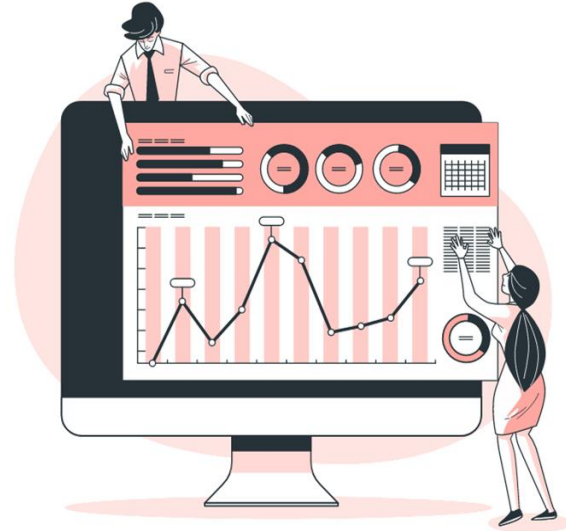


VBCC 2021- Vincom Mega Mall Royal City

Team the Award Heist – RMIT
University Vietnam SGS



Agenda



01

About Vin group
+ VMRRC

02

Vietnam Economy &
Retail Picture

03

Mega Mall
Analysis

04

Catchment &
Positioning Maps

05

Customer
Analysis

06

Customer Insight
& Big Idea

07

Action
Plan

08

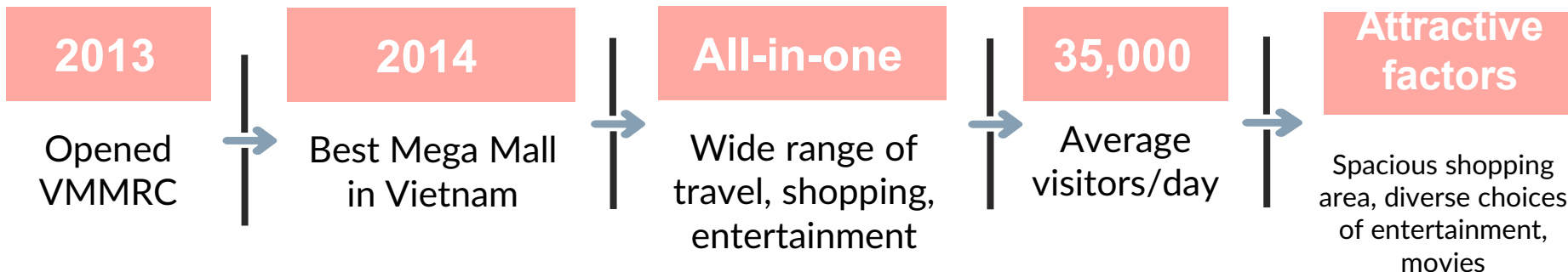
Risk
Assessment

1. VinGroup and Vincom Mega Mall Royal City (VMMRC)

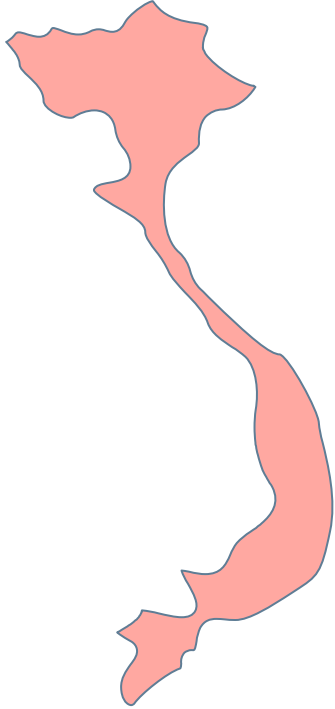
About VinGroup



About Vincom Mega Mall Royal City (VMMRC)



2. Vietnam Economy Snapshot



Under 35 years old

More than half of
Population



Rapid Expand Retail

Customer sentiment
maintain optimistic



GDP growth: 1,6%

Drop significantly due
to COVID-19



National Retail Brand

41% of Vietnam Total
Brand Value



Strong recovery

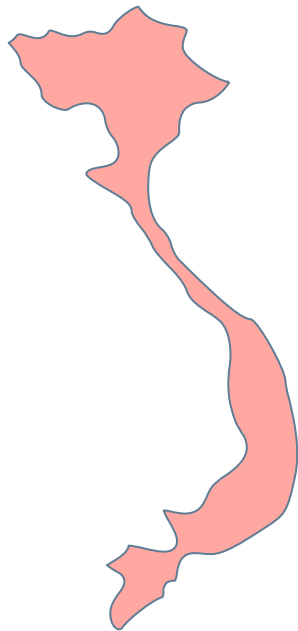
Efficiency pandemic control
from government



Fostering FDI

Enforce development of
economy

2. Key Trends of Vietnam Retail Industry



Increasing consumers loyalty towards local brands

Local brands are considered as most attuned to their needs and tastes



Customers-oriented modern retail formats

Modernization of store formats are adopted following more modern lifestyles and higher disposable incomes



Leading players are strengthened

Retail modernization is expected to associate with key participants

3. Mega Mall Analysis

Strength

- **All-in-one model** (shopping, F&B, entertainment under one roof)
 - High brand awareness (extensive network)
 - Unique of tenants mix
 - **Prime location** with natural catchment → frequent footfalls
 - **Strong and well-structured** corporate governance
-
- Vietnam **economic outlook** & **consumption** confident **remain positive**
 - Customer **more engaged in shopping and hanging out** with friends, family

Weakness

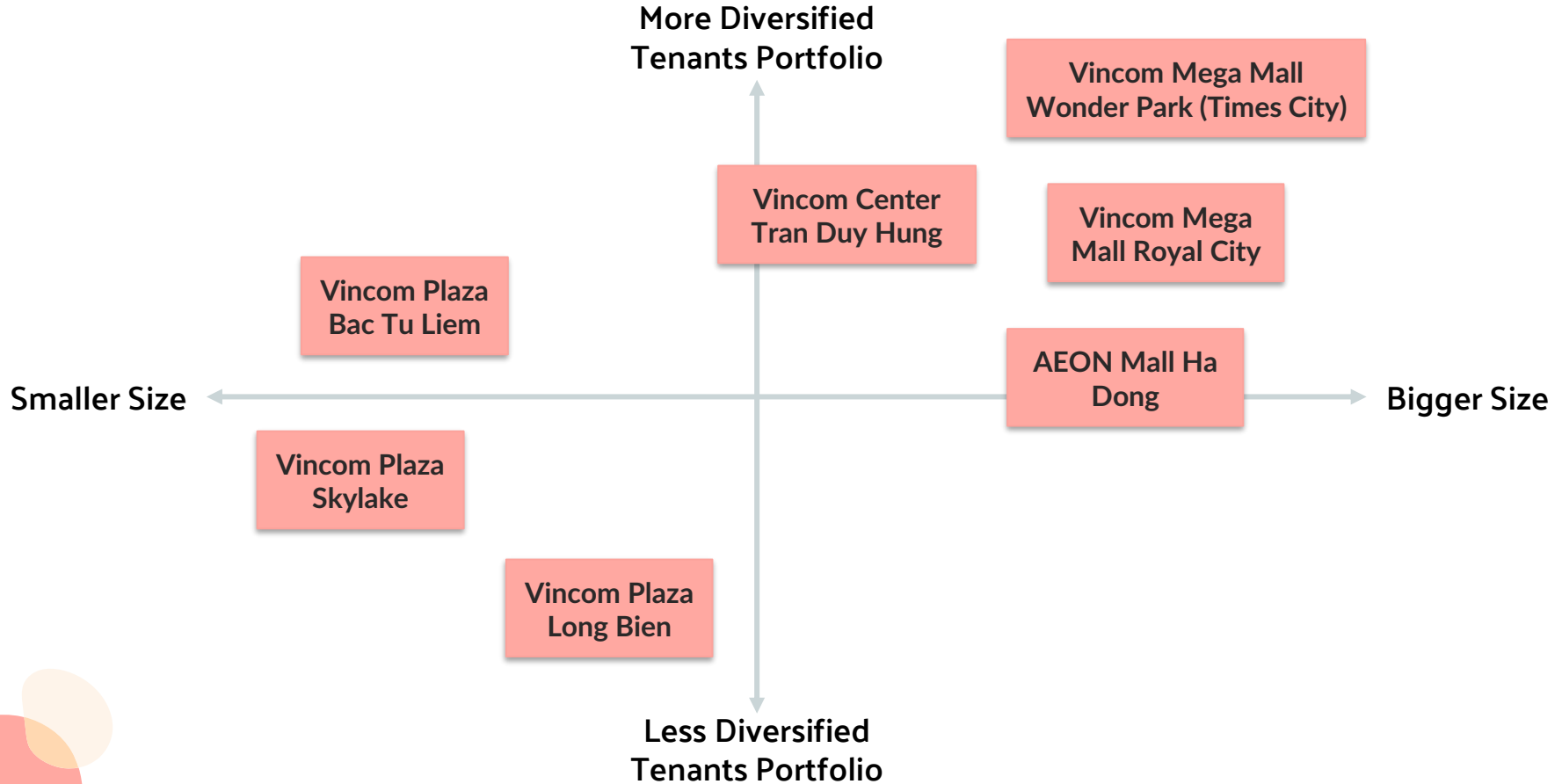
- **High dependency** on service tenants
- **High degree** of financial leverage => High volatility of earnings

Opportunities

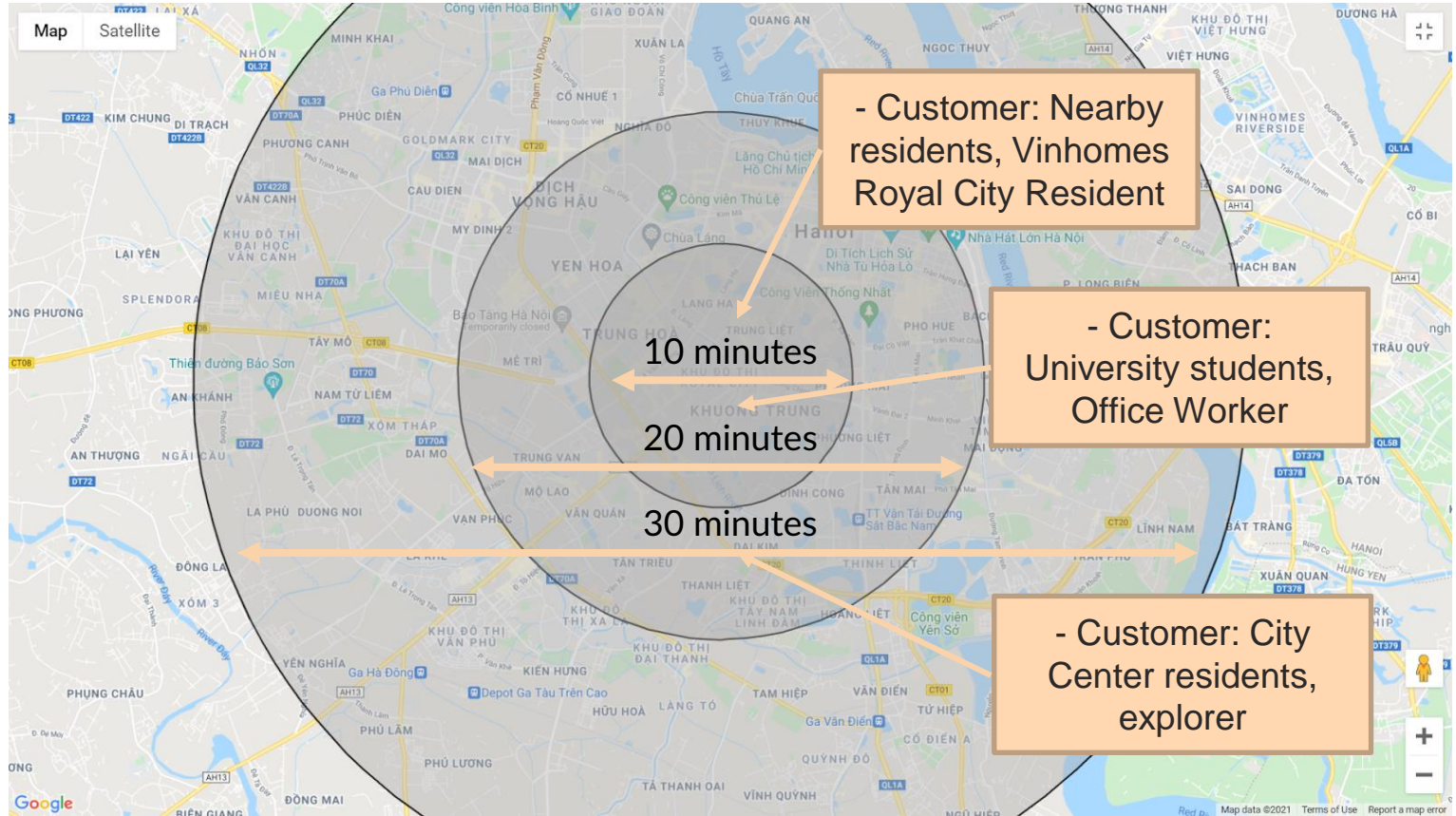
- **Accelerating e-commerce** platforms => Reduce consumer footfalls
- **Uncertainty COVID-19** outbreak => Lockdown looming

Threats

4. Positioning Map



4. Catchment Analysis



5. Customer Segment

	Demographic characteristics	Psychographic characteristics	Behavioral characteristics	Geographic characteristics
Young professionals	<ul style="list-style-type: none">• Age: 20-34• Income: <15mil VND/month• Occupation:• Marital status: single or newly married	<ul style="list-style-type: none">• Personality: Tech-savvy, achievement-oriented, work-life balancing, FOMO, attention-craving	<ul style="list-style-type: none">• Benefits sought: a place to hang out with friends after work and in the weekend, various choices of one good• Frequency: 1-2 times/week	<ul style="list-style-type: none">• Urban areas of Ha Noi, workplace nearby
Family adults	<ul style="list-style-type: none">• Age: 24-56• Income: >15mil VND/month• Occupation: white-collars, freelancers with stable jobs.	<ul style="list-style-type: none">• Personality: work-life balancing, always financially prepared	<ul style="list-style-type: none">• Benefits sought: a place to take children to have dinner and play there, a place to buy essentials and non-essential goods.• Frequency: 1-2 times/month	<ul style="list-style-type: none">• In Ha Noi
Teenagers or Gen Z	<ul style="list-style-type: none">• Age: <24• Income: very little to no income• Occupation: mostly students or college students	<ul style="list-style-type: none">• Personality: digital natives, pragmatic & financially minded	<ul style="list-style-type: none">• Window shopping: going around looking at shops but not actually spending• Frequency: 1-2 times/month	<ul style="list-style-type: none">• Urban areas of Ha Noi

5. Customer Persona



NAME

Duong Vo, 27

TYPE

Artisan

Demographic

Female 27 years

Cau Giay District, Hanoi

Single

Office Lady

VND 17,000,000

Technology



Background

Duong is a Sales Manager of a start-up company in Hanoi. She lives in an apartment complex near Cau Giay Park, which takes her 20 minutes on a motorbike commuting to her workspace.

Duong prefers to travel through different parts of the city via her motorbike. She never uses buses and other public transports.

She loves hanging out with her friends at the end of a working day or at the weekends. Their preferred places are coffee shops and beverage outlets such as Highlands or Phuc Long Tea located inside large shopping malls.

She loves looking for office-friendly shoes and clothes.

Duong is also a tech-savvy person. She loves cashless payment methods integrated with membership card so she can earn points by purchasing without using cash.

Wants and Needs

- Hanging out with friends in an open/wide area
- Prefer shops with catchy designs and visualization

Frustrations

- Lost in the 'shopping matrix' without finding the goods needed
- Willing to spend more money but does not see anything attractive

5. Customer Persona

	RESEARCH (1)	DECISION (2)	GETTING TO THE MEGA MALL (3)	ARRIVAL (4)	PRE-ENTRY (5)
Touchpoints	A place to buy shoes	Choosing between two options	Driving a motorbike	Parking	Crossing the parking lot
	<ul style="list-style-type: none"> Duong's shoes have been worn out Look on the internet for shoe retailers and their locations 	<ul style="list-style-type: none"> Choose VMRC because many stores located in the same area 	<ul style="list-style-type: none"> Congestion on the way to the mall Taking longer time than expected 	<ul style="list-style-type: none"> Looking for a parking space Clear directions with spacious parking lots for both motorbike and cars 	<ul style="list-style-type: none"> Crossing the parking lots to find a way in Waiting for elevator
Problems	<ul style="list-style-type: none"> Just need to address her current need Do not have other purchase intentions 	<ul style="list-style-type: none"> Choose VMRC only because it's close to her house Believe that Vincom Malls have all of the famous brands that she wants 	<ul style="list-style-type: none"> Tired of being stuck in traffic congestion 	<ul style="list-style-type: none"> Confusion for customers due to specious area 	

	AT THE MEGA MALL (6)	PURCHASE (7)	LEAVING (8)	BONUS PROGRAM (9)	COMING BACK (10)
	Finding stores that sell shoes	Paying	Leaving the mega mall	Using Current Loyalty App	Second visit
	<ul style="list-style-type: none"> Take 1 hour looking for a shoe retailer Interested in famous brands for women such as Pedro, Charles & Keith, etc. Often go to the VinMart as the second store to buy food and drinks for the family 	<ul style="list-style-type: none"> Use credit cards instead of cash for the payment Prefer environmental-friendly product packaging 	<ul style="list-style-type: none"> Go straight ahead to the basement for leaving Drive motorbike back home 	<ul style="list-style-type: none"> Use the VinID to make purchases for VinMart 	<ul style="list-style-type: none"> Seldom visits for purchasing shoes and flip-flops only Hang out with friends for well-know coffee shops
	<ul style="list-style-type: none"> Only focus on satisfying her current demands by choosing familiar brands Do not show any additional purchasing demand outside the tenant Find the tenants mix under-expectation 	<ul style="list-style-type: none"> VinMart appears to heavily use plastics packaging 		<ul style="list-style-type: none"> Do not link the VinID application with the tenants in VMRC, except for VinMart 	<ul style="list-style-type: none"> VMRC does not enhance the purchasing demand of the customers Only buy shoes in VMRC due to better warranty policies of the tenants

6. Customer Insight & Big Idea

Customer Insights



No additional Purchasing
Demand influence by Vincom

Undiversified product portfolio
and High Price



Evaluate as a commodity-
exchange place

Need a Place for immediate self-
retreat



Big Action Idea

**“Re-Innovate VMMRC as a
community complex”**

**“Bridging immediate treatment
for self-recovery”**

**“Involving VinID technology and
participation from other
tenants”**

RENOVATE VINCOM MEGA MALL ROYAL CITY

Project Start Date: July 2021

TOTAL BUDGET	\$ 2,145,000.00
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Thank You for Reading!

