

MAN 3154 Information Systems Management and Strategy

Cover page

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1.0 Introduction

ZUS Coffee, founded in 2019, is a Malaysian coffee brand that leverages technology to make specialty coffee part of daily necessity rather than a luxury (ZUS Coffee, n.d.). The company's goal is to offer premium coffee that is affordable and easily accessible to the consumer. Through its user-friendly mobile app, ZUS enables quick and efficient ordering for pickup and delivery (ZUS Coffee, n.d.). The brand continues to expand its network of physical locations. ZUS Coffee has rapidly grown to 360 outlets in just four years (Chew, 2024).

The Coffee Bean & Tea Leaf (CBTL) was founded in 1963 in Los Angeles by Herb and Mona Hyman and has become a global leader in specialty coffee and tea with over 800 locations. High-quality coffee beans and teas are sourced by CBTL directly from farms worldwide (Alexanderbird, 2025). As of February 2024, CBTL operates 1172 stores worldwide cafes in 24 countries (Jollibee, 2024). It was acquired by Jollibee Foods Corporation in 2019. It aims to deliver high-quality experience by offering expertly crafted beverages, freshly baked goods, and a welcoming cafe environment (Alexanderbird, 2025).

Gucci, established in 1921 in Florence, Italy, stands as one of the most prominent luxury fashion brands in the world. After celebrating its 100th anniversary, the brand continues to push the boundaries of modern luxury with an emphasis on creativity, innovative design and Italian craftsmanship. It operates under Kering, a global luxury group that owns a portfolio of prestigious brands in fashion, leather goods, jewellery, and eyewear (Gucci, 2024).

PUMA, founded in 1948, is a global leader in sport-lifestyle that designs and produces footwear, apparel, and accessories. The brand blends performance and fashion to offer products in categories such as football, running, motorsports, golf, and sailing. It is known for its creative collaborations with designers such as Alexander McQueen and Mihara Yasuhiro, PUMA promotes values of fairness, honesty, creativity, and sustainability. Headquartered in Germany with offices in Boston, London, and Hong Kong, the company sells its products to over 120 countries and employs more than 9,000 people worldwide (Khairi, n.d.).

From the four companies considered, we have chosen **ZUS Coffee** as the organization we would like to extend or enhance. This is because ZUS Coffee is a relatively newer brand that was founded much later than CBTL, Gucci, and Puma. It also has a limited global presence as it operates mainly in Malaysia and a few Southeast Asian countries, while the other brands have well-established global footprints. Additionally, ZUS Coffee is still in the process of

developing its brand identity and building long-term recognition and customer loyalty, whereas Gucci, Puma, and CBTL have cultivated strong brand value over several decades. Therefore, despite its strong digital presence and rapidly growing number of outlets, ZUS Coffee has significant opportunities to enhance in areas such as customer experience, operational efficiency, technological innovation, and more.

2.0 PESTLE Analysis for ZUS Coffee

<p>Political</p> <div><p>Government-Backed Investment Supports Growth</p><p>Zus Coffee received RM250 million in funding, including from Kumpulan Wang Persaraan (KWP), a government-linked pension fund, showing public sector support for local business growth (Faiqah Kamaruddin, 2024).</p></div> <div><p>Frequent Leadership Changes Create Policy Delays</p><p>However, the frequent shifts in political leadership (e.g. multiple Prime Ministers since 2018) may disrupt policy continuity, delaying approvals for licenses, grants, or halal certification.</p></div> <div><p>Trade Agreements Simplify Cross-Border Growth</p><p>Malaysia's participation in ASEAN Free Trade Area (AFTA) eases regional trade. This benefits Zus's regional expansion plan by reducing tariffs on imported beans and simplifying entry into Indonesia and Thailand (MITI FTA, n.d.).</p></div>	<p>Economic</p> <div><p>Price Sensitivity May Affect Sales in Recessions</p><p>Economic downturns or inflation may drive consumers toward cheaper alternatives like kopitiam coffee. Zus must defend its perceived value to retain these price-sensitive groups.</p></div> <div><p>Value-for-Money Emphasis & Zus's Positioning</p><p>Many Malaysian F&B spots price their products based on how much value customers feel they're getting, not just the cost. Zus Coffee follows the same idea, calling itself "premium at affordable prices" with the slogan "A necessity, not a luxury," making it a hit with budget-conscious but quality-loving customers (Bigdomain Media, 2024).</p></div> <div><p>Malaysians Want 'Affordable Luxury'</p><p>More people from the middle class are willing to spend a little more on better coffee. Zus hits the sweet spot by offering premium coffee that's still affordable (RM7-RM12) (Lai, 2024).</p></div>	<p>Social</p> <div><p>Digital Lifestyle Encourages App Use</p><p>Malaysians, especially young adults, prefer using mobile apps for convenience and rewards. Zus's app supports this lifestyle by allowing users to order, pay, collect points, and get deliveries, all in one place which encouraged repeat visits (Hieu, 2024).</p></div> <div><p>Café Culture Supports Lifestyle Positioning</p><p>Coffee shops are no longer just for drinks, they're part of social life, study sessions, and work-from-café culture (Wahab, 2023).</p><p>Zus designs its outlets to be modern and cozy, making them appealing spaces for young professionals, students, and remote workers. One of the consumers mentioned Zus Coffee branch in Solaris Mont Kiara is the perfect work-from-cafe spot (Foo, 2024).</p></div>
<p>Technological</p> <div><p>Mobile App Drives Efficiency and Engagement</p><p>Zus's mobile app is at the center of its operations, helping customers order quickly, earn rewards, and access promotions. This also improves business efficiency by reducing the need for counter staff and speeding up service (Shirbeeni, 2025).</p></div> <div><p>Product Innovation with Ngupi Ready-to-Drink Line</p><p>Zus introduced Ngupi, a ready-to-drink coffee product, which shows how the brand is using packaging and production technology to reach more customers, even those outside their store network (Shahrizal, 2025).</p></div> <div><p>Cloud and Delivery Systems Lower Operating Costs</p><p>By using cloud-based systems and integrating with food delivery apps, Zus reduces its dependency on large outlets or extra manpower. This model also supports fast scaling and better inventory management (ZUS Coffee Shortens Counter-To-Couch Delivery Time of Its 130+ Outlets with NextBillion.ai, 2022).</p></div>	<p>Legal</p> <div><p>Halal Certification Builds Consumer Trust</p><p>Zus is certified Halal by JAKIM, which is essential for gaining the trust of Muslim consumers and for expanding into Muslim-majority markets like Indonesia (Rosli, 2022).</p></div> <div><p>Food Safety Regulations Must Be Followed</p><p>Malaysia's Food Act 1983 and other food-related laws set standards for hygiene, labeling, and ingredient safety. Following these rules helps Zus avoid legal issues or health-related incidents (UNEP Law and Environment Assistance Platform, 1983).</p></div> <div><p>Customer Data Must Be Protected (PDPA 2010)</p><p>Zus collects user information through its app, so it must comply with Malaysia's data protection law (PDPA) to ensure customer privacy and avoid penalties for data misuse (Personal Data Protection Act 2010 (PDPA), 2010).</p></div>	<p>Environmental</p> <div><p>Plant-Based Menu Reduces Environmental Impact</p><p>By partnering with Green Rebel and offers vegan menu items, Zus contributes to lower emissions compared to traditional dairy-based drinks. It's also part of a growing shift toward climate-friendly consumption (Mridul, 2025).</p></div> <div><p>Eco-Friendly Straws Show Zus's Green Effort</p><p>Zus now uses Lyfecycle recyclable straws that stay firm in drinks and decompose naturally within two years. They're toxin-free and contain no microplastics, offering a cleaner, greener alternative to regular plastic straws (Jayne, 2024).</p></div> <div><p>Coffee Waste is Recycled into Fertilizer</p><p>Zus works with Promise Earth to recycle used coffee grounds into compost. This reduces waste going to landfills and supports a more circular, sustainable system (ZUS Coffee, 2024).</p></div>

3.0 Strategic Group Map

	ZUS Coffee	The Coffee Bean & Tea Leaf Malaysia	Starbucks Malaysia	Gigi Coffee
Company Size	<p>Founded in late 2019, the first kiosk was in KLCC which was focused on coffee delivery with its own mobile application.</p> <p>70% of sales are made online via deliveries and pickups.</p> <p>Has 743 outlets in Malaysia as of now which has surpassed Starbucks which only has 320 outlets.</p> <p>In 2025, ZUS plans to open</p>	<p>Launched its first cafe in KL Plaza in 1997.</p> <p>Its status as a major and a well-known brand was solidified in 2019 when it joined and became a part of Jollibee Group.</p> <p>In 2023, it opened its worldwide headquarters in Singapore (The Coffee Bean & Tea Leaf, n.d.).</p>	<p>Opened its first store in 1998 in Kuala Lumpur.</p> <p>Currently there are more than 320 stores in Malaysia, which includes 58 drive-thru stores and 10 Reserve™ stores.</p> <p>Starbucks have developed into a use contributor to local communities all around the nation (Starbucks Malaysia, n.d.)</p>	<p>Gigi Coffee was founded in September 2019 and had opened about 7 outlets by 2020. But operations were halted due to the pandemics.</p> <p>However, the brand overcame challenges and prepared for what to come (CEO Insights Asia, n.d.).</p> <p>Now, the brand has expanded its business to more than 160 outlets (Gigi Coffee, n.d.).</p>

	<p>nearly 200 outlets in South-East Asia including at least 107 stores in Malaysia, 80 in Philippines, and 6 in Singapore (The Straits Times, 2025).</p>			
Product Features	<p>Personalized offers and vouchers that are catered to certain customer categories sent via email and push notifications.</p> <p>Marketing automation through campaign execution and offers to encourage consumers to redeem.</p>	<p>Uses innovative and distinctive packaging formats as strategies to increase shelf visibility and brand appeal.</p> <p>Has a dual-tier product line where it delivers on both quality and convenience. For example, premium single-origin beans for gourmet home brewer and nespresso-compatible</p>	<p>Starbucks provides a variety of choices for food and beverages. Their coffee is also of high premium with care in selection and great expertise in the roast.</p> <p>Starbucks also provides rewards programs to gain more loyalty from customers and turn purchases made into an everyday game. For example,</p>	<p>Gigi Coffee has its own website where it features that allow users to buy coffee brands, merchandise or even gift cards.</p> <p>This helps to increase the customer satisfaction and boost sales.</p> <p>The brand leverages digital marketing to engage with customers from</p>

	<p>AI-Driven segmentation where RFM and behaviour-based AI models are employed to predict the needs of customers and categorize them effectively.</p> <p>In-app personalization such as widgets to provide recommendations and customized deals (Antsomi, n.d.).</p>	<p>capsules for fast espresso.</p> <p>Provides capsule blends that are crafted with careful roasting procedures to reflect cafe flavour profiles (Ramos, 2024).</p>	<p>customers can redeem free products, or merchandise from Starbucks by collecting “Star” made with each purchase.</p> <p>Another feature is where Starbucks allows their customers to personalize their orders that cater to their demands for convenience through their mobile app (Dieu, 2024).</p>	<p>different demographics.</p> <p>They also provide subscriptions, loyalty programs and exclusive products to keep the customers engaged.</p> <p>They offer the barista classes and educational content as well (Mat Isa, 2024).</p>
Target Market	<p>People who view coffee as a necessary component in their lives are the target markets (Shaiful Hisham & Saiman, 2024).</p>	<p>In the early years, the customers of CBTL consisted of well-educated and affluent customers.</p> <p>Ultimately, the brand expanded its target market (Nercuit et al., 2021).</p>	<p>Starbucks mostly targets people who are from urban or suburban centers, who are also affluent. For instance, the target market is from the middle to upper class who are also</p>	<p>Gigi coffee targets young people such as university students by using eye-catching campaigns to attract them.</p>

	<p>Younger working professionals, students, and city dwellers who value convenience without sacrificing on taste (BigDomain, n.d.).</p>		<p>busy, well educated and socially aware (Start.io, 2022).</p>	<p>Which is why the product prices in Gigi Coffee are mostly affordable (Brand360, 2022).</p>
Price	<p>ZUS Coffee appeals to those who want premium coffee without high cost (Zanardy, 2024).</p> <p>Although recently the brand has announced a 3% price rise on the majority of its products due to increased costs.</p>	<p>The price range of CBTL is only RM2 - 3 cheaper than Starbucks which is not that much of a difference. This will only appeal to price-conscious consumers (Halim, 2020).</p> <p>CBTL has premium pricing for its products because of the high quality.</p>	<p>Starbucks' pricing strategy is successful because although the business charges premium prices for their products, they still provide value to customers.</p> <p>Strategies used are product bundling where customers can get a discounted price when buying 2 or more products, value-based</p>	<p>The lowest price starts from RM6 for Espresso up to RM24 for combo deals.</p> <p>They also have student prices and discounted prices for set or combo deals, which makes the products really affordable (Christopher, 2025).</p>

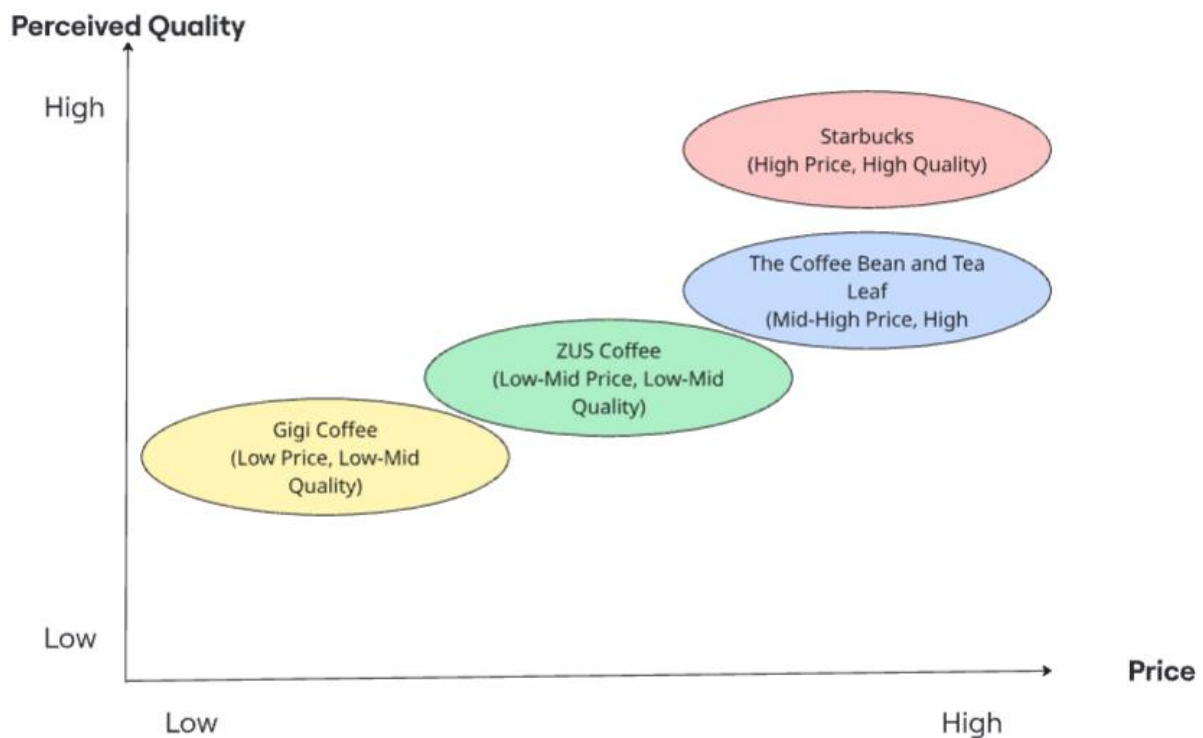
	<p>However, ZUS Coffee still claims that its mission in the long-term is still centered on quality (Shirbeeni, 2025).</p> <p>On average, the pricing range for ZUS Coffee is usually below RM12.</p>	<p>On average, the pricing range for CBTL is usually more than RM15 since it is premium-priced.</p>	<p>pricing where Starbucks still target people who wants a good deal while charging premium prices and lastly is penetration pricing where prices are reduced to attract new customers and increase their market share (Supra, n.d.).</p> <p>The average price of their products are between RM10 to RM20.</p>	
Market Share	<p>The founders, Ian Chua and Venon Tion, of ZUS Coffee mentioned that the brand's 700 outlets nationwide only make up 21% of the 3,300 branded</p>	<p>CBTL only has 196 outlets as of February 2025.</p> <p>However, CBTL has higher revenue despite having fewer stores compared to ZUS Coffee.</p>	<p>Starbucks has about 320 outlets in Malaysia.</p> <p>The brand has a very strong presence in shopping malls and major cities, which usually</p>	<p>Gigi Coffee already grew to over 120 outlets ever since they launched in 2019 which is a significant footprint for a local chain.</p>

	<p>domestic coffee chain stores.</p> <p>There is still plenty of room to grow as there will be economic expansion due to the entry of international coffee brands into Malaysia (Poo, 2025).</p>	<p>CBTL seems to have stronger revenue-based market share in Malaysia second only to ZUS, especially in terms of brand recognition (Poo, 2025).</p>	<p>attract a larger customer base.</p> <p>The brand also reported that they have a stable revenue growth reflecting its appeal to the brand and its strong market presence (Ess Team, 2025).</p>	<p>It has achieved RM53.9 million in revenue and net profit of RM4 million in fiscal year 2023, which is marking its continued profitability and brand appeal in market presence (Poo, 2025).</p>
Perceived Quality	<p>By providing quality experience at affordable pricing, ZUS Coffee appeals to a wider audience from students to professionals for brand marketing (BigDomain, n.d.).</p>	<p>Through a survey, respondents acknowledge that CBTL does serve high-quality coffee and tea (Cuppa Coffee Bean, n.d.-b).</p> <p>CBTL's cafe interiors usually have elements to create a warm, welcoming atmosphere and inviting ambiance</p>	<p>The brand is known for its high-quality service because of its hygienic setting, dependable employees and customer care which significantly increase customer satisfaction and uphold its premium brand image (Chai, 2021).</p>	<p>Gigi Coffee partners with Bright Cow to source high-quality local milk that is delivered within 24 hours (FGV Holdings, 2022).</p> <p>The brand also operates a training-focused flagship store that is led by a</p>

		that enhances overall consumer experience (Jollibee, 2023).		<p>former barista champion.</p> <p>The brand is also known for its creative and innovative drinks to attract customers (Gigi Coffee, n.d.).</p>
Consumer Target	<p>Young adults and millennials between the age of 18 and 35 years are the main online consumer target.</p> <p>Students, young professionals, and career-minded people who are always on the go or frequently have busy schedules make up this demographic (Shaiful Hisham</p>	<p>CBTL's primary market audience is men and women between the ages of 18 and 40</p> <p>This is because they frequently drink tea and coffee.</p> <p>High quality roasted coffee and first-rate service are the main appeal for this customer demographic</p>	<p>Starbucks aims for demographics between the age of 22 to 60 where the average age will be 42 years old.</p> <p>They target both male and female customers who are highly educated and have high income.</p> <p>This demographic also includes students, employees and</p>	<p>Target younger consumers like millennials and Gen Z especially in urban areas.</p> <p>Urban areas are fueling demand for coffee products that are premium, specialty and convenient to be bought on the go (Renub, 2025).</p>

	& Saiman, 2024).	(Cuppa Coffee Bean, n.d.-a).	professionals (Start.io, 2022).	
Brand Reputation	<p>Tech-centric model since it is a digital focused store.</p> <p>Has good market leadership as it has already surpassed Starbucks in outlets count.</p> <p>Plans on expanding its outlets in South-east Asia while emphasizing on “accessibility” of quality coffee (The Marketeer, 2025).</p>	<p>Opened its 150th cafe in Puchong, and also marking Malaysia as the third-largest network in Asia for CBTL.</p> <p>CBTL's reputation is highlighted by its consistent premium taste of coffee.</p> <p>CBTL has a high commitment to offer comfortable, elevated space which is perfect for socializing, studying or casual business meetings (Jollibee, 2023).</p>	<p>Starbucks’ reputation has recently declined due to a major drop in the brand value and reduced customer trust.</p> <p>There are few factors like increase in prices, service which is app-focused, and public controversies that lead to weak brand perception (Newell, 2025).</p>	<p>In general, Gigi Coffee’s reputation is favourable especially among the employees based on the rating in Glassdoor.</p> <p>The products are reasonably priced and have a variety of products.</p> <p>The brand is well-known for using Arabica beans and providing a range of flavours; some reviews have praised their distinctive and delectable specialty drinks ().</p>

Strategic Group Map



X-Axis: Price

Justification:

Price is a crucial competitive aspect in the cafe and coffeehouse business, especially in Malaysia's diverse urban population where consumer purchasing power varies. ZUS markets itself as an affordable brand when compared to CBTL which have premium costs. ZUS Coffee provides high quality beverages at affordable prices typically below RM12, in contrast to CBTL's and Starbucks' premium pricing model where the average beverage price is RM15 to RM18. Meanwhile, Gigi Coffee matches ZUS on pricing but differs in perception and scale. Price mapping makes it easier to determine whether ZUS is successfully protecting its value-for-money positioning or runs the risk of being caught in a "middle ground" with rising prices. This factor also identifies the market gap such as "budget cafes with poor quality" or having premium experience but with an affordable price. Price also affects brand strategy and audience reach, as affordability appeals to younger, budget-conscious consumers. Understanding the price spectrum clarifies competitive clusters - such as high-end brands (Starbucks, CBTL), and

budget-focused brands (Gigi) and value-driven disruptors (ZUS)-and identifies if ZUS is carving a strong, defensible price.

Y-Axis: Perceived Quality

Justification:

Perceived quality encompasses not just the taste of the product but also ambiance, the design of the store, service quality and emotional connection with the brand. Starbucks and CBTL is recognized for its high-quality experience, premium ingredients used in their carefully crafted blends, and upscale store environments. These factors are often targeted to consumers who are professionals and families seeking elevated cafe experience. Meanwhile, ZUS Coffee is seen as scalable, more modern and tech-savvy. It leverages digital personalization, mobile app loyalty, and automation but still lacks the deep-seated premium perception associated with legacy brands like Starbucks and CBTL. Gigi Coffee's perceived quality is generally lower due to its kiosk-style presence and rapid-service model. This axis directly supports long-term brand positioning decisions and helps visualize which competition dominates "high experience" zones and where ZUS might grow.

Why these two axes are important for competition:

They reflect the decision drivers of core customers as customers usually make their decisions based on price and perceived quality. These 2 factors directly shape brand choice, loyalty, and switching behaviour. When a brand scores high in one factor but fails in the other, it may struggle to retain customers as they need to balance both to win the market.

These axes also define competitive positioning. Price vs Quality mapping clearly shows how each brand is positioned relative to others. For example, Starbucks has high value in both pricing and quality, however, ZUS Coffee has low value on pricing and medium to rising value for quality. This helps identify overcrowded clusters, opportunities, and market gaps where ZUS can grow or differentiate.

4.0 Strategies

Strategy 1: Enhancing ZUS Coffee’s Perceived Quality Through Permanent In-App Minigames

Problem	Audience	KPIs	Current Solutions	Proposed Solutions
<p>What is the problem? Why should we solve it now?</p> <p>Problem: ZUS Coffee is already known as an affordable, tech-driven brand and has seasonal gamification elements like ZUS Missions and limited-time minigames. However, these features are temporary and event-based, lacking long-term engagement. Unlike CBTL or Starbucks, which offer consistent, premium brand experiences and loyalty ecosystems, ZUS lacks a permanent emotional connection with its customers beyond price and convenience. Without a sustained interactive ecosystem, ZUS's gamification feels more like marketing campaigns than a core brand feature. This limits its ability to build lasting loyalty and perceived quality.</p> <p>Why Now?</p> <ul style="list-style-type: none">The coffee market is becoming more competitive with price hikes across brands.ZUS is at risk of being trapped in a low-cost perception zone unless it enhances its brand experience.Consumer behavior is shifting – Gen Z and Millennials expect ongoing digital interaction, not just seasonal promotions.A permanent gamification strategy will help ZUS move from being a “cheap alternative” to a brand that’s engaging, rewarding, and emotionally sticky.	<p>Who is this for?</p> <ul style="list-style-type: none">Primary: Gen Z and Millennials (ages 18–35) – tech-savvy, mobile-first, love rewards, games, and interactive digital content.Secondary: Young professionals and students – price-conscious but experience-driven. Likely to engage with digital incentives and app-based promotions.	<p>How will we measure success?</p> <ul style="list-style-type: none">In-App Engagement: Increase in daily/weekly active users (DAU/WAU)Repeat Purchase Rate: More visits per customer per monthGame Participation Rate: % of app users engaging with the gamesRedemption Rate: How many earned vouchers are redeemedCustomer Retention: Lower churn, especially in price-sensitive groups	<p>What are the current solutions?</p> <ul style="list-style-type: none">ZUS currently uses seasonal minigames during festive periods (e.g., Chinese New Year, Hari Raya) for one-off rewards.Loyalty rewards are transaction-based (e.g., buy 5 get 1 free), but lack interactivity.	<p>What are the proposed solutions?</p> <p>Introduce a permanent, in-app gamification feature</p> <ul style="list-style-type: none">A fun, always-available game system where users can earn points from:<ul style="list-style-type: none">Playing mini-gamesSocial sharingVisiting stores <p>Features:</p> <ul style="list-style-type: none">Fun games (e.g., spin-the-wheel, coffee trivia, match-3)Points redeemable for free drinks, discounts, or limited-edition merchandiseSpecial events or seasonal bonus levelsOptional brand collaborations with local lifestyle and F&B brands <p>Justification & Benefits:</p> <ul style="list-style-type: none">Enhances perceived quality by making the app more engaging and uniqueBoosts brand loyalty and purchase frequencySets ZUS apart from competitors with a tech-forward emotional engagement loopLowers customer churn and drives habit-based usageTaps into gamification psychology (reward loops, progress, achievement)

Strategy 2: Smart and Cashier less Store

Problem	Audience	KPIs	Current Solutions	Proposed Solutions
<p>What is the problem? Why should we solve it now?</p> <p>Problem: ZUS Coffee has implemented various cashless payment options such as debit/credit cards, online banking, eWallets, Ato.me, and the ZUS Wallet, through eGHL and Ato.me gateways. However, these solutions still rely on in-store manpower, especially for counter service, which results in inefficiencies as baristas have to be in charge of both the order process and the preparation of the beverages. Moreover, many customers continue to order at the counter despite the mobile app option to order via the ZUS app and pick up instore. This increases the queue lengths and operational delays.</p> <p>Why now?</p> <ul style="list-style-type: none">The demand for speed, minimal human interaction, and self-service has grown significantly post-pandemic.ZUS already has an established mobile app and a digital-first customer base. Strengthening the app's usage with a fully integrated in-store experience will drive higher engagement and loyalty.	<p>Who is this for?</p> <p>Primary:</p> <ul style="list-style-type: none">Young Adults & University Students: Familiar with digital apps and QR-based systems. Typically budget-conscious but tech-reliant. <p>Secondary:</p> <ul style="list-style-type: none">Tech-Savvy and Convenience-Oriented Customers: Already using digital wallets and QR-based services. Likely to engage with personalization features and loyalty programs.	<p>How will we measure success?</p> <ul style="list-style-type: none">Growth in mobile app transactions and user baseShorter average wait times and reduced queuesHigher customer satisfaction and retention ratesIncreased in-store sales and grab-and-go ordersImproved staff productivity and reduced reliance on front-of-house rolesElevated perceived quality and innovation of ZUS stores	<p>What are the current solutions?</p> <ul style="list-style-type: none">Operational inefficiency: Staff must juggle both counter service and drink preparation, reducing overall service speed and quality.Limited in-store technology: Current infrastructure lacks smart features (e.g., automated order verification, digital pickup screens) to support a fully contactless experience.App usage is underutilized: Although ZUS offers mobile ordering, many customers still prefer ordering at the counter out of habit or familiarity.	<p>What are the proposed solutions:</p> <p>Transition into a fully cashierless and intelligent smart store system</p> <p>Process:</p> <ol style="list-style-type: none">QR Scan Entry – Customers scan a code via the ZUS app to enter the store.In-App Ordering – Orders and payments are made exclusively through the app.Grab and Go – Customers pick up their drinks once ready and walk out—receipts are sent via the app. <p>Features:</p> <ul style="list-style-type: none">In-App Personalization & Smart Recommendations that suggest drinks based on order historyLoyalty rewards, exclusive promotions, and re-order incentives“Favorite” drink saving for one-tap reorderingSmart shelves/sensors to track pickups and prevent errorsQR re-scanning for secure identification <p>Justification & Benefits:</p> <ul style="list-style-type: none">Increased mobile app usage and customer data collectionEnhanced brand image as a tech-forward and convenient coffee chainReduced operational dependency on manpowerHigher efficiency and faster throughput during peak hours

Strategy 3: NCF enabled ZUS Keychain Merch through partnership with Touch 'n Go (TnG)

Problem	Audience	KPIs	Current Solutions	Proposed Solutions
<p>What is the problem? Why should we solve it now?</p> <p>Problem: ZUS Coffee's merchandise sales remain low, despite offering a variety of products such as tumblers, mugs, sticker packs, and accessories like the ZUS Buddy Mini Plushie Keychain. Customers generally associate ZUS with beverages, not merchandise, which limits brand diversification and merchandising growth.</p> <p>Touch 'n Go's NFC-enabled charms, while functional and useful for contactless payments, lack attractive or trendy designs—especially compared to counterparts like Taiwan's EasyCard, which features appealing collaborations with local brands and mascots. This makes TnG charms less collectible or viral among trend-conscious youth.</p> <p>Why now? - Youth and young adults increasingly value merchandise that is both trendy and practical. - Competitors like Starbucks and Tealive are expanding their product lines and branding strategies.</p>	<p>Who is this for?</p> <p>Primary: - ZUS Coffee App Users and Regular Customers: Customers who frequently use the ZUS mobile app for purchases, loyalty rewards, and promos.</p> <p>- Touch 'n Go Loyal Users: individuals who regularly use Touch 'n Go cards or eWallets for daily transactions.</p> <p>Secondary: - Youth and Students Who Follow Trends & Collect Novelties: Youth who are active on social media platforms like TikTok and Instagram and are trend-sensitive and love limited-edition, cute, or viral items (mascots, fandoms, or lifestyle accessories)</p>	<p>How will we measure success?</p> <ul style="list-style-type: none"> - Increase in ZUS merchandise sales (online and in-store) - Growth in TnG NFC-enabled charm usage at ZUS outlets - Higher customer engagement and brand affinity through merchandise - Boost in social media engagement, UGC (user-generated content), and campaign virality - Increased foot traffic driven by limited-edition releases 	<p>What are the current solutions?</p> <ul style="list-style-type: none"> - US merchandise has limited brand recognition and low visibility compared to beverage offerings - Touch 'n Go charm designs are generic and lack cultural or aesthetic appeal for younger audiences - No cross-promotional initiatives currently exist between ZUS and TnG to enhance each other's offerings 	<p>What are the proposed solutions:</p> <p>Partner with Touch 'n Go to co-create a limited-edition NFC-enabled keychain charm featuring ZUS Buddies (ZUS's mascot characters or plushie designs).</p> <ul style="list-style-type: none"> - The charm would function as a fully operational TnG card, usable for contactless payments. - Designed as a collectible merch item with high visual appeal and exclusivity (e.g., themed series, holiday editions). - Available in-store, online, and bundled with exclusive drinks or loyalty point redemptions. <p>Justification & Benefits:</p> <ul style="list-style-type: none"> - Brand Strengthening: Strengthens ZUS Coffee's Positioning as a Tech-Driven Business - Increased Merch Sales: Drives interest in ZUS merchandise by offering functional, attractive accessories. - Cross-Brand Exposure: Leverages TnG's large user base to introduce ZUS to a wider audience. - Customer Loyalty: Encourages repeat visits and spending through exclusive charm availability and bundle offers. Social Media Buzz: Drive virality and encourage UGC on platforms like Instagram and TikTok.-

Strategy 4: ZUS Coffee Self-Service Coffee Kiosks

Problem	Audience	KPIs	Current Solution	Proposed Solution
<p>Manual Barista-Operated Machines - In-store drink preparation relies entirely on human baristas.</p> <p>Long Wait Times During Peak Hours - Manual processes cause slow service during busy periods. - Lead to customer frustration and lost sales.</p> <p>Inconsistent Drink Quality - Drink preparation relies solely on barista skills can lead to differences in taste, temperature, and foam.</p> <p>Limited Perceived Quality Upgrade - Despite tech-driven ordering, the physical coffee-making process feels traditional. - Weaken the brand's "tech-forward" image.</p> <p>Perception of Low Price is Low Quality - Some customers associate ZUS Coffee's affordable pricing with low product quality.</p>	<p>Busy City Professionals - Individuals with tight schedules who seek a quick coffee during their short breaks. - Value speed, convenience, and affordability without compromising on quality.</p> <p>Young Adults - Tech-savvy individuals who expect convenience and personalization. - Enjoy modern and seamless experiences both in-store and online.</p> <p>ZUS Coffee's Regular Customers - Loyal customers who are open to exploring new innovations and value-added features at their favourite coffee brand.</p>	<p>Order fulfilment time - Reduce the average time from order placed to drink ready</p> <p>Drink Consistency Rate - Increase the percentage of drinks that meet ZUS Coffee's quality standard such as improve consistency of taste and appearance of each drink</p> <p>Customer Experience - Increase customer experience score through smart technology and new features</p> <p>Labor Cost - Reduce costs from hiring baristas for basic drinks</p> <p>Error Rate - Reduce human error from incorrect prepared drinks</p> <p>Machine Uptime Rate - Maximize the percentage of time machines are fully operational without errors</p>	<p>Barista-Driven Espresso Machines: - ZUS Coffee uses traditional and manual espresso machines operated by baristas.</p> <p>- This shows that quality control relies on human consistency and no automation machines or kiosks in drink preparation.</p> <p>- Example: ZUS Coffee uses Victoria Arduino Eagle One, which is an elite and precision-focused espresso machine often used in professional competitions (Fong, 2025).</p>	<p>ZUS Coffee Self-Service Coffee Kiosks: Fully Automated: The machines brew drinks automatically without barista after customers place, customize, and pay for their orders.</p> <p>Integration with ZUS App: Users can customize their drinks and trigger the brewing process directly from their phones.</p> <p>Real-Time Diagnostics: The system provides alerts for cleaning, maintenance, and inventory needs.</p> <p>Save Preferences: Customers' preferences are automatically saved when they order through the ZUS Coffee App.</p> <p>Strategic Placement: Locations include universities and colleges, office buildings, hospitals and medical centres, as well as high-traffic shopping malls like Sunway Pyramid.</p> <p>Benefits to ZUS Coffee:</p> <ul style="list-style-type: none"> • Reduce costs on barista hiring and training • Minimize long waiting times • Ensure consistent coffee quality • Strengthen tech-driven brand positioning • Enhance customer engagement and experience

How does it work:

1. Users interact with Kiosk

- Through digital touchscreen
- Or scans a QR code with the ZUS app

2. Order & customize drink

- Choose drink types
- Customize options: size, sugar, milk, ice

3. Make payment

- ZUS Wallet or e-wallet like Touch 'n Go
- Loyalty points earned as usual

4. Drink is brewed automatically

- Smart machine grinds beans, brews espresso, froths milk
- Drink dispenses in 2 to 3 minutes

5. Users collect their drinks from dispensing bay

- A green light indicates the drink is ready
- Cup is delivered in a compartment

6. Machine resets and self-cleans for next use

Strategy 5: AI-Powered Personalized Drink Recommender

Problem	Audience	KPIs	Current Solution	Proposed Solution
<p>Too many drinks options can overwhelm new or indecisive customers</p> <ul style="list-style-type: none"> - Unsure what suits their taste - Leads to decision fatigue and slower ordering <p>Low discovery of new or seasonal drinks</p> <ul style="list-style-type: none"> - New or seasonal drinks often go unnoticed without promotion - Missed revenue opportunities <p>Generic app experience lacks emotional connection</p> <ul style="list-style-type: none"> - No personalized suggestions make customer feels robotic - Reduces loyalty and engagement 	<p>ZUS Coffee's regular customers</p> <ul style="list-style-type: none"> - Frequent customers who consistently use the ZUS mobile app - Open to trying new drinks if recommendations match their taste <p>Health-conscious users</p> <ul style="list-style-type: none"> - Value wellness and lifestyle-based choices - Likely to use a smartwatch to track stress, energy, or fitness <p>Young Adults</p> <ul style="list-style-type: none"> - Expect personalized and intelligent app experiences - Attracted to smart, interactive, and trend-driven features 	<p>Average Basket Size</p> <ul style="list-style-type: none"> - Increase total spending per transaction through relevant upselling suggestions <p>Conversion Rate on Suggested Items</p> <ul style="list-style-type: none"> - Increase the success rate of recommended drinks being purchased <p>Customer Retention & App Engagement</p> <ul style="list-style-type: none"> - Encourage users to return more frequently and spend more time in the app due to personalized and interactive features <p>New Product Trial Rate</p> <ul style="list-style-type: none"> - Higher percentage of users trying seasonal or new drinks - Improve product visibility and sales variety <p>Personalization Features</p> <ul style="list-style-type: none"> - Track how many users enable both AI drink suggestions and smartwatch integration - Boost trust in the brand and value in smart features 	<p>Generic Menu Display</p> <ul style="list-style-type: none"> - All users see the same menu and seasonal promotions with no personalization. <p>Manual Browsing Required</p> <ul style="list-style-type: none"> - Users must scroll or search manually to find out what to order, which can be time-consuming and overwhelming. <p>No Personalized Suggestions</p> <ul style="list-style-type: none"> - The app does not recommend drinks and food based on past orders or preferences. <p>No Smartwatch or Mood Integration</p> <ul style="list-style-type: none"> - Lacks biometric or contextual inputs (e.g., stress, weather) for smart recommendations. 	<p>AI-Powered Personalized Drink Recommender:</p> <ul style="list-style-type: none"> - An AI engine embedded in the ZUS Coffee mobile app to recommend drinks and food to customers. Its functions: <p>Track customer data</p> <ul style="list-style-type: none"> - The ZUS Coffee app will analyse each customer's order history, including frequent drink choices, add-ons (e.g., vanilla syrup, oat milk) and preferences like hot or iced drinks. - Help the AI learn individual taste profiles over time. <p>Integrate with smartwatch</p> <ul style="list-style-type: none"> - System can access biometric data such as heart rate, stress levels, body temperature or sleep quality. - Suggest drinks based on mood or physical state. <p>Drink Recommendation</p> <ul style="list-style-type: none"> - ZUS Coffee app suggests new or seasonal drinks that match their taste and healthier or energizing options based on real-time conditions based on customer data and biometric signals. <p>Benefits to ZUS Coffee and how it improves perceived quality:</p> <p>Provide Smart and Personalized Experience</p> <ul style="list-style-type: none"> - Tailored suggestions like displaying "82% match to you" make the app feel intelligent, modern, and customer-focused. <p>Reduces Ordering Mistakes</p> <ul style="list-style-type: none"> - Increases satisfaction and trust by helping customers choose drinks they are more likely to enjoy. <p>Promotes Discovery of Premium Items</p> <ul style="list-style-type: none"> - Encourages customers trying new or seasonal drinks. This can enhance ZUS Coffee's image as a trend-savvy café. <p>Smartwatch Integration helps to focus on Health & Wellness</p> <ul style="list-style-type: none"> - Suggestions from biometric data show ZUS Coffee cares about lifestyle, mood and health. This can increase its appeal to health-conscious users.

How does it Work:

1. Within the ZUS Coffee mobile app, an AI engine analyses each customer's behaviour and drink preferences to deliver personalized recommendations. If the customer connects a compatible smartwatch, the system can also access biometric signals such as to further refine suggestions based on their current physical or emotional state.

2. App-based personalization:

The ZUS Coffee app tracks customers past orders and preferences to recommend drinks that match their taste profiles.

Example: The app will display: "You liked the Iced Spanish Latté Frappé. Try the Iced Butter crème Spanish Latté for a richer, buttery twist - 85% match to your flavour profile!"

3. With smartwatch integration:

When connected to a compatible smartwatch, the app uses biometric data such as stress level, heart rate, body temperature, and sleep quality to suggest drinks or food based on customers' preferences, current mood and health condition. It also factors in external context, such as the weather of the day to provide more relevant suggestions.

Example: “You seem a bit stressed. How about treating yourself to a Summer Berries Cheesecake with a refreshing Mixed Berries Refresher?” or “It’s a hot day out! Stay refreshed with a Lychee Strawberry Cooler.”

Partnership

To implement the AI-Powered Personalized Drink Recommender with smartwatch integration, ZUS Coffee can partner with Samsung Galaxy Watch or Apple Watch.

- Many consumers used smartwatches from these two brands.
- Samsung Galaxy Watch is compatible with the Samsung Health platform, which provides access to biometric data such as heart rate, stress levels, sleep patterns, and overall health insights (Moscaritolo & Gebhart, 2025; SAMSUNG, 2022).
- Apple Watch also offers advanced biometric tracking, including heart rate monitoring, stress level detection, and sleep analysis (Mitroff, 2019; *Stress Monitor for Watch*, n.d.)

5.0 Weighted Criteria Analysis

Criteria for Weighted Criteria Analysis:

Criteria	Justifications
Customer engagement	This helps to measure how well the strategies can retain the customers interest. The higher the customer engagement, the better the brand loyalty and business growth for ZUS Coffee.
Expected ROI	This calculates the financial costs and return on investments for the strategy. Higher ROI would justify the benefits of the strategy investment over the costs.
Innovation and Technological Advances	This criteria rates the strategies' improvements and technological features to be implemented. It shows how the strategies can reflect ZUS' image as a tech first and innovation driven business.
Developer Costs	The criteria calculate the costs needed to outsource the development of the strategies, especially the software features.
Hardware costs	The expenses for hardware infrastructure are also taken into consideration when evaluating the strategies as high costs would decrease the investment returns and feasibility of development.
Operating Costs	Frequent costs such as the utilities, repairs, personnel, maintenance and upgrading are also taken into account as lower costs would indicate the long-term sustainability of the strategy.
Training Costs	This assesses the fees of training programs for the staffs to efficiently utilise the strategy as part of the human capital development for ZUS Coffee.

		Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5	
		Permanent In-app Minigames		Smart and Cashierless Stores		NCF enabled ZUS Keychain Merch		Self-Service Coffee Kiosks		AI-Powered Personalized Drink Recommender	
Requirements (value)	Weight	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
customer engagement	20	4	80	4	80	3	60	4	80	4	80
Expected ROI	20	3	60	4	80	3	60	3	60	3	60
Innovation and Technological Advances	20	3	60	5	100	3	60	4	80	5	100
	60		200		260		180		220		240
Constraints	Weight	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Developer costs	10	2	20	2	20	3	30	2	20	2	20
Hardware costs	10	5	50	1	10	2	20	1	10	1	10
Operating costs	10	4	40	3	30	4	40	1	10	3	30
Training costs	10	4	40	2	20	4	40	3	30	3	30
	40		150		80		130		70		90
Weighted Scores			350		340		310		290		330

Top 3 Strategies based on the WCA	
Strategies	Weighted Scores
1. Permanent In-App Minigames	350
2. Smart and Cashier less Stores	340
3. AI-Powered Personalised Drink Recommender	330

6.0 SusAF's 5 Dimensions

Strategies	Dimension					
	Effect Type	Individual	Technical	Economic	Environmental	Social
Permanent In-App Minigames	Immediate	Adds fun and enjoyment to app usage, fostering a stronger emotional connection	Integrates interactive features within the mobile app environment	Encourages users to stay longer in the app, increasing the chance of purchases	-	Strengthens brand image through community engagement and interactive loyalty features
Smart & Cashierless Stores	Structural	Enhances convenience and control, especially for independent users	Fully automates ordering and payment systems, enhancing digital capability	Improves efficiency; reduces long-term staffing and checkout costs	Minimizes paper use through digital receipts and automated operations	Reinforces modern retail image ; reduces need for front-line staff
Ai-Powered Personalized Drink Recommender	Enabling	Delivers personalized experiences based on taste preferences, increasing satisfaction	Leverages AI algorithms and machine learning to provide smart suggestions	Boosts sales by recommending premium or add-on items tailored to user taste	-	Builds stronger customer engagement through customization and relevance

Conclusion

1. Permanent In-App Minigames

- This strategy has a **big influence on user behavior**.
- It drives **repeat engagement**, build loyalty, and create a interactive brand experience.
- It boosts daily app usage and **encourages spending** through rewards.

2. Smart & Cashierless Store

- Brings a **major shift** in how ZUS operates.
- It **reduces labor costs, speeds up service**, and supports sustainability through less paper usage.
- A **long-term solution** that modernizes the retail experience..

3. AI-Powered Personalized Drink Recommender

- Personalizes the user experience by **suggesting drinks** based on taste preferences.
- It increases upsells and reduces waste by **aligning supply with demand**.

7.0 Use Case Diagram

Descriptions

1) Customers

- The primary user of the ZUS Coffee mobile app.

Use Case	Description	
Log in	Allows customers to securely access their account in the ZUS Coffee mobile app	
View Menu	Browse available drinks and food with options, prices, and descriptions	
View Personalized Drink Suggestions	View the recommendation suggested from AI based on order history, preferences and data from smartwatch.	
Make Order	Customers can order drinks or food by two ways:	
	Visit Smart Cashierless Store – Entering and interacting with a ZUS store that operates without a cashier	Directly from app – Order via the ZUS Coffee App without visiting any physical store and choose either delivery or pick-up to receive their orders
Scan QR	Customer scans QR via ZUS Coffee app to enter the Smart Cashierless Store	
Pick Up Drink	Collect prepared order from pickup area at the Smart Cashierless Store	
Receive E-Receipt	Digital receipt sent to the app after pick-up the order at the Smart Cashierless Store	
Select Delivery Options	Customers can choose either one of the delivery options if they directly make order through the app:	
	Pick-up - Collects items in person from a selected ZUS Coffee store	Delivery – Items delivered to their chosen location
Make Payment	Enables customers to complete transactions securely through e-wallet, credit/debit card or online banking after placing an order	

Redeem ZUS Points	Points collected from each purchase via App to redeem exciting rewards such as free drinks and limited time only vouchers
Redeem Minigames Points	Minigames Points redeemable for free drinks, discounts or limited-edition merchandise
Confirm Order Received	Customers confirm they have collected or received their order
Give Feedback	Provide comments, ratings, or report issues related to their order experience
View Loyalty & Rewards	View loyalty points (ZUS Point), minigames points, rewards history, and redemption options
Play Minigames	Customer accesses games like spin-the-wheel, coffee trivia, or match-3
Earn Minigames Points	Points awarded for playing or winning games
Join Special Events / Seasonal Bonus Rounds	Time-limited themed events within games
Engage with Brand Collaborations	Branded game content with lifestyle/F&B partners

2) Barista

- Staff members who are responsible to prepare and handle orders as they are received through the app.

Use Case	Description
Handle Incoming Orders	Baristas receive new orders, prepare them, and update their status (e.g., ready for pickup)
View Order Details	Allows baristas to view item specifics, customer instructions, and order types (pickup or delivery)

3) Payment Gateway

- External system or service provider that securely processes customer payment transactions.

Use Case	Description
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Handle Transaction	Processes customer payments securely
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4) Delivery System

- Third-party who are responsible to deliver items, assigning riders, handling routing, update delivery statuses and confirm completed deliveries.
- The delivery system is involved only when the customer chooses the 'Delivery' option under 'Select Delivery Options'.

5) Loyalty Program System

- Backend system that tracks and manages customer loyalty points, ZUS Points, minigames points, rewards, and redemptions.

Use Case	Description
Manage Loyalty and Rewards	Calculates points earned, updates reward balances and manages redemption logic

6) Smart Shelf System

- Interacts with system to detect pickup and ensure order accuracy

Use Case	Description
Trigger Smart Shelf Tracking	- Detect when a customer picks up an item and confirm whether it matches the correct order to prevents pickup errors

7) Smartwatch Integration System

- An external system that connects compatible smartwatches to the ZUS Coffee app to enable drink recommendations.

Use Case	Description
Sync Smartwatch for Biometric Data	Collects user's biometric signals (heart rate, stress level, sleep quality, etc.) and other environmental data like weather.

Relationships

Generalisation Relationships

Use Cases	Explanation
<p>A UML Generalization diagram showing a general use case 'Make Order' on the left. Two specific use cases, 'Visit Smart Cashierless Store' and 'Directly from App', are on the right. Arrows point from each specific use case to the general use case, indicating that both specific actions are instances of the general 'Make Order' use case.</p>	Customers will choose to visit smart cashierless store to make their order or order items directly from ZUS Coffee App.
<p>A UML Generalization diagram showing a general use case 'Select Delivery Options' on the left. Two specific use cases, 'Pick up' and 'Delivieri' (sic), are on the right. Arrows point from each specific use case to the general use case, indicating that both specific actions are instances of the general 'Select Delivery Options' use case.</p>	Customers will choose either pickup or delivery to receive their orders, but not both options when they order items directly from the app.

Include Relationships

Use Cases		Explanation
View Personalized Drink Suggestions	Sync Smartwatch for Biometric Data	Biometric-based recommendations are suggested when the customers connect with their smartwatches. Smartwatch must be connected though the app first to collect biometric data to provide drink suggestions.
Visit Smart Cashierless Store	Scan QR	Customers must scan the QR code to enter the smart cashierless store.

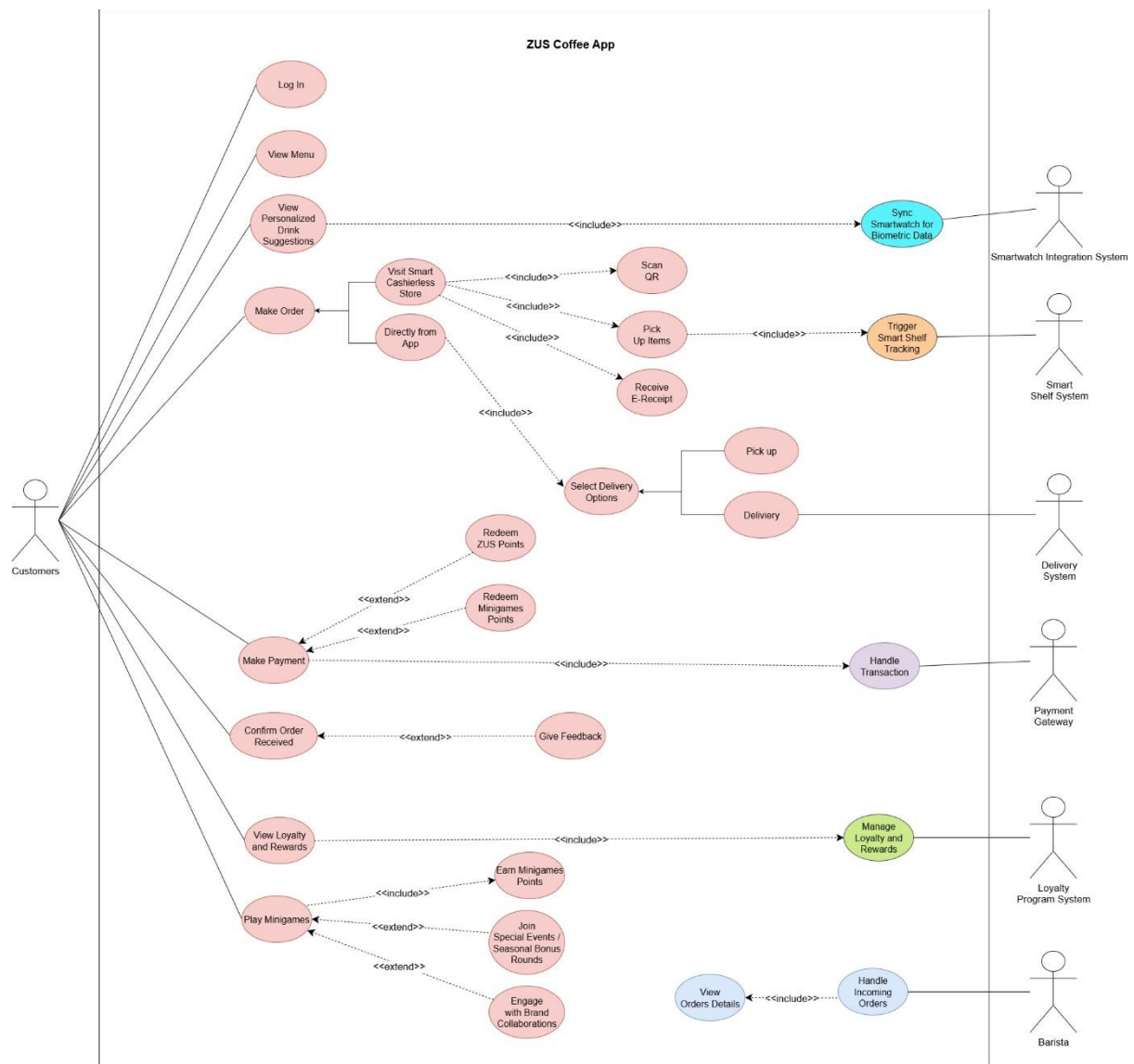
Visit Smart Cashierless Store	Pick Up Items	Picking up items is a necessary part of completing the smart cashierless store experience.
Visit Smart Cashierless Store	Receive E-Receipt	Receiving an e-receipt is an automatic and essential part of the cashierless experience to confirm that the transaction was completed.
Pick Up Items	Trigger Smart Shelf Tracking	<ul style="list-style-type: none"> - Smart shelf system automatically activates when the customer picks up an item to ensure accuracy and prevent mistakes. - Picking up items always includes triggering the smart shelf system to detect and verify the action.
Directly from App	Select Delivery Options	Customers must select a delivery option once they order via the ZUS Coffee App without visiting any physical store.
Make Payment	Handle Transaction	Every payment made by the customer requires the system to process the transaction through the payment gateway.
View Loyalty and Rewards	Manage Loyalty and Rewards	Whenever a customer views their loyalty and rewards, the system must internally trigger the logic to fetch the latest and accurate information for them.
Play Minigames	Earn Minigames Points	Earning points is a direct and guaranteed result of playing minigames.
Handle Incoming Orders	View Order Details	Baristas must view the order details of customers before preparing it.

Extend relationships

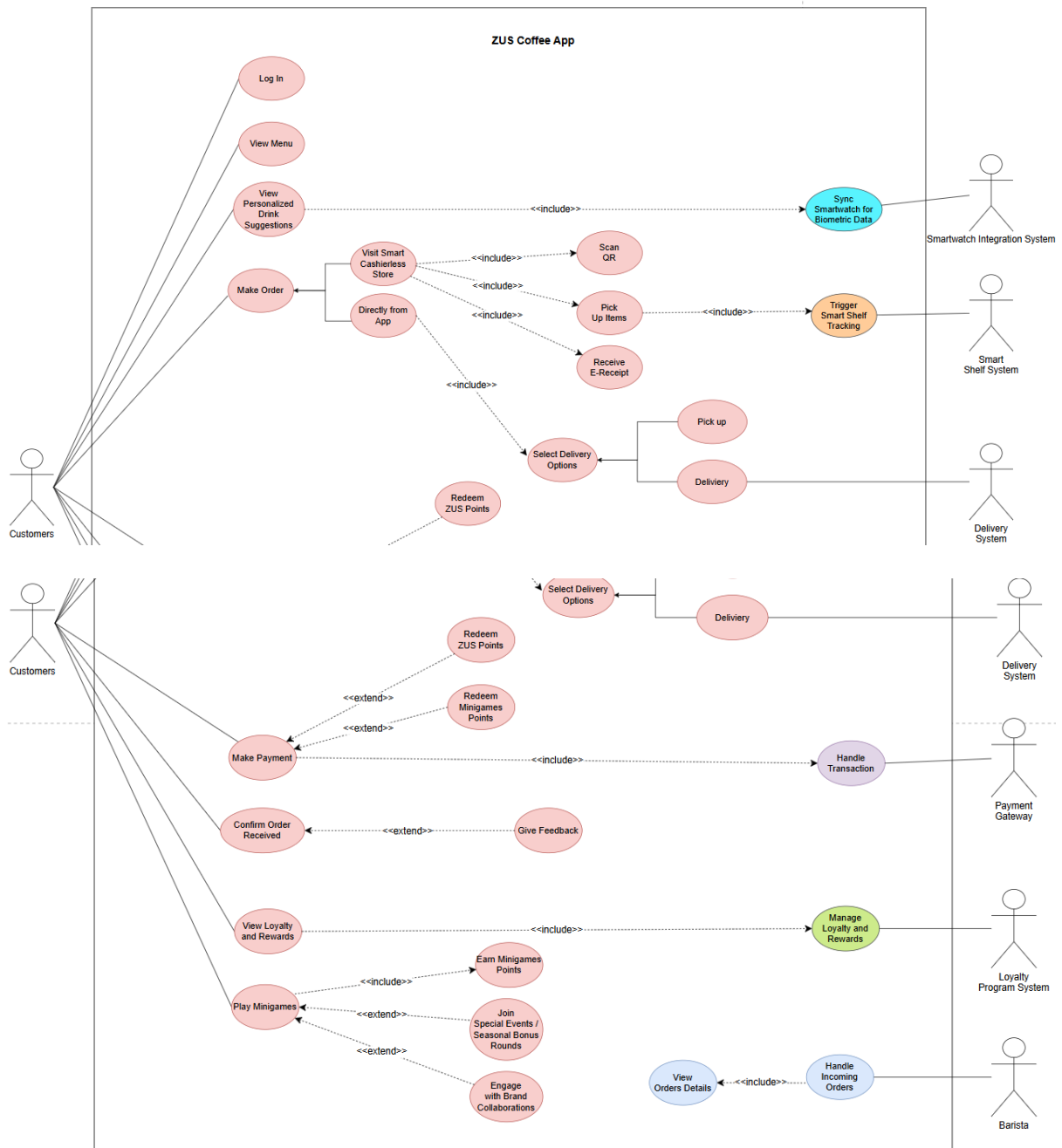
Use Cases	Explanation
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Redeem ZUS Points	Make Payment	The customer may optionally choose to use their loyalty points (ZUS Points) to get a discount or other rewards.
Redeem Minigames Points	Make Payment	The customer may optionally choose to use their minigames points to get a discount or other rewards.
Give Feedback	Confirm Order Received	Giving feedback is optional to customers after the order is confirmed as received.
Join Special Events / Seasonal Bonus Rounds	Play Minigames	Seasonal content is an optional extension of "Play Minigames" that appears only during special events or limited-time campaigns.
Engage with Brand Collaborations	Play Minigames	Brand-sponsored mini-games are not always present and only appear when partnership is active.

Diagram



Clearer Version:



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