

11/19/2021



Project management

In-Depth Analysis of the Project: **Gifting**

A web development of electronic gift cards
focusing in the market of Middle East

PM Team 1A

BRAINNEST, NOVEMBER 2021

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Summary

This project is for the creation of a website called *Gifting*. The concept of the website is to create a platform for the creation, purchasing, storing, and sharing of digital/electronic gift cards (e-gift cards) in the Middle East primarily.

In order to fully realise the client's idea, a lot of research and planning needs to be considered. To launch the project, initial investments will come primarily from bank loans, these funds will then be supplemented by money from GoFundMe. The method of acquiring support will be via the projects aim to alleviate environmental pressure by reducing the amount of plastic in use and promoting an all-digital option that is more eco-conscious. Thus, reducing the need for plastic production. As soon as development is underway proof-of-concept builds of the website and mobile application will be demonstrated to investors, Middle Eastern retailers, and businesses in order to procure more funding.

The aim is to get to website operational as efficiently as possible with as little compromise to the quality of the product as possible. Once the site is operational our research suggests a bullish early attachment rate. The website will be frequently updated in order to improve the user experience and add new features to keep and grow user interest. Incentives will also be in place for users who create an account a share the web page, the incentive will be in the form of a point system that will allow users to exchange their accumulated points for gift cards.

With the sparsity of equivalent services in the Middle East, our probability of succeeding dramatically increases. And with the estimated plans for future revenue, we plan to expand the project to other parts of the world.

Project Initiation

1. Business Case

Project Name: Gifting	
Project Description: <ul style="list-style-type: none">Website to create and sell electronic gift cards around the Middle East.The website allows you to order a gift card digitally as opposed to physically, providing a more environmentally friendly option.	
Project Sponsors: <ul style="list-style-type: none">Middle Eastern retailers: Carrefour, Shaklan, Lulu HypermarketIKEAGoFundMe	Contribution to Business Strategy <ul style="list-style-type: none">This project will help smaller businesses emerge into the digital marketplace with an electronic gift card service.
Benefits	
Consumer: <ul style="list-style-type: none">Convenience: Instant buying and sharing of gift cards.Flexibility: Freedom for users to personalize their card and its amount.Contactless Distribution (Covid-19)User-friendly, simple to use and understand interface.	Business: <ul style="list-style-type: none">Increase your sales and revenueBoost brand awarenessDigital gift cards are convenient and secureGain customer loyaltyImproved Cash Flow (Covid-19)Promote salesDraw attention to specific products
Goals <ul style="list-style-type: none">Become the number one used website to create, buy and share e-gift cards in the Middle East.Seize the opportunity on the annual growth of exchanging electronic gift cards.	Cost <ul style="list-style-type: none">Building and creating the website (Microsoft Azure): 5,000 €Advertisement: 15,000 €Premise Technology Cost: 2,500 €Staff and Employees: 6,500 €

<ul style="list-style-type: none"> • Digitalizing gift cards over physical materials thus, helping to reduce the use of plastics and paper. • In the future, there is a possibility to expand the website to a worldwide service. 	<p><i>**All included figures are initial investments which are not indicative of final figures after the launch of the website**</i></p>
Competitive advantage <ul style="list-style-type: none"> • The only website to create digital gift cards in the Middle East. • We will be the middleman for companies and organizations that haven't created digital gift cards. This opportunity is further supported since most businesses have gone online through the covid phase. 	Options Considered <ul style="list-style-type: none"> • Having a dedicated customer service team that is easily reachable by our users. • Adding e-gift cards from other continents in the future. • Customers can create a wish list. • Create a Gifting App for mobile users.
Expected Return on Investment <ul style="list-style-type: none"> • Earn profits from each user, via display ads on the website and subscription services from advanced users. • An average expected income range of 180,000 – 500,000 € monthly within the first 1 year. 	Success Factors <ul style="list-style-type: none"> • Best-in-class customer service to the consumer available 24/7. • Achieve order fulfilment excellence through online process improvement. • Provide users incentives to use our website via a point system for users, and a rewards system for sharing the service.
Vision <p>To be the first choice for both businesses and civilians to create, buy and share gift cards between people in the Middle East.</p>	Mission <p>Offer a simple and accessible solution for acquiring and sharing gift cards, anywhere and anytime.</p>

2. Feasibility Study

The project can be implemented in a short period. And in combination with the sparsity of similar solutions, this provides us with a unique opportunity to capitalize early in this emerging market and guarantee traction from a large population of individuals seeking a more efficient all-digital option.

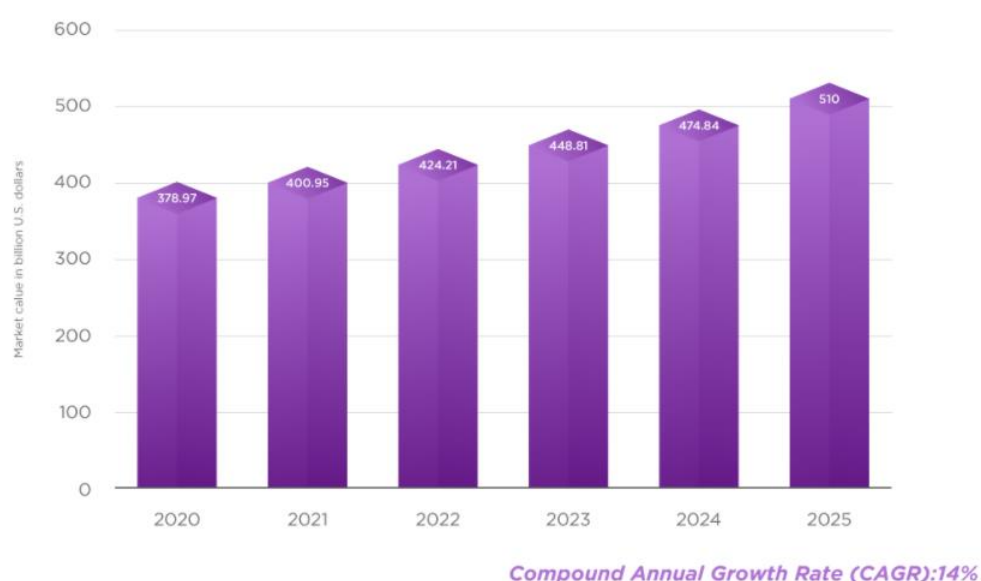
Our SWOT analysis indicated that the risk of getting lost in a sea of competitors is very slim as this is a niche market, particularly in the Middle East. It hasn't been explored by others yet. And since our ambition is perfectly feasible, success is highly likely.

The demand for gift cards during lockdowns more than doubled in 2020, according to a report by **Research and Markets**.

In addition, gift cards are and have been, the most-desired gift item for over a decade and today gift cards have even more utility. They can be used **to purchase games, buy groceries, buy subscriptions, purchase digital cards** and with a growing catalogue of organizations trying to develop online the list of products these cards can apply to only increases.

As a result, market research suggests that the gift card industry will grow at a cumulative annual growth rate of ~8.8% between 2021 and 2025. With this in mind, we believe that it is very possible to be a part of this growth projection. Looking forward, the global industry for gift cards is forecast to grow at a CAGR of 14% from 2020 to 2025, with an increase projected from \$378 billion in 2020 to \$510 billion in 2025, as shown in the graph below:

Global Gift Card Market Size (2020-2025):



3. Project Charter

Project Name: Gifting	
Project Objectives:	<ul style="list-style-type: none"> • To build a website for businesses that do not have electronic gift cards in the Middle East. • To increase environmental awareness for both businesses and consumers as digital gift cards are more useful and flexible whilst being more environmentally friendly. • To bring convenience to the consumer to shop online at any time.
Measurable project objectives and related success criteria:	<p>A working website with the following functions:</p> <ul style="list-style-type: none"> • Selection of different types of gift cards from different stores and services. • The ability to move the chosen card(s) to the wallet. • The ability to buy or sell cards through our website with secure payment methods. • The ability to create a unique card design with a comprehensive assortment of personalization options.
Project is considered successful when:	<ul style="list-style-type: none"> • 25% user base growth and use of the website YoY. • E-gift cards transactions/activity increases more than 25% annually. • The website becomes mainstream and has a very positive reception from users. • A meaningful impact is made on plastic waste management projects locally.
Available resources:	<p>Budget: 30,000 €</p> <p>Testing environment: Windows, Linux, MacOS</p> <p>Desktop/Laptop</p>

Project Definition and Planning

1. Stakeholders

- Client – Primary Stakeholder
- Investors/Creditors/Sponsors (Middle Eastern retailers, Businesses, Banks)
- Government and Regulators
- Trade Associations and Unions
- Project Director
- Financial Director
- Merchandising Director
- Software Developers
- Marketing Managers/SEO Specialists
- Appointed Retailers/Contractors
- Customers that buy the e-gift cards
- Customers that use the gift cards

2. Risks

- Underestimation of time/resource commitment
- Proficiency of selected contractors
- Too many decision-makers (stakeholders, committees)
- Security and reliability 3d party Systems
- Cross-platform compatibility
- Fraud attacks (range 17-28%)
- Servers undergo a power failure (Unexpected/Unplanned)
- Servers get hacked (User accounts are hacked/locked off)
- Unexpected server updates (May render the site unavailable for some time)
- Spoofing (Clone sites that steal personal information)
- Phishing (Via false customer support/help pages/numbers)
- DDOS attacks (Distributed denial-of-service attack that causes server overloading with traffic, rendering the site inaccessible)

3. Roles and Responsibilities

- **Project Director**

Coordinate and direct the project to completion, as efficiently and successfully as possible.

- **Financial Director**

Monitor and manage all business finances with a team of financial advisors, to ensure optimal business functioning and longevity.

- **Marketing Team** (Search Engine Optimizers and Marketing Managers)

Advertise and promote the website on social media, display ads on other web pages (mainly other online stores) and video ads. Search engine ads should be implemented to push the site higher up in search results of all relevant keywords/phrases.

- **Web Developers** (Web Page Designers, Database Managers, Security Specialists)

Create and design the website, acquire the correct domain. Create, maintain, and manage the database of users, frequently doing security checks and updates to maintain user privacy. Regularly updating the webpage to continuously improve the user experience.

- **App Developers**

Create and maintain a mobile application version of the website, ensuring the same level of security and features, in a simpler more streamlined interface.

4. Priorities and Goals

Priorities	Goals
Ease of access: The website is easily accessible due to SEO and marketing.	Reach out and host gift cards from all major retailers and companies in the Middle East.
Ease of use: The process of searching/selecting/buying/sending gift cards should be simple to understand.	Become the default website that people use for sending, receiving, buying cards.
User incentives: People who use the site and create an account gain benefits from using and sharing the website.	Partner with international businesses and online retailers to host their cards.
Cater to Demographics: Marketing via social media.	Expand the website to other countries/continents.
Cross-Platform Development: Expand ease of access and reach new generations.	Create apps for iPhone/Android, Xbox, Playstation.

5. Project Scope

Project Scope Statement	Definition
Project Name	Gifting
Project Sponsor	Carrefour, Shaklan, Lulu, IKEA, GoFundMe
Project Managers	Group 1A
Date of Project Launch	15/11/2021
Project Scope Description	Develop a website for digital gift cards...
Acceptance Criteria	<ol style="list-style-type: none"> 1. Find office location with sufficient place for all employees (within budget). 2. Source liable sub-contractors for providing the necessary decoration, working equipment, telephones (within budget). 3. Source liable retailers/contractors around the Middle East/Globe for providing vouchers for products. 4. Ensure proper advertisement for the website. 5. All initial arrangements to take place on time (Kick-off meeting) and coordination to be maintained between the project's team. 6. Q.A testers return an overall highly positive feedback report. 7. Secure pre-funding from creditors/committees/companies
Project Deliverables	<ol style="list-style-type: none"> 1. Find the office location 2. Establish a server 3. Appoint reliable contractors and sub-contractors 4. Provide a variety of options for e-gift cards around the Middle East/Globe 5. Provide safety in transactions 6. Provide a friendly and easy to use the environment on the website 7. Follow up with involved teams for regular updates 8. Follow up the sales progress and improve marketing method if needed 9. Ensure any government legislation has been met 10. Ensure any Unions' and related Associations' legislations have been met

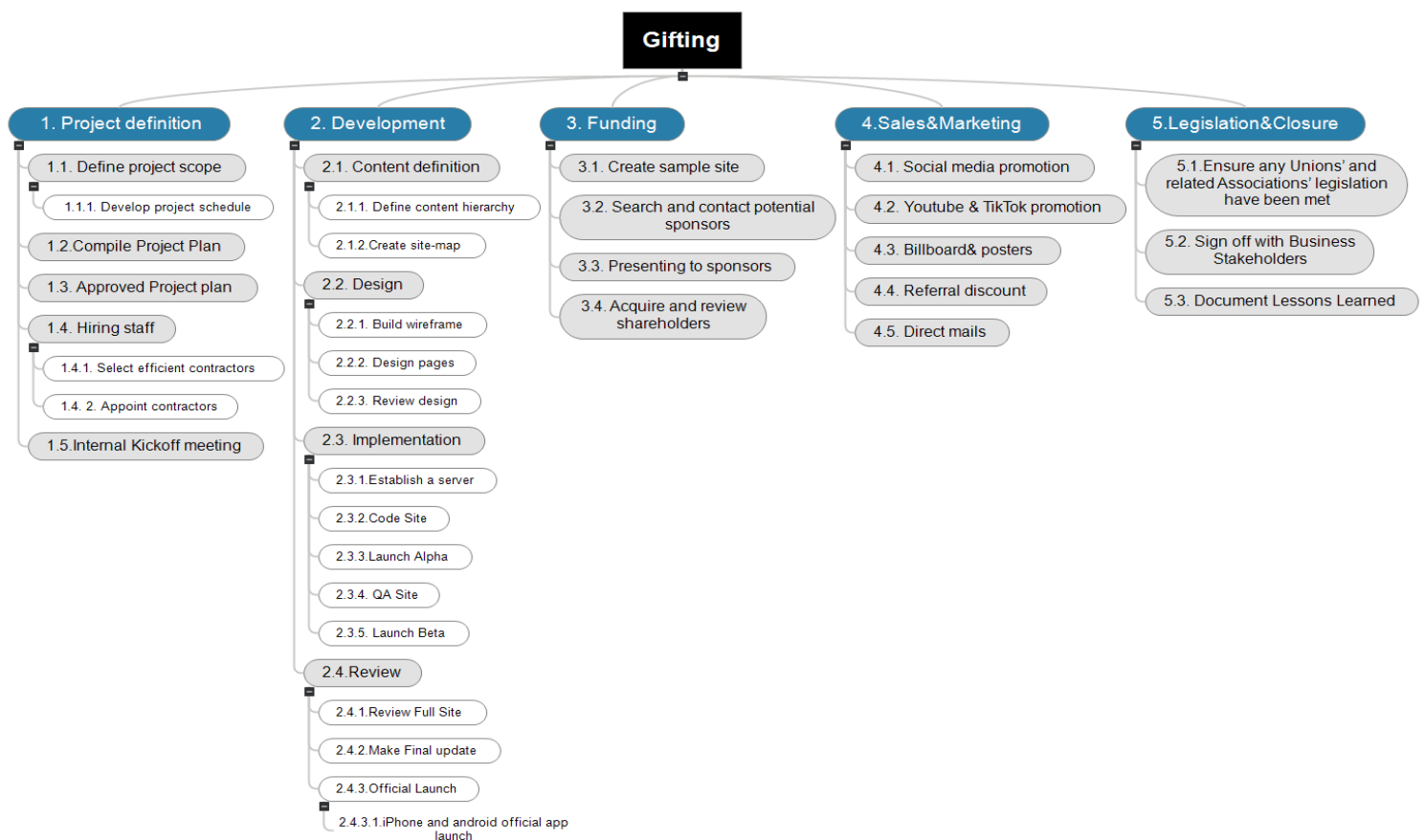
6. PLAN B Scenarios

Scenario	Solution
Servers Shut Down unexpectedly (Due to DDOS, power failure, etc.)	Automated, personalised email/message will be sent to all users and the website homepage will be redirected to a screen stating the issue.
User account gets hacked	To protect the user, a multi-step verification system will be implemented to limit functionality if the user of the account is not verified.
Users report phishing or spoofing	To ensure the website and companies integrity, social media accounts can be created (and verified). Occasionally posts can be made reminding users about ways to identify the real website, in addition to tips to quickly identify and avoid fakes.
A very similar competitor website appears	Extra features and upgrades will be regularly added to the site/app to help it stand out more.

7. Project Milestones

- Project kick-off: 15/11/2021
- Team kick-off meeting: 30/11/2021
- Review content: 8/1/2022
- Acquiring sponsors and investors (Shareholders): 1/2/2022
- Advertisement Phase kick-off: 1/2/2022
- Launch Alpha version: 15/2/2022
- Launch Beta version: 1/3/2022
- Official Launch: 14/3/2022
- iPhone and android official app launch: 15/3/2023
- Become the number 1 used online gift card service website in the Middle East: 1/1/2024
- Reach out to global markets: 30/12/2025

8. Work Breakdown Structure



Project Execution

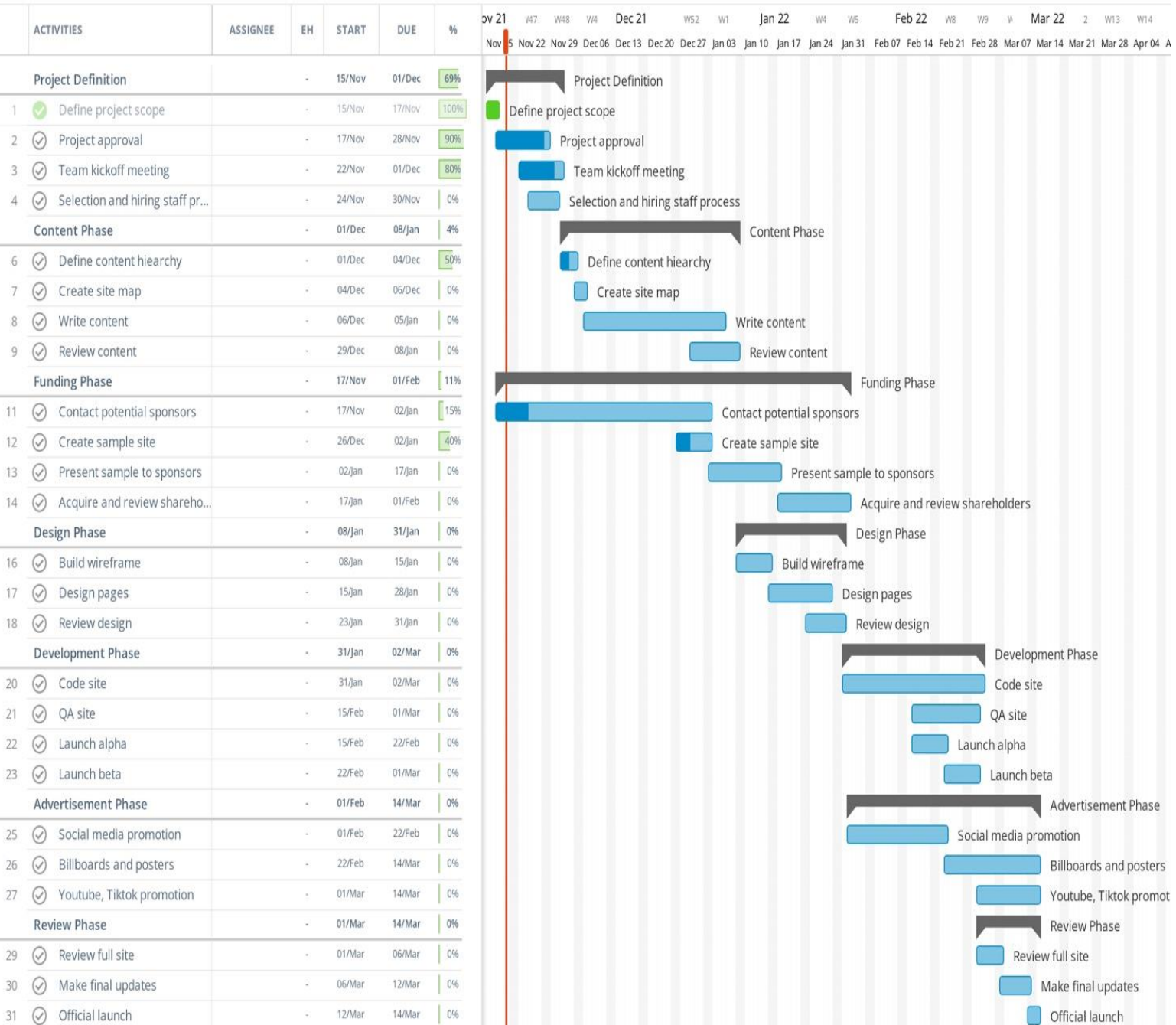
1. Communication Plan

	Purpose	Medium	Frequency	Audience
Kick-off Meeting	<ul style="list-style-type: none"> • Introduce project. • Confirm objectives, goals, and deliverables. 	<ul style="list-style-type: none"> • Video Conference. 	<ul style="list-style-type: none"> • Once at the start of the project 	<ul style="list-style-type: none"> • Project Team • Marketing Manager • Finance Manager • Project Manager • Additional Stakeholders • Developers
Project team meeting	<ul style="list-style-type: none"> • Review status of project 	<ul style="list-style-type: none"> • Video Conference 	<ul style="list-style-type: none"> • Every Monday at 9 a.m. 	<ul style="list-style-type: none"> • Project Team • Project Manager • Developers
Check-ins/meeting recap	<ul style="list-style-type: none"> • Update interested parties on project status based on notes from project team meeting 	<ul style="list-style-type: none"> • E-mail 	<ul style="list-style-type: none"> • Every Friday 	<ul style="list-style-type: none"> • Project Team • Project, Finance, and Marketing Manager • Stakeholders
Meeting with Developers	<ul style="list-style-type: none"> • Review the version of the Website • Feedback or add-on features 	<ul style="list-style-type: none"> • Video Conference 	<ul style="list-style-type: none"> • Every Wednesday at 9 a.m. 	<ul style="list-style-type: none"> • Project Team • Additional Stakeholders • Developer • Project Manager
Project status meetings	<ul style="list-style-type: none"> • Update leadership on project status and give opportunity to ask questions 	<ul style="list-style-type: none"> • Video conference • E-mail 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • Project Manager • Stakeholders

2. Project Monitoring and Control (GANTT Chart)

Project 1 - Gifting

Read-only view, generated on 19 Nov 2021



Project Closure

1. Project Completion Criteria

Category	Criteria	Achieved
Objectives	<ul style="list-style-type: none">• The project 'vision' has been achieved (as defined in the Project Charter)• All project objectives have been achieved (as defined in the Project Charter)	Y/N
Benefits	<ul style="list-style-type: none">• The full benefits have been realized (as defined in the Business Case)	Y/N
Deliverables	<ul style="list-style-type: none">• All deliverables have been completed (as defined in the Project Scope)	Y/N

2. Outstanding Plans

Item	Action
Activities	<ul style="list-style-type: none">• Host an event for a business group to establish relationships and as well introduce and promote <i>Gifting</i>.• Add new/updated features on the website.
Risks	<ul style="list-style-type: none">• Not having the impact expected by the consumer• Features having no significant impact on user experience.
Issues	<ul style="list-style-type: none">• The sponsor would like to stop sponsoring or collaborating with Gifting.