inside, which can also be clicked to watch a one minute video. Several downloading methods are aside. And that's all. If people are interested, they will download to find out. However, website for merchants, the introduction should be clear, convincing and logical, focus on

²⁴ The service blueprint is a technique used for service innovation. The technique was first described by Lynn Shostack, a bank executive, in the Harvard Business Review in 1984. The blueprint shows processes within the company, divided into different components which are separated by lines.

values, features, benefits and ROI²⁵. It will be more persuasive if there are some successful cases from real pilot customers.

The downloading data can be compared when using current and new websites during beta time.

4.3.2 A social networking Yamii community

The company should use more social networks to combine them a consistent Yamii community.

Facebook is the best option for organizing an online campaign or event and test different types of posts, since there is really good insights data. In addition, Facebook advertisement is an effective and cost friendly way for a start-up. However, Facebook is relying on the relationships, especially friendship. Without good connections, Facebook will lose half of the power. So try to join more relevant groups and making new friends will make the Facebook page more powerful.

Twitter or Weibo (Chinese version) is more like a medium. Content is more important than connection, in other word, what you speak is more important than to whom you speak. The fresh and newsworthy post will be shared quickly even through unknown people. Hence they are good choices for updating relevant daily thought. A good tweet can be shared with relevant groups within really short time; it is the best place to make affair marketing (ECCOS Mark 2013).

Besides, through LinkedIn the company can increase more inside connections within related interest groups, especially with partners and investors. YouTube is one of the most popular online media, so a good YouTube profile can also drain visitors to Yamii websites or Facebook page.

²⁵ Return on investment (ROI) is the concept of an investment of some resource yielding a benefit to the investor.

In current Yamii App, users who login through Facebook can share their favourite offers on their timelines, but they cannot send messages to Facebook friends in Yamii App due to the limitation of Facebook API²⁶. However if the company adds an inner user or friend lists into Yamii, to make it also an instant message platform, the same side network effects will increase the usage of Yamii. It needs to be analysed and tested with more market researches.

4.3.3 More interactive campaigns

Since Yamii is a two side platform, marketing campaigns for Yamii should be more interactive with both sides, and try to connect them in each campaign. Also the company should not forget to use Yamii App as a tool or a channel when designing and implementing a campaign. The activities can be organized online or even within Yamii App, so when people are interested in the activities, they need to first download the App.

School campaigns

Since some of the company core members are still studying in the universities, they should series the opportunity to use the facilities to arrange campaigns at school. Besides a presentation, they can prepare small gifts for people who download Yamii and like Yamii Facebook page. There can be also lottery, games, etc. Also a questionnaire about the user experience will be valuable.

QR code game

Since QR code scanning is still unfamiliar to many users, the company can apply a treasure hunting game with QR codes, which are hidden in Yamii merchants' offers, within limited time. Following the routes, users should find the places with Yamii location, and scan the QR code to find out the tasks and hidden info heading to the next stop. People who reach the destination within requested time will get the prize. The company can try to get for free from Yamii merchants coupons or product as the prize, since the game will bring them customers, who might have never been there before.

²⁶ An application programming interface (API) specifies how some software components should interact with each other.

Tag your own favourites

In the beginning it will be quite normal, that Yamii users may find the Yamii merchants are actually not the ones they visit most, when their own favourites still haven't joined Yamii. If through Yamii, they can suggest their own favourites to the company, by asking for different types of promotion, for example discounts, special offer, coupons, rewarding, etc., so when the supports of that merchants reach a certain number, Yamii will go to negotiate with them representing the users.

O2O2O2O2...

If Yamii wants to make offline and online a seamless community, the interactive activities should be carried out between each two of the three: merchants, user and Yamii company. Sometimes Yamii is a bridge, but sometimes it also works as an expert, maintainer, consultant and feedback collectors etc. Actually, this interactive circle should start first from offline to online, which means Yamii should help merchants to put them online, not only their profiles, but also all their products and service information, price lists, pictures etc. Then Yamii helps merchants to send the suitable info to the most potential customers to attract them to the offline shops. This is a step from online to offline. After that, customers can also use Yamii to make comments or give feedbacks to the merchants, share the reviews and comments with friends. It will lead a offline purchase experience back to online, and keep discussing and spreading the info through social networks, which might influence more and more online users to visit the merchants.

This is the ideal O2O circle.

4.3.4 Promotion tips for mobile Apps

Hereby, some other methods and tips to promote a mobile App:

- Use mobile advertising networks to drive installs.
- Use Cross-Promotion tactics with Networks.
- Distribute Flyers / Stickers / Promotional Material at relevant events.
- Demo the App at relevant events.

- Promote the App via email, forum and any other profile signature.
- Have a contest. Give-away free prizes that people want.
- Have a launch party for the App business with potential customers and users.
- Paid Search Marketing – target keywords that are relevant to the App.
- Network with relevant people in the App industry that can help to promote it.

(Tapgage 2012)

5 Discussion

In this chapter, I will summarize the research with my findings and suggestions of problem solving or improvement. And in the end there is an assessment of thesis validity and reliability, also the process of thesis writing and my own learning.

5.1 Interpretation of results

The main reasons for the Yamii current problems and difficulties are:

1. The solution of solving the chicken or the egg causality dilemma hasn't been found or implemented. No matter which side of users is first focused on to market, the other side should be followed not after long time.
2. The procedure of Yamii offers sending, receiving, redeeming still haven't been a perfect process that can be integrated into daily habits. Especially the QR code scanning should be replaced or at least be supplemented by some other methods. Otherwise still quite a lot customers are blocked out of Yamii community.
3. Lack of the interactive marketing campaigns through social networks. A bonded participating will increase stickiness for both sides, and make Yamii a platform. "Yamii deals" is a new lifestyle concept. The concept is even more important than the product itself. Without communication with users, it is difficult to sell this new idea, even though it is for free. The feedback from either side is valuable to the product development. Therefore an easier connection between two sides for example, direct communication through App, both online and offline campaigns will also bring added value to both sides.

Suggestions to solve those problems:

1. Start with user side first. Since the needs of them are plenty of fresh offline offers based on locations. The company can put energy to collect the info themselves even in the beginning when merchants don't want to. The continuing content filling is a must before the company making advertisement to market Yamii to potential users. At the same time, the contact with merchants is still

needed. Drawing them the big perfect picture when both side users in Yamii platform reaches a certain amounts.

2. QR code is still reserved for downloading and checking offers nearby as well as the data recording about the source from different marketing channels. Also when the merchants want to publish exclusive offers on Yamii, users will be asked to scan the QR code of merchants. In any other case, a button click to redeem the offer is enough. However, in order to encourage more merchants and users to join Yamii, the Yamii 2.0 version should add a new Yamii loyalty system, which might be a more widely customers covering and sustainable feature. Since whatever customers buy can collect points to join in rewarding program, merchants are more flexible to create special offers based on real business situation.
3. More activities relating to the products and Yamii concepts should be organized through social networks, so that users and fans have more reasons to follow and share Yamii info with their friends. Marketing communication through different channels is important to create both same side and cross side effects.

5.2 Research reliability and validity

Even though reliability and validity are usually part of quantitative research, these concepts have become more common in qualitative research, in order to judge the study's quality. "Reliability refers to reproducibility and whether or not the outcome of a study would be the same if it was to be repeated. Although in qualitative research it is more difficult to replicate the exact same conditions than in quantitative studies, the conclusions should nevertheless be the same or very similar. Validity establishes whether the research has studied what it was intended to study." (Strauss & Corbin 1998, 266-277.)

Concerning the validity, I have researched what is intended to. I investigated the current situation based on the data given by the company and also analyzed the feedback from customers with surveys and interviews. Marketing for those kind of multi-sided platform products were studied from both popular columns and cases from similar companies as well as from own observations. The empirical part gave own thoughts

about the reasons for the current problems and suggestions for solving them and developing the products and adjust the marketing plan.

However, there are several conditions or limitation of the research background. First it is a start-up company; all the marketing campaigns are suggested according to the company real current financial situation, which means it should first be doable, suitable and then effective. That is why the marketing strategy and plans discussed in this thesis focus on only the pre-marketing period.

5.3 Suggestions for development and further research

From merchant side, more analysis based on real case of the merchants, which have been using Yamii for longer time, will make the research more reliable. Both successful and failed examples are valuable for analysing and summarizing the methods on how to benefit from Yamii tool.

From user side, a proactive questionnaire about new features or asking for new needs will give a realistic meaning for Yamii. Especially when the loyalty system is launched, a new direction is also prepared for developing.

About the marketing, how to benefit from the effect of social networks is still an untouched area, a deeper research for this topic is worth making and will absolutely give more treasurable ideas especially during later marketing period when the brand is built. Besides, since the product is still during beta period, a close connection with local market will be the most critical method for the development and marketing strategy making.

Since it is a new industry, the product and service have not many similarities as previous substitutes. Hence some marketing plans or a specific campaign might not have a common applicableness in other industries out of mobile marketing.

Last but not least, the target group of Yamii is local SMEs, this group has its own features and concerns, also this market has its own strength and limits. As we understand,

when we talking about an O2O project, the second O, which stands for offline, is really depending on the industries, a good understanding of the traditional business itself will do a great help.

5.4 Assessment of thesis process and own learning

Last for long time

The commissioning party was chosen even one year ago, and the direction was decided about the marketing plan. However since the company is still in its starting phase, and Yamii project is still during a beta version, both product developing and marketing direction are changing now and then. The research took about three months, and other preparation as well as adjustment also took months, the writing time is usually in the evening after work. Lots of thought came out from point of view as an entrepreneur rather than a researcher; it is difficult to avoid individual subjectivism.

A good combination of theory and practice

Sometimes after talking to a customer during work I have had some new thoughts. Later those thoughts and opinions might be proved when I read some relevant materials, and it would even inspire me to improve my thoughts which gave me motivation to test and compare with previous one. This was the most interesting part of doing this research and making a good combination of the work and the thesis.

Width and depth

When going through the whole introduction and background information, it gave me a clearer picture of the whole business so far. Sometimes a thorny question was solved when I just rationalized the logical relations. However, there were also disadvantages when I listed all the relevant information, and tried to discuss all the topic related, the core point was difficult to dig in too deep.

All in all, it was a good attempt to write a thesis based on an ongoing business project. Hereby, many thanks to my colleagues, especially the other co-founders, who trust me to make the research on our own company project and give me all the data and the company material needed for the analysing. In the end, I would also like to thank

Yamii customers and users, from who I learnt to consider the questions from the perspective of a businessman and also developed my user experience sensitiveness and customers oriented attitude.

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Attachments

Attachment 1: Yamii for business survey

Yamii for business feedback

*必填

Merchant name *

1. Have you used the Yamii for business website yourself? *

yes

no

2. How often or how many times you have checked Yamii (including all the service)? *

everyday

every week

some times

only several times

never

3. How many people have come to redeem offers? *

more than 50

10-50

1-10

no one

4. Where you put the Yamii stands? *

on cashier

some where in the corner

only take out when people ask

didn't put at all

5. Is there any customers asking about Yamii or giving feedback? *

quite many

sometimes

only few people

never

6. Have you ever introduce your customers about Yamii? *

- to all most everyone
- sometimes
- mentioned several times
- never

7. What might be the reason that Yamii doesn't work well? *

- difficult to use
- marketing to users is not enough
- only for smart phone users
- the main feature is not useful
- 其他:

8. What new features below you are interested?: *

- see the customers nearby
- see the customer profile when they used Yamii system in your shop
- membership card and credits collecting system (workable for everyone)
- rewarding system (workable for everyone)
- offers sending to selected users
- editing online product list
- 其他:

9. What is your acceptable price for the New Yamii System? *

- less than 40 euro / month
- less than 60 euro / month
- less than 100 euro / month
- 其他:

10. Anything else you want to share with us? advice, needs, questions?

Attachment 2: Yamii loyalty survey:



Yamii for business survey

Yamii is a marketing system for merchants to manage loyalty customers, plan rewarding programs and send special offers to attract new customers. We are going to have our Yamii 2.0 version in October.

This survey is going to give you a brief idea about our service, and get to know your basic business situation as well as your initial attitude towards the service. At the same time you will have a chance to win a three-month free use of Yamii system!

*必填

Merchant name *

Address

Business industry *

1. How many of your customers are regular customers? *

- less than 10%
- 10-30%
- 30-50%
- more than 50%
- I don't know about it

2. How do you manage your loyal customers? *

- member card system
- punch card with stamps
- self-made email list
- no solution or tools at this moment

3. What is your monthly budget for a loyalty system? *

- less than 20 euros
- 20-50 euros
- 50-100 euros
- over 100 euros
- difficult to calculate

4. What is your monthly budget for marketing? *

- less than 20 euros
- 20-50 euros
- 50-100 euros
- difficult to calculate

5. Have you ever thought of rewarding your loyal customers? *

- yes, I have tried already in a certain way
- yes, but I haven't find a good way
- no, this will never bring me added value
- no, I haven't thought about it before

6. what are the most important aspects when you choose a loyalty system? *

- a reasonable price
- really easy to use for both merchants and customers
- available for all the customers
- multiple function
- easy to combine with other systems
- 其他:

7. What features below are you interested in?: *

- customer list and visiting history (money spent)
- points collecting system (workable for every customer)
- self-editing rewarding program
- automatic reminder for customers
- send offers to selected users
- 其他:

8. What do you think is a reasonable monthly fee for such system? *

9. Do you want to have one month trial for free when the system is ready in October ? *

- yes, I will be very interested to try
- maybe, you can ask me again that time
- no, I am not interested

10. Do you have a computer with internet in your shop to run this system? *

- yes, separated from personal one
- yes, using my personal one
- no, but it is possible to buy one
- no, no budget to buy one

Anything else you want to share with us? Advice, needs, questions?

Please leave your name, phone number or email, we will contact you when the new system is ready, also to win a free Yamii system use for three months

Researcher name: *

Attachment 3: Yamii business model canvas

<p>Key partners</p> <p>Trial period merchants Sales agency Marketing agency</p>	<p>Key activities</p> <p>Platform development Cooperate with merchants to market Yamii</p>	<p>Value propositions</p> <p>For merchants: Visibility online; make marketing easy, low cost, precise, effective and controllable. For end users: A new offer information collecting experience based on location & personal preference Saving money everywhere</p>	<p>Relationships</p> <p>Tool provider, Solution provider, Platform provider, To end users: information collector</p>	<p>Customers segments</p> <p>Internet users Smartphone users Merchants</p>
<p>Key Resource</p> <p>Yamii products Yamii users Yamii merchants</p>		<p>Channels</p> <p>Yamii website, Mobile Apps, Yamii Facebook page, Email lists Field Sales</p>		
<p>Cost Structure</p> <p>Web hosting costs, marketing and sales, product development, general and administrative</p>			<p>Revenue Streams</p> <p>Marketing tool annual fee Management loyalty program, added service</p>	