



# 棋樂融融

FINAL REPORT

GROUP 14

Course Coordinator: LIU, Sylvia  
27 May 2020

SD4306

The Hong Kong Polytechnic University

## CONFIDENTIALITY AGREEMENT

The reader, named \_\_\_\_\_ [First Name] [Last Name] agrees to maintain confidentiality regarding the details of this report that are not already in the public domain without written permission from Panjabi Ramaa Ajit.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date and Place

\_\_\_\_\_  
Full Name [First Name] [Last Name]

## EXECUTIVE SUMMARY

The combined SD4306 and SD3471 course at The Hong Kong Polytechnic University tasked us with developing a product that has cultural, social and economic value. Secondary research made it clear that the increasing levels of isolation that elderly face is a serious concern in Hong Kong, especially when social connection is essential for a healthy mind. Therefore, this is a problem that we wanted to tackle with our product. After conducting further secondary research and interviewing numerous elderly ourselves, we designed Connect's board game. Our board game takes players on a journey across Hong Kong. It is designed to help bridge the gap between grandparents and grandchildren and reduce feelings of isolation among elderly in Hong Kong. Unlike other board games, Connect is educational, relatable and offers quick rewards that make it very enjoyable to play. The business model of the brand will be outlined later in the report, including distribution, pricing and promotion strategies, alongside an explanation of how a good profit margin is guaranteed. Future plans for the Connect brand include selling additional question cards separately for customers who get bored playing with the given set of cards, creating similar board games for other cities and even creating a digital version of the game for players that do not have the space to store a board game or want to play with family members living abroad. Capital will be raised by applying to the PolyU Micro Fund Scheme that offers finalists HKD 120,000, alongside mentorship, workspaces and networking opportunities.

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# 01 INTRODUCTION

## 1.1 MEET THE TEAM



**Panjabi Ramaa Ajit**  
**16042121D**

Major: Marketing  
Minor: Design



**Kollmann Talvikki**  
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Major: Product Design



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Major: Social Design



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Major: Social Design

## 1.2 ASSIGNED MISSION

“Develop a final product with a small-scale production based on identified potential needs and business opportunity to create social and cultural economic value.”

## 1.3 PROJECT TIMELINE

### March 2020

Finalise project objectives and solutions

### May to June 2020

Prototyping, Trials and Refinements

### September 2020

Apply for PolyU Micro Fund Scheme and begin the assessment process

### January 2021 - April 2021

Prototyping, testing and refining once funding is received

### April 2021 Onwards

Mass Production and Promotion

### May 2021

Launch in the Hong Kong market

## 02 RESEARCH AND IDEATION

ASSIGNED MISSION



SECONDARY  
RESEARCH



PRIMARY RESEARCH  
(INTERVIEWS)

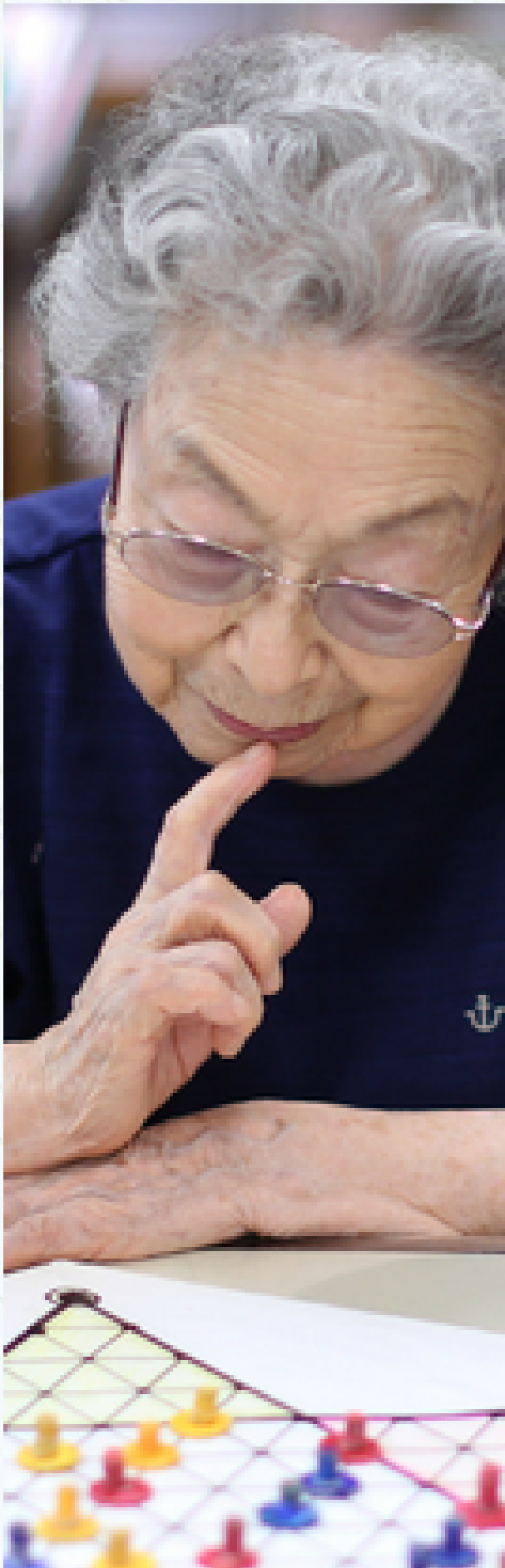


CENTRAL  
OBJECTIVE

SUPPORTING  
OBJECTIVES



PROBLEM + SOLUTION



## 2.1 SECONDARY RESEARCH

After conducting a macro analysis on the Hong Kong market, our group wanted to zoom into the problems that the elderly face in Hong Kong, especially since Hong Kong has a significant ageing population (Yip and Zaidi, 2019) and an accompanying host of problems. Elderly are relatively less educated and more likely to face poverty on average; cardboard grannies are an example (Cheung, 2018). Also, with old age comes more health problems (GovHK, 2020).

## 2.2 CHOSEN PROBLEM

Isolation among elderly is often common in Hong Kong. Even though families come together on festivals, there are little to none day-to-day activities that bring different generations together. In fact, our own team members have seen a clear and growing disconnect between grandchildren and grandparents in Hong Kong in their personal lives. Over 15.8% of elderly aged above 65 in Hong Kong were found living alone by 2016 and this figure has only been increasing over the years (Social Indicators of Hong Kong, 2019).

## 2.3 BRAINSTORMING POSSIBLE SOLUTIONS

Given the problems mentioned in 2.1 and 2.2 above, we brainstormed product solutions as listed below:

**1**

Bathroom slippers with lights and a strong grip to avoid falls

**2**

Smart trolley to ease the work of "cardboard grannies"

**3**

A tailor-made board game for Elderly, reducing feelings of isolation

## 2.4 WHY A BOARDGAME?

Further research and consultation with our Design professors indicated that our third idea would be the best – a board game. One may question how popular board games are in this digital age...however, research showed us that even today, board games are a popular form of pass-time for people of every age (BBC, 2019). In fact, a 22-year old HKU student recently founded a Mahjong society (Yeung, 2018). The playing cards and board games market's compound annual growth rate until 2025 is predicted to be 8.7% (Bloomberg, 2019).

Furthermore, the problem that the third idea addresses is of critical importance. Social connection is a critical component for a healthy mind (Nursing Home Abuse Centre, 2019). Which makes the increasing levels of isolation faced by elderly in Hong Kong, a huge concern. Neither does there seem to be a similar product in the market right now. Most board games have very different concepts. We found that our other ideas were not as unique, with new trollies recently designed by PolyU students (2019, Xinqi).

Having confirmed the type of product we would be making alongside the problem it would try to solve led to our main objective as stated below.

## 2.5 CENTRAL OBJECTIVE

Design a physical board game that can be played by grandparents and grandchildren together, mitigating the loneliness felt by the elderly in Hong Kong, ultimately enhancing their mental health.

## 2.6 PRIMARY RESEARCH

While we confirmed the type of product we wanted to be making and the problem it would address, we needed to do further research to develop a product that would actually be enjoyed by both grandchildren and grandparents. Alongside secondary research, we also conducted interviews with elderly, aged between 50-90 years old, as a form of primary research, with the intention of gaining further insight into their lifestyles, demands and preferences. The key findings are listed below, which ultimately helped further develop the business model and shape the product design.



Key findings for product development:

- All of the elderly we interviewed had grandchildren.
- They enjoy learning themselves and want to teach their grandchildren as well.
- They want to spend time with their grandchildren since their children are often busy working.
- They like being active and enjoy story-telling.
- They enjoy playing board games with their grandchildren, especially ones that are fun, educational and easier to understand.
- In terms of technology, the ability to use QR codes was common among all of them and they claimed that it was easy for their grandchildren to use.
- They claim that if games are too difficult, their grandchildren are not too interested in it.

This additional research led to supporting objectives, which essentially outlined what our product needs to do in a narrower sense and not a broad sense as mentioned in the central objective above. Having such objectives in mind gave our group direction while designing the board game and they are stated below.

## **2.7 SUPPORTING OBJECTIVES**

1. The board game should serve as an educational pass-time by allowing for different generations to learn from each other, more specifically: grandparents and grandchildren.
2. The board game should motivate players to visit places in Hong Kong with each other (especially those depicted in the board game itself).
3. The board game should be easy to play otherwise children and elderly may lose interest.

### 03 PRODUCT DESIGN





## 3.1 BRANDING

### LOGO



### SLOGAN

Connect with others and the city that you live in!

### COMPANY MISSION

Connect is a board game for grandparents and grandchildren in Hong Kong. Our mission is to reduce the loneliness felt by elderly in Hong Kong, ultimately improving their health.

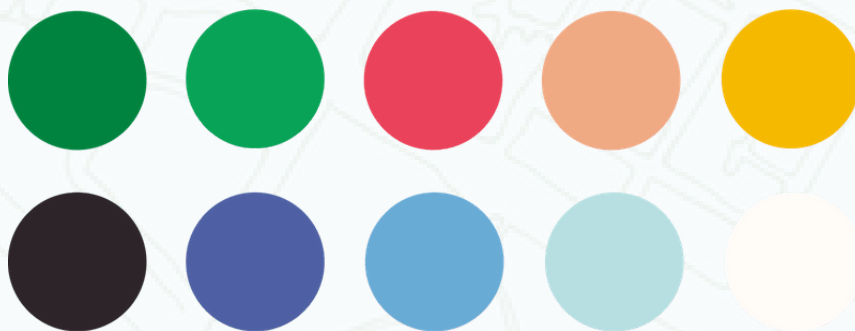
### COMPANY VALUES

Fun, respect, creativity, education and community.

### COMPANY VISION

Become the number 1 family board game in Hong Kong and other cities

### COLORS



### TYPOGRAPHY

Montserrat Classic  
line spacing: 1.2  
letter spacing: 0

abcdefghijklmnopqrstuvwxyz0123456789?!  
&%  
ABCDEFGHIJKLMNOPQRSTUVWXYZ

jf open 粉圓 1.0  
line spacing: 1.2  
letter spacing: 0

微風迎客，軟語伴茶

## 3.2 HOW DO YOU PLAY THE GAME?

2 to 6 players

Aged 10 and above

**Objective:** Reach the end of the route first for as many districts/mini-boards

**Includes:**



### Setting up:

1. Take out the relevant district board you will play with and lay it on a flat surface.
2. Take out the accompanying question cards for that district and place the stack of 10 cards (question side facing downwards) next to the board.
3. Have each grandparent and grandchild place their human-like pegs on the starting point of the board's route
4. Attention! To make your game more exciting, set the time limit of answering the question cards to 3 minutes by using the hour glass.

### Game Play:

All players must take turns to roll the dice. The one with the highest number goes first; play then continues clockwise.

### Getting started:

1. On your turn, roll the dice again



2. Move your peg forward based on the number of spaces you get on your dice. Do this every time it is your turn.





3. Your journey has begun! In every turn, look at the space you land on, that will determine whether you get rewarded and are able to move even further ahead, whether you get stuck or need to move backwards or whether you need to pick up a question card.

### Spaces



Congratulations! If you land on a blue space, you get to move a few spaces further! Look at the instructions on your space, they will tell you how many spaces forward you can move your peg.



Oh no! Have you landed on a red space? You may need to skip your next turn or move back a couple of spaces. Follow the instructions on your space.



If you land on a yellow space, you need to pick up a question card! If you are unable to answer the question within 3 minutes, you have to skip your next turn.

Whoever's peg reaches the end of the route first wins the game! Once you finish this district, pick up another board for another district and start a new journey. The game can last you a short 30 minutes or hours, depending on how many district boards you would like to play with. In the end, the player who has won the most districts is the ultimate winner!

Visit [www.connectboardgame.com.hk](http://www.connectboardgame.com.hk) for more information.

### 3.3 BOARD GAME FEATURES



#### Language Accessibility

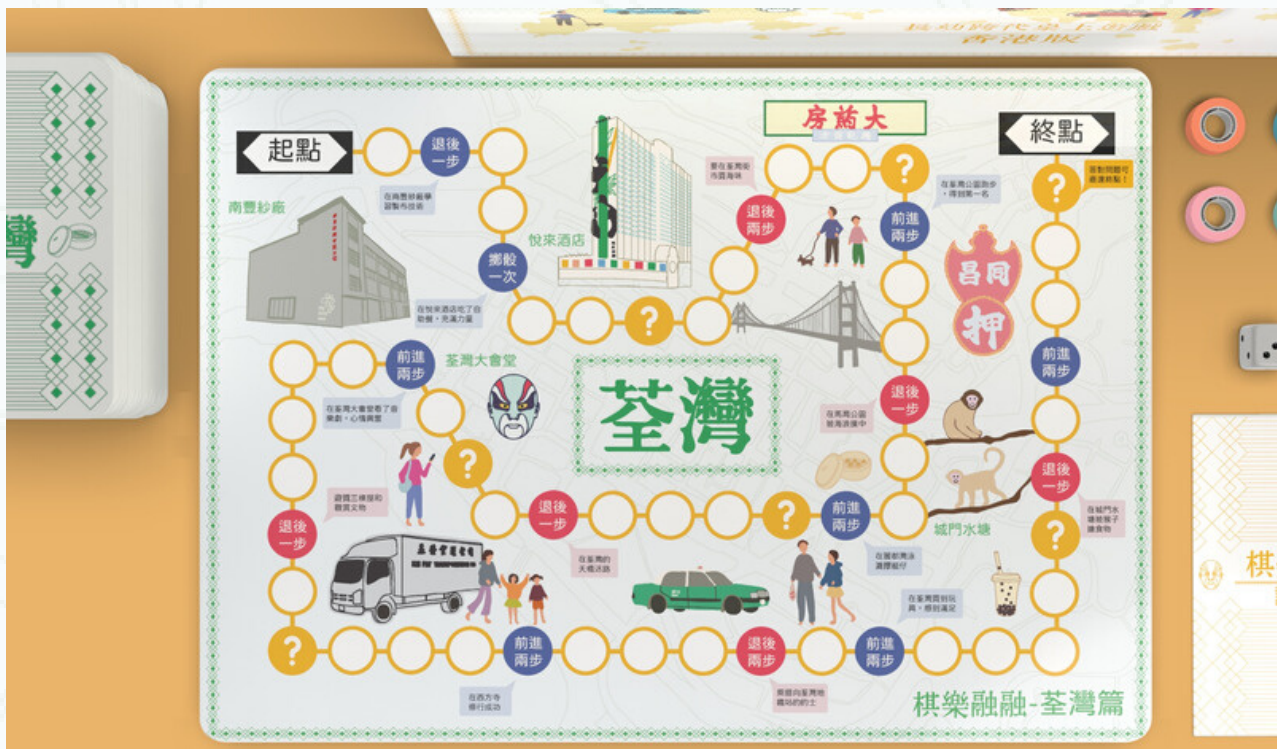
The game will have two versions for the two official languages of Hong Kong (Cantonese and English) so it can be played by Hong Kong locals and the many minority groups (GovHK, 2020). Above is the Cantonese version.

#### Relatable

The game is based on landmarks that are relatable for Hong Kong locals. For instance, we cover a lot of day-to-day landmarks, not just ones that are well known by tourists. The overall idea of exploring Hong Kong in the board game may encourage the players to actually go visit these sites in real life together.

#### Gender Neutrality

Very few boardgames take into consideration the gender of its players. Our board-game aims to be gender neutral, by addressing both visual and aesthetic features as well as activities and challenges as part of the tasks.



### Diversity

According to each district, each district board should contain a diversity of elements ranging from architecture, historical sights to special foods and nature.

### Tradition & Modernity

According to every district, every board is a combination of modern and traditional features. For example, in the board above (Tsuen Wan) traditional elements such as patterns and fonts are combined with modern colors and elements. The same mix of modern and traditional goes for the landmarks included.

### Hand drawn Images

The overall impression of the boards, as seen in the board above (Tsuen Wan) is playful. The hand drawn sketches contribute to the playfulness.

**問題**

你和其他玩家一同去了荳洲川龍的一間酒樓飲茶，你們每人吃了一籠點心（每籠25元），你們離開時需要付多少錢呢？



**答案**      **關於**

兩個玩家=50元  
三個玩家=75元  
... 如此類推



Arithmetic Question Example

**問題**

三棟屋博物館中裏面有一個儲存食物的器具名為「激死鑊」，你知道這個工具如何使用嗎？（和名字有相關）



**答案**      **關於**

舊時人們會在瓶口邊緣注滿水，便能防止蟲蟻爬入去尋找食物。



Informational Question Example

**問題**

請你用「大電視」的形式讓其他玩家估出題目的詞語，限時一分鐘。答對之後，你和估中的玩家都可以向前行一步。



**紗廠**

**提示**      **關於**

紡織業、衣服、歷史



Communication Question Example

## Educational

Each mini-board depicts a journey throughout one of Hong Kong's 18 districts. This allows both the elderly and children to learn more about the city they live in. The question cards test and then teach the players on their communication, story-telling, language, logical and mathematical skills. Each card will also have a QR code that links to a website with more information on the question's topic.



## DIY Pegs

Masking tape will be provided, so that the players can customise their pegs. Connect will also be selling separate DIY paint kits for players who want to further customise their pegs.



### 3.4 PRODUCTION

**18** District Boards

**360** Question Cards

**1** Packaging Box

**2** Dices

**6** Pegs

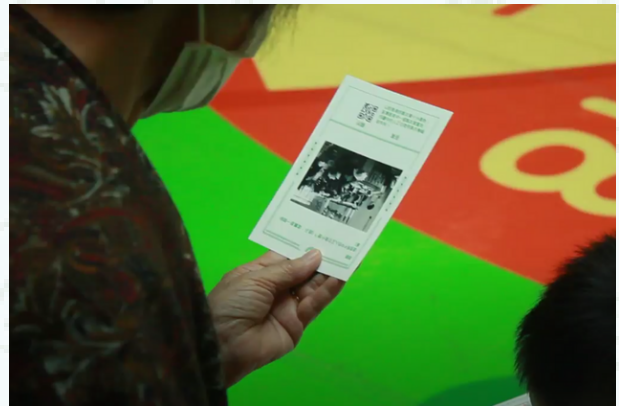
Item	Individually in HKD	1 complete Boardgame in HKD
Board <b>A3 Size</b>	0.639	11.502
Question Card <b>A6 size</b>	0.06	11
Packaging Box <b>(50 x 32 x 10 cm)</b>	28.3	28.3
Dice	0.099	0.198
Peg	0.543	3.258
Hour Glass	2.72	2.72
Instruction Manual <b>A6 size</b>	6	6
Masking Tape	1.67	10
		<b>Total:</b>
		<b>73</b>

#### Additional information:

1. Since we are printing and laminating the board, we will be using post-consumer paper. Thus it can be sourced from Hong Kong, instead of abroad.
2. We will ensure fair trade and safe working conditions when it comes to the production of our goods.

## 04 USER TEST

We created a prototype and conducted a user test on the board game design in D. Park on the afternoon of 26th May 2020. At that time, there were 5 families who participated. Through the user test we gained feedback on what we can improve upon for the final model and whether our product as a whole met our objectives of bringing together grandparents and grandchildren.



## 4.1 FEEDBACK GAINED



### Objectives Met

We met our objectives as the game was enjoyable for both grandparents and grandchildren playing together. When the grandchildren picked a difficult card, the grandparents usually knew the answer and would try to guide the children to think instead of directly telling them. Such interactions seemed to bring them closer.



### Readability

From the conversation with the elderly, we found that the text size on the question cards and the board were too hard to read as most of them have Presbyopia.



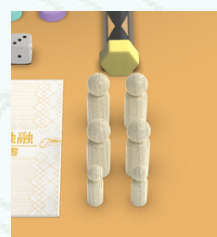
### Confusion regarding some parts of the board design



Start and end points are not clear enough



The direction of the route is not clear, the players may go the wrong way.



The players forgot which peg was their's as they all looked the same.



### Difficult Question Cards for 10 year olds





## 4.2 AMENDMENTS MADE

Based on the feedback collected, we made the following amendments.

### 1.Add arrows

Arrows will be used to help guide the players and avoided confusion. Also, the starting and endings points will be enlarged.

### 2. Enlarge the font size to make it more readable



### 3.Provide masking tape to decorate the pegs

Even if players do not buy our separately DIY painting kit, they can simply use masking tape to distinguish and recognise their pegs.



### 4. Adjust the difficulty level of the question cards

Changes were made so that the question cards were appropriate for those aged 10 and above.

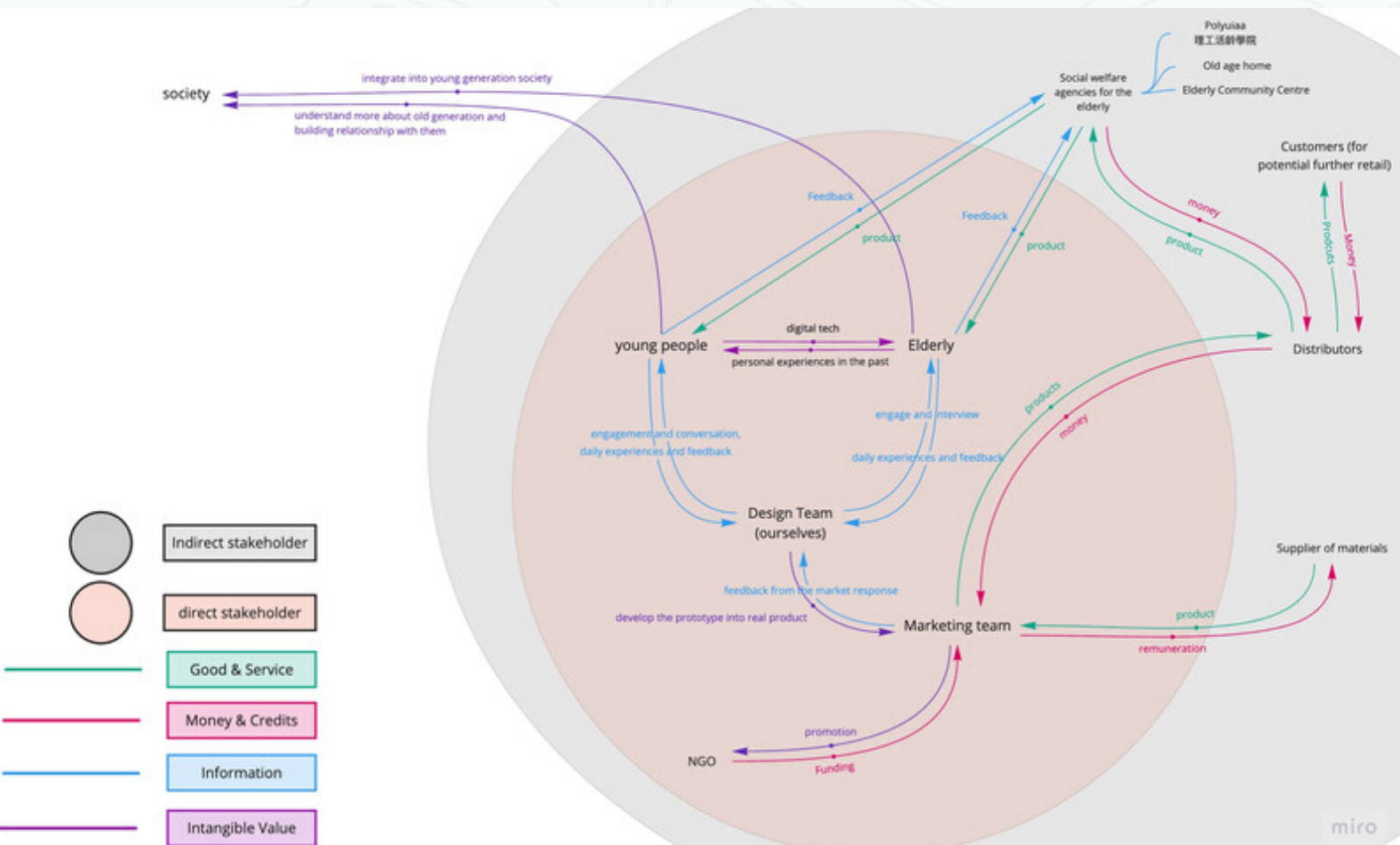




# 05 BUSINESS MODEL

## 5.1 STAKEHOLDERS & VALUE FLOW MODEL

The value flow model highlights the key stakeholders involved and the relationships between them.



[https://miro.com/app/board/o9J\\_kvd\\_BXM=](https://miro.com/app/board/o9J_kvd_BXM=/)

## 5. 2 TARGET MARKET (CUSTOMER SEGMENTS)

While Connect's board game is designed and marketed for the following customer segments, we do realise that there is business potential in selling to other customer groups such as tourists or exchange students visiting Hong Kong. By buying and taking the game back to their home country, they could teach others back home about the city they visited and reminisce all the places they visited. However, for now, we plan to tailor our business model to focus on the following consumers, who are local Hong Kongers.

### Demographic

- Officially for those aged 10 and above
- Relationship Status: grandparents & grandchildren
- Language: English or Chinese

### Geographic

- Hong Kong

### Psychological

- Personality: imaginative, learner, creative
- Values: value familial bonds, think it is important to pass down knowledge to grandchildren
- Lifestyle: enjoy playing games, teaching grandkids
- Can be played by kids with developmental disabilities (e.g. Autism or ADHD) due to the game's simplicity.

### Behavioural

- Buying decision-makers: elderly
- Buying decision-influencers: elderly and children
- Complex purchasing behaviour: it is expected that our consumers will think their purchase decision through carefully when it comes to this board game as it takes up space in the house and is not a relatively cheap item or a day-to-day commodity.
- Benefits sought when it comes to board games: enjoyable, easy to learn and play, quick rewards, educational for the children, reasonably priced
- Medium to heavy users encouraging families to "connect" on more occasions than just festivals.
- First-time buyers: our game is very new and so customers will need a clear instruction manual on usage.

## 5.3 USP: COMPETITOR ANALYSIS & BENEFITS

What is our unique selling point (USP)? What makes our board game unique from others in the market? The table below compares our product to OUR three main competitors.

	Our Game	Direct Competitors		
	Connect	Monopoly (HK)	Game of Life	People on Board
				
Price	HK\$149	HK\$186	HK\$315.69	HK\$118 -318
Gameplay	Adventuring through Hong Kong's 18 different districts by solving problems. The player who reaches the end of the route first, wins.	Building property on HK land to collect rent. The person with the most money wins.	Takes players on a journey from career/college to retirement. The player with the most money by retirement wins.	People on board is a social enterprise that sells numerous HK-based board games.
Easy to play	✓	✗	✗	✓
Teaches a variety of skills	✓	✗	✗	✗
Relatable for the Hong Kong market	✓	✓	✗	✓
Quick rewards	✓	✗	✗	✓

**Positioning Statement:** For grandparents and grandchildren in Hong Kong who want to improve their relationship, Connect is a physical board game that bridges the generation gap and reduces feelings of loneliness amongst the elderly. Unlike other board games, Connect is educational, relatable and offers quick rewards that make it especially enjoyable for local Hong Kongers.

## 5.4 SWOT ANALYSIS

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. By identifying these areas of our business and product idea, we were able to make better decisions regarding the marketing mix and overall business model. For instance, we can emphasise our strengths in our marketing and we can create future plans out of identified opportunities. It is also important to be aware of threats and our weaknesses to mitigate risks and maybe even turn these into opportunities. For instance, realising that the lack of storage space in Hong Kong homes, makes the size of our board game a weakness, we plan to introduce a digital version in the future, which is an opportunity for us.

### Strengths

- Well-performing board game market as identified by previous research.
- Increasing levels of isolation among elderly in Hong Kong means this board game is doing social good by tackling a very real problem.
- There does not seem to be any product like this in the market already, therefore it has a strong unique selling point (USP)
- The product was designed after consulting with our target customers themselves. Therefore, it is likely to meet their needs. For instance, knowing that they are familiar with QR codes, we limited the use of technology in this version's game to just QR codes. Grandparents are also very invested in their grandchildren's education, while also wanting them to enjoy. Therefore, we made the game fun and educational.

### Weaknesses

- Given that our board game is on the relatively larger side and Hong Kong apartments tend to be quite small, our consumers may find it hard to store the game.
- Each mini-board in our game comes with 10 question cards, a total of 180 question cards. However, once the players play the game numerous times, they may start to remember the answers of the question cards and no longer find it very interesting.

### Opportunities

- If our game proves to be a success in Hong Kong, we can make similar board games for other cities.
- To tackle the game's weakness of the cards no longer being challenging, we could sell additional cards separately. In fact, players could also then opt to play with these cards, without the board/original board game. This would also create an additional source of revenue for our brand.
- We could also create completely digital/online versions of the game, given the increasing use of technology among elderly and children, which would save storage space and help grandchildren and grandparents living in different cities "Connect" as well!

### Threats

- The escalating political unrest in Hong Kong means that we would have to be wary with our design and ensure that there are no landmarks that are sensitive to the parties involved.
- Overtime, people, even children and the elderly, increasingly lean towards electronic devices for entertainment. Therefore, even though the board games market forecast is promising for now, this trend may not continue for long.

## 5.5 MARKETING MIX: PLACE

The following table outlines our distribution strategy: where will we be selling our board game?



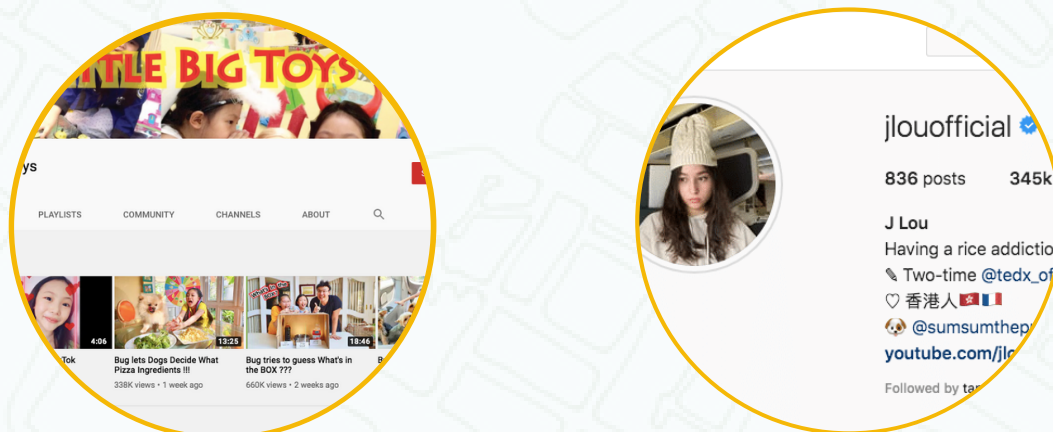


## 5.5 MARKETING MIX: PROMOTION

Because our game targets both younger and older generations, and at the end of the day, the actual buyers may even be the middle-aged parents. It is important to have the marketing reach all these different age groups.

### Influencer Marketing

Influencer marketing is highly effective with Hong Kong consumers, who are more likely to buy a product that is endorsed by an Asian celebrities/influencers (Santander, 2020). We will be approaching influencers and asking them to post sponsored videos of them playing this game with their grandparents/grandchildren on their social media. While, we will also approach popular TV shows to show their characters playing this. Older generations have reportedly increased their broadcast television (Jones, 2020) consumption, while everyone else on average has increased their social media use (Forbes, 2020). Therefore, most promotion will take place on these two channels. There are a few influencers/TV shows we already have in mind to collaborate with. For instance, "Youtubers" like Little Big Toys are popular among younger children in Hong Kong of about 10 years old, while teenagers and young adults follow "Instagramers" like J Lou as shown in the images below.



### Tik Tok and Instagram Filters

We also want to leverage the increase in we-media or what is also known as user-generated content, which primarily runs on word of mouth online. Almost everyone has social media these days, giving them all the power to share content about a brand's product and thus marketing the product for the brand. Overall, in 2018, 83% of people in Hong Kong had social media, this figure was 95% for those aged 10 - 24 years old and 78% for those above 45 (Legislative Council Secretariat, 2019). Of course, this sharing needs to be encouraged by Connect first, given how new the product is. Connect can pay a few influencers to do it first, once influencers do it, consumers tend to follow. However, it is still a relatively cost effective promotional method and highly effective given how many people use social media in Hong Kong.

TikTok has now become one of the most popular social media platforms (Leskin, 2020) and is an app through which people share short videos. Meanwhile, Instagram has also rolled out filters that have been very popular (Nayak, 2020). The common feature in both Instagram and TikTok are the game-like features. There are often dance challenges where people have to post a video of themselves doing a short dance routine. Another popular one is the "most likely to" filter.

In this TikTok, questions will automatically pop up, such as "who is most likely to get better grades" and then the friends or family members filming themselves need to point at who they think is more likely to (as shown in the picture below). While these apps are more commonly used by children and young adults, they also tend to get their families involved in the videos. For promoting Connect as a brand, we plan to release a similar filter with the Connect logo, except the questions will be like the game - related to Hong Kong and specifically for grandparents and grandchildren. This way, our consumers will be marketing our brand for us (user generated content).



### In-Store Display Video Advertising

Furthermore, lucky for us, one of our team mates, Melody has actually worked at Toys "R" Us, which we plan to partner up with to sell our products. While working there, she noticed that display shelf advertising really helped products stand out. Parents were attracted to products that featured on the video adverts playing inside the stores' TV and would also be able to learn how the product worked through these videos. This is something we plan to also do when we launch our product to raise brand awareness and stand out from long-standing competitors.



**Objectives** of the content we are putting out for promotion is to first of all, communicate to potential consumers, how our game can be played and where it can be bought. These are essential pieces of information considering how new our product is. Of course, the objective is also to encourage the purchase of our board game.

## 5.5 MARKETING MIX: PRICING AND PREDICTED PROFIT MARGIN

Cost per product (300 items):

- HK\$3.26 6 x pegs
- HK\$0.2 1 x dice
- HK\$2.72 1 x hour glass
- HK\$11.5 18 x mini- boards
- HK\$11 180 x cards
- HK\$6 1 x instruction manual
- HK\$10 1 x masking tape
- HK\$28.3 1 x packaging box

**Total: HK\$73**

Profit Margin  
= HK\$76



**We plan to price the product at HK\$149. This price was decided using a combination of pricing strategies (bdc, 2020):**

1. **Cost-plus pricing:** it is marked well above the cost of producing each item to ensure profitability.
2. **Psychological pricing:** A common strategy used by businesses is to not round the price to the nearest 10, and instead make it slightly lower, giving customers the illusion that it is significantly lower and more attractive, when it is only a negligible difference. Therefore, we figured that pricing it at HK\$149 would be better than HK\$150. It could drive sales up by a lot, making the HK\$1 decrease in price almost negligible.
3. **Competitive pricing:** considering that Monopoly, a widely known international board game, was priced at HK\$186, it would be risky to price a new, unknown product like ours at something higher. One of People on Board's game is priced at HK\$118, which is relatively low compared to other competitors which even price their board games at around HK\$300. It is also recommended that smaller businesses do not compete on price but value, therefore, we went for an average price, that still leans towards being on the lower side.
4. **Penetration pricing:** the Connect board game is priced slightly lower than major competitors for the initial launch, but as it gains popularity, new, future versions of the game can be priced slightly higher.

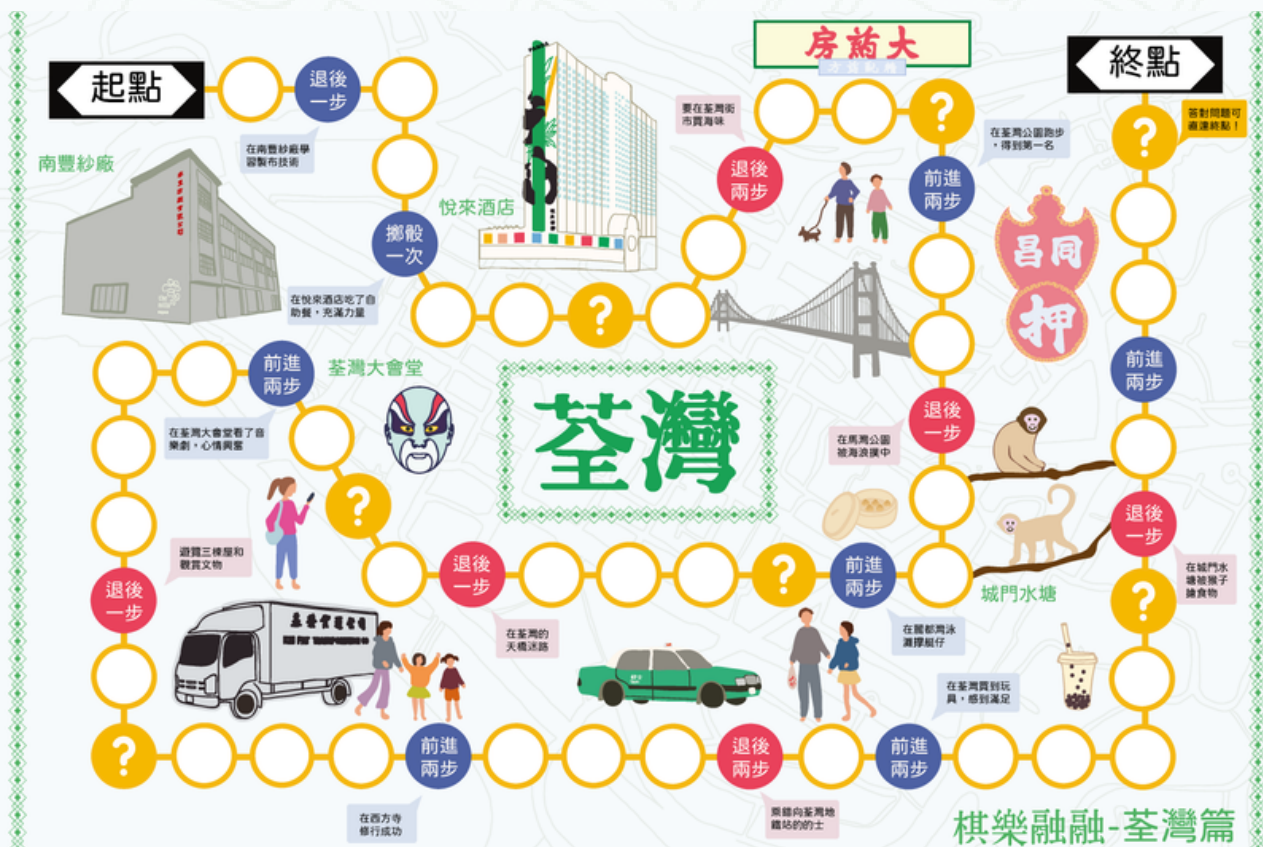
Other expenses would be low because the Micro Fund Scheme also offers finalists, workspaces, networking and mentoring opportunities. The main cost would be the production cost and as a startup we will try to keep minimise other costs such as marketing and distribution. Future revenue streams will also come from our DIY painting kits for the pegs and the additional cards being sold separately. However, our main revenue stream will be the board game.



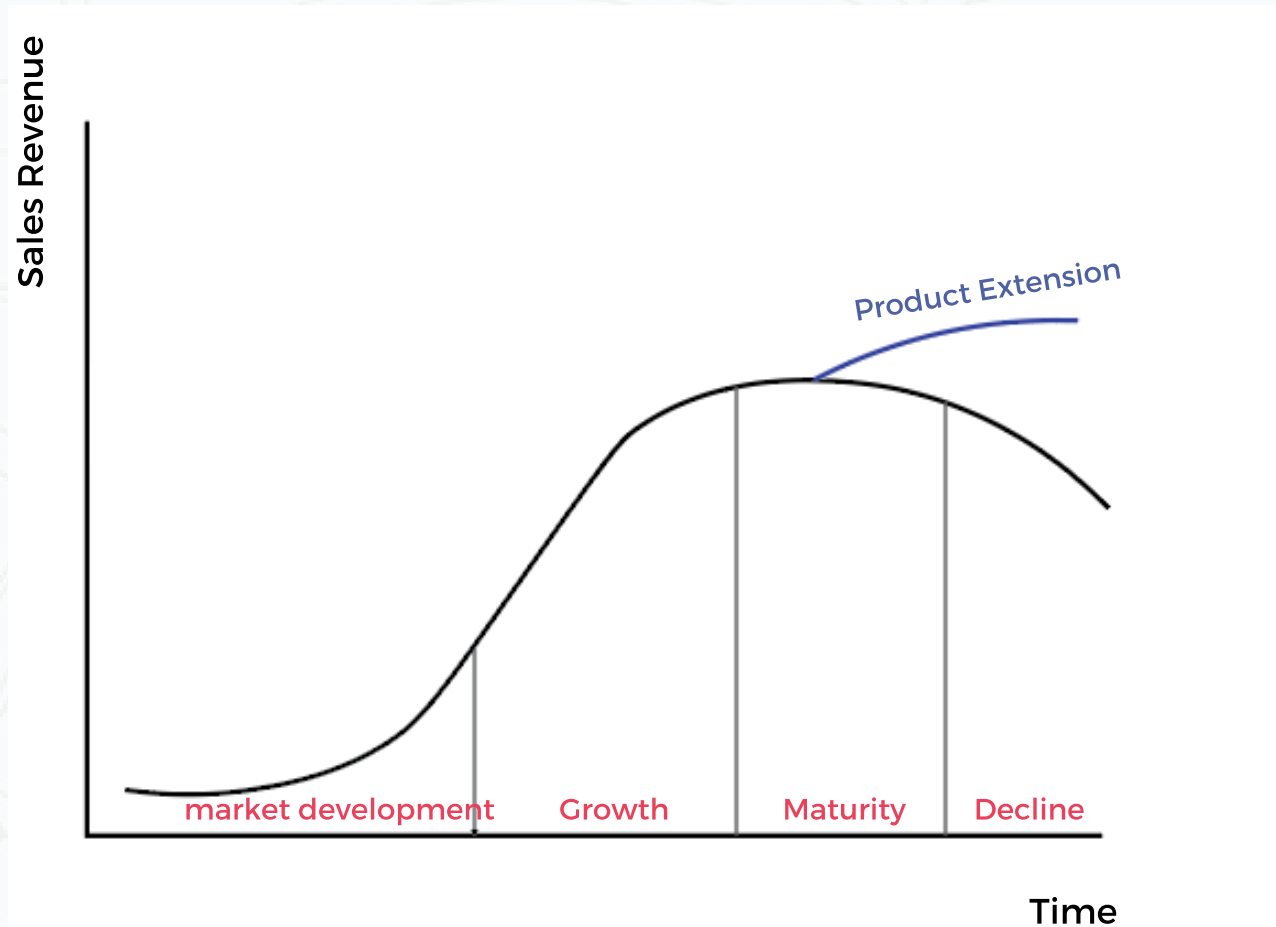
## 5.5 MARKETING MIX: PRODUCT OVERVIEW



For grandparents and grandchildren in Hong Kong who want to improve their relationship, Connect is a physical board game that bridges the generation gap and reduces feelings of loneliness amongst the elderly. Unlike other board games, Connect is educational, relatable and offers quick rewards that make it especially enjoyable for local Hong Kongers.



## 5.6 COMPANY'S FUTURE PLANS AND GOALS



The above product life cycle (Levitt, 1965) is a widely used concept to predict/depict the life of a product. Hopefully Connect becomes a successful product and achieves increasing demand during the growth stage. However, demand for the product is bound to level off during the maturity stage before they start falling when customers lose interest, which is the decline stage. It is important to try to extend the product life and avoid sales from declining.

We have identified a major aspect of the game that might lead to it reaching the "Decline" stage sooner and have planned an extension strategy. For one, the players may begin to remember the answers to the questions, making it less challenging and fun. Therefore, we already have a huge number of cards (a total of 180), that the players can use to make the game interesting. Furthermore, additional sets of question cards will be separately sold for each district after half a year of the board game release, which will be the brand's **short-term goal**.

We have also thought of ways in which to maintain and build the "Connect" brand. We could expand internationally by creating similar board games for other cities, especially those that have a rapidly aging population such as Japan (Forbes, 2018). We could also create a completely digital version to attract more players, who do not have the space at home to store board games or for those with grandparents/grandchildren abroad. These would be the brand's **long-term goals** if the original product is profitable and a success.

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