



PROJECT PLAN: ESTABLISHING MOBILE ADVERTISING SERVER TO DRIVE MOBILE TRAFFIC TOWARD AFFILIATE NETWORKS

Case of Gamespipe GmbH.

Huong Dinh

Bachelor's thesis
August 2014
Degree in International
Business

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
International Business

HUONG DINH

Project plan: establishing mobile Advertising server to increase Android mobile traffic for Affiliate network. Case of Gamespipe GmbH.

Bachelor's thesis 62 pages, appendices 5 pages
August 2014

This thesis was commissioned by Gamespipe GmbH for the establishment of a Mobile Advertising Server which is a new dimension of their business. Double Click for publisher by Google was suggested as the first Mobile Adserver to be examined. The final objective of the commissioner was to have a Mobile Advertising Server that able to serve their customers with fast delivering, high quality and managable volume mobile traffic. The main obstacles were that the company did not have previous experiences with the mobile Adserver and lacked of technical specialist. Therefore, it was very important to test the Adserver carefully before launching. As this would be a long term testing and establishing process, a detail plan was needed. The purpose of the thesis was to write a clear project plan with different steps and analysis in order to lead the project team as well as keep them on track in a long lasting project.

Data was gathered via multiple sources both internally such as performance reports, interviews with top managers, employee's interviews, author's personal observation, etc and externally such as literature resources, marketing research reports in gaming industry, High-tech magazines, academic journals, competitors interviews, professional LinkedIn groups for online industry, etc. The author had been working in the commissioner company for one year to be able to understand its business model as well as the vision of the top management about the project.

With the team effort, the project team was formed and a clear plan had been created. It included market research information, project flow, project schedule, financial plan, risk plan and communication plan. Until July 2014, the project already had some initial results by launching two applications in Google Play store. It will continue running until May 2015.

The thesis was reserved for not only the use of the commissioner but also any Technology start-up in the online application industry. It could be used as a guideline for a low cost and time saving solution by using Double Click for Publisher instead of developing their own Advertising Servers for their businesses.

Key words: Double Click, mobile traffic, mobile ad-server, IT project management

CONTENTS

1	INTRODUCTION	7
2	COMPANY INTRODUCTION	9
2.1	General introduction about Gamespipe	9
2.2	Key activities of Gamespipe	10
2.3	The company structure	10
3	DOUBLE CLICK FOR PUBLISHER (DFP)	12
3.1	Definition of the service	12
3.2	Features of DFP	12
3.3	Advantages and Drawbacks of DFP Small Business	14
4	LITERATURE REVIEW	15
4.1	IT project management	15
4.2	Advertising method	16
5	THE MARKET	20
5.1	Android Market	20
5.2	Ad-serving market	21
6	AIMING OF THE PROJECT	23
7	IMPLEMENTATION OF THE PROJECT	24
7.1	Resource to carry out in the project	24
7.1.1	Human resources	24
7.1.2	Equipment and other facilities	26
7.2	Project flow	28
7.3	Work break down structure	30
7.4	Schedule and work plan	33
8	FINANCIAL PLAN	34
8.1	Project hour	34
8.1.1	Project hour per task	34
8.1.2	Project hour per month	37
8.2	Project cost	38
9	RISK PLAN	40
9.1	Nature of risk	40
9.2	Risk management methodology	40
9.3	Risk table	41
9.4	The risk respond plan	43
10	COMMUNICATION PLAN	45
10.1	Purpose of the Communication Plan	45
10.2	Meeting procedure	45

10.2.1 Types of meeting in different project phases	45
10.2.2 Meeting schedule	47
10.3 Information flow	49
10.4 Reporting	50
10.5 Means of communication.....	51
11 EVALUATION AND PROJECT CLOSING	52
12 INITIAL RESULT	53
13 DISCUSSION & CONCLUSION.....	54
REFERENCES.....	56
APPENDICES	58
Appendix 1: Tactics for promoting Gamespipe’s own apps in the Google Play store.....	58
Appendix 2: Schedule and work plan.....	60
Appendix 3: Salary cost per personnel.....	62

ABBREVIATIONS AND TERMS

Ads	Advertisement
Ad-sever	Advertising Server
Advertiser(s)	Game developing or game publishing company who has the demand for users acquisition.
App(s)	Application is a software programme written for particular purpose and downloaded by user to their devices. This abbreviation is usually used for mobile software.
B2B	Business to Business
BD	Business Development
BM	Business Manager
CPA	Cost per action (the Advertiser pay a certain amount of commission for each user reach a certain action that defined by the Advertiser, “action” could be a click, an install, watch a tutorial, etc)
CPC	Cost per click (the Advertiser pay a certain amount of commission for each user click to the advertising banner)
CPG	Cost per gamer (the Advertiser pay a certain amount of commission for each user reach a certain level in the game)
CPI	Cost per install (the Advertiser pay a certain amount of commission for each user install the application)
DFP	Double Clicks for Publisher Small Business

ERP	Enterprise resource planning
IM	IT Manager
In-app	Inside the application
MB	Mega Byte (used to measure amount of information)
PM	Project Manager
Publisher(s) or Affiliates	Media companies, media buying professionals, website owners as well as app owners have their own traffic or buy traffic for their apps. They are offering advertising space for the Advertisers's materials
ROI	Return on Investment
SDK	Software Development Kit
SEO	Search Engine Optimization
Traffic	The flow of user interested in the advertisement in the internet.

1 INTRODUCTION

Recently, with the dramatic development of mobile market, marketing on mobile application (apps) is becoming one of the most appealing new marketing strategy for companies. The mobile dimension is new in Gamespipe. Currently, Gamespie's affiliates are mainly focusing on traditional Web traffic. To be able to serve Mobile Advertisers like King.com or Supercell, there needs to be a new way to increase the traffic in both volume and quality. One of the method is using Mobile Ad-server. An Advertising server (Ad-server) will automatically pull banners from different advertisement campaigns and push to the app with only one time integration. In a simple way, the method is automatically promoting for different apps inside another app. Ad-server could be used for website, video, etc as well. For example, before seeing an Youtube video, users see advertisements from their local Mc'donal store or local shopping mall. When the same video is opened in another location, advetisements change to adapt with the new location. Ad-server also records the browsing history to be able to display the best converting ads to each individual user. To integrate the Ad-server into an app, the SDK (Software Development kit) is needed. It is a piece of code added to the original source code of the app. Therefore, the two terms Ad-server and SDK will be used frequently in this paper to explain one unique technology that the author want to apply to the case of Gamespipe. For Gamespipe, there are several advantages of using Mobile Ad-server which are fast delevering, high quality and managable volume.

Firstly, the company's affiliates are only external parties who has their own traffic sources. Gamespipe does not have an in-house media buying for itself. Normally, when an online promotion campaign starts, the Advertisers expect the traffic coming right away. However, time is needed to contact the affiliates personally, convince affiliates to take the campaigns, waiting for banners to be integrated in affiliates' websites or apps. Until there is some traffic coming to the game, it takes around 1-2 weeks. It is currently a bottle neck for the development of the company. If the Ad-server will be sucessful launched, Gamespipe will have the ability to serve traffic to multiple campaigns just by a switch of a button.

Secondly, in-app traffic is one of the most desirable quality sources for the Advertiser as it is low cost, high conversion rate (number of install divided to number of click), etc.

Being able to serve in-app traffic will dramatically increase the competitive advantage of the company in the market. The best place to produce in-app traffic is an Ad-server implemented to a large number of apps.

Finally, with traditional affiliate networks, stopping an advertising campaigns takes up to 48 hours. The reasons are different time zones, bank holidays, weekend, etc. The team has to contact the affiliates personally to ask for stopping the campaign, after that, affiliates have to contact their sources to stop. The process below takes a lot of time. However, with an Ad-server, the start and end time of a campaign is totally under Gamespipe's control also just by a switch of a button.

In this paper, the author focuses on the planning process and some initial results of the project. Necessary comparisons between theoretical framework and real life are also conducted. The structure starts with marketing research, defining the goal, the resources to implement the project. After that, the actual plan with work break down structure will be defined. Go along with that, communication plan, risk plan, financial plan are essential for project management. In the end of the paper, there will be some initial results of the real project, discussion and suggestions.

2 COMPANY INTRODUCTION

2.1 General introduction about Gamespipe

Gamespipe is a private performance online marketing network or in another name an affiliate network that is 100% dedicated to games. Gamespipe's portfolio includes Web games: Download and Browser games, mobile games: Android and iOS. It has been in the online industry for 3 years focusing mainly on free to play Web games. All games or applications promoted by Gamespipe could be download and install for free. Recently, with the dramatic development of Mobile applications market, the company started a new dimension promoting mobile games. With some first steps, Gamespipe has earned successful results in the new Mobile dimension. Common titles promoted by Gamespipe are Candy Crush Saga, Hay day, World of Tanks, League of Angles, Wartune, Empire Four Kingdoms, Goodgame Empire, etc.

Gamespipe's customers are game Advertiser and game Publishers (Affiliates). Advertisers are game publishing companies or marketing agencies which have the right and budget to promote the game. They have the budget, advertising materials, some already made contents for the promotion. Take for example, Advertisers could be King.com, Supercell, Kabam, Rovio, etc. Publishers or Affiliates are Gamespipe's traffic partners. They are media companies, media buying professionals, website owners as well as app owners who have their own traffic or buy traffic for their apps. Affiliates offer advertising space for the Advertisers's materials. For example: CPM Stars, Max Traffic, etc.

Gamespipe also works with its competitors which are other Affiliates networks. They might have budget for the game that Gamespipe do not have and vice versa. A competitor could play a role of an Advertiser, an Affiliate or both. Approximately one fourth of Gamespipe revenue came from its competitors.

2.2 Key activities of Gamespipe

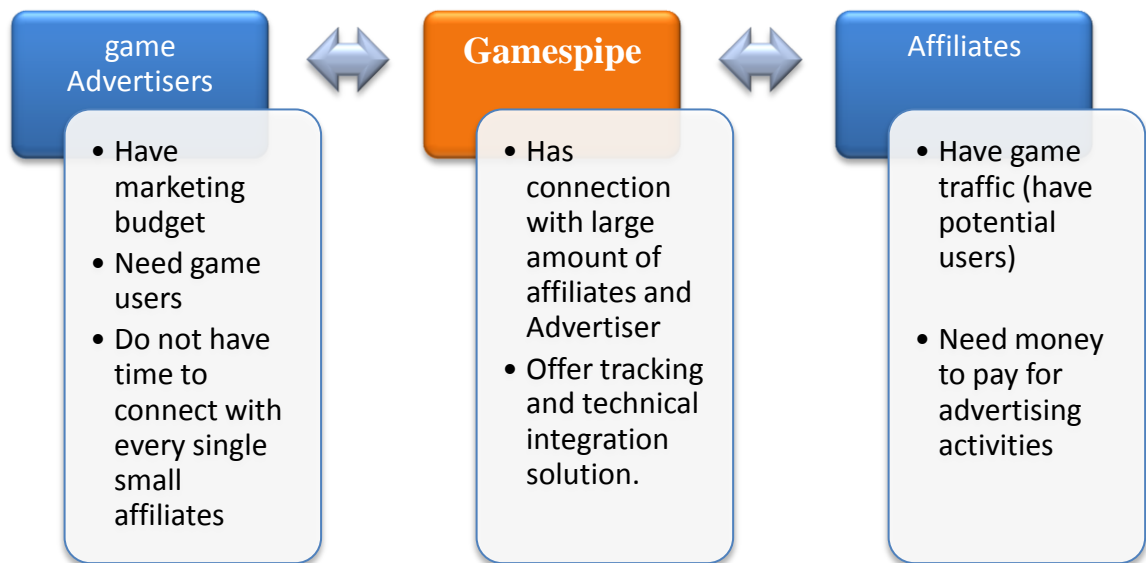


Figure 1: Gamespipe's business model

Gamespipe is the intermediary between game Advertisers and the Affiliates. Advertisers want to market their game in performance basis where the more users they have, the more they are willing to pay. Gamespipe connect them with Affiliates in order to reach a larger audience without have to spend a big amount of time to contact with all small traffic partners. For Affiliates, Gamespipe offers them a platform to browse different advertising campaigns from different big Advertisers like Kings.com, Supercell, Kabam, etc. They could take part in affiliate programs which are suitable for their website, app or other media buying activities and get paid by Gamespipe.

Gamespipe is handling more than 500 advertisement campaigns, connecting with around 300 publishers daily in more than 100 countries. With Gamespipe, customers can choose among CPA (cost per action), CPC (cost per click), CPI (cost per install) and CPG (cost per gamer) campaigns for Web and Mobile Games.

2.3 The company structure

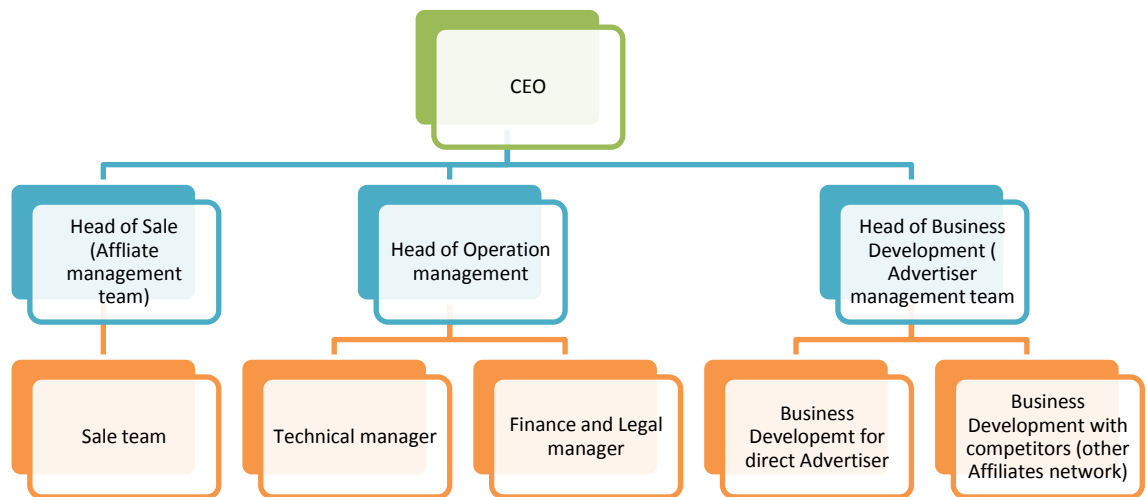


Figure 2: Company structure

There are 3 departments in the company:

The Advertiser department (Business Development team) is taking care of acquiring new Advertisers, managing current Advertiser accounts to be able to get marketing budget for new games. In the Advertiser team, there is one specific member specializing in developing partnership with competitors who are other Affiliate networks. Others are focusing on being in touch with game publishing companies which are direct Advertisers.

Operation management department responsible for managing the technical integration of the business which is the ERP named CAKE Marketing. The accounting, billing and legal managers are also belong to the Operation team. The main task of Operation is making sure all the activities of the company are going smoothly by helping Business Development team and Affiliates team with the Technical integrations, invoicing, etc. That makes sure they could focus on their Sale jobs.

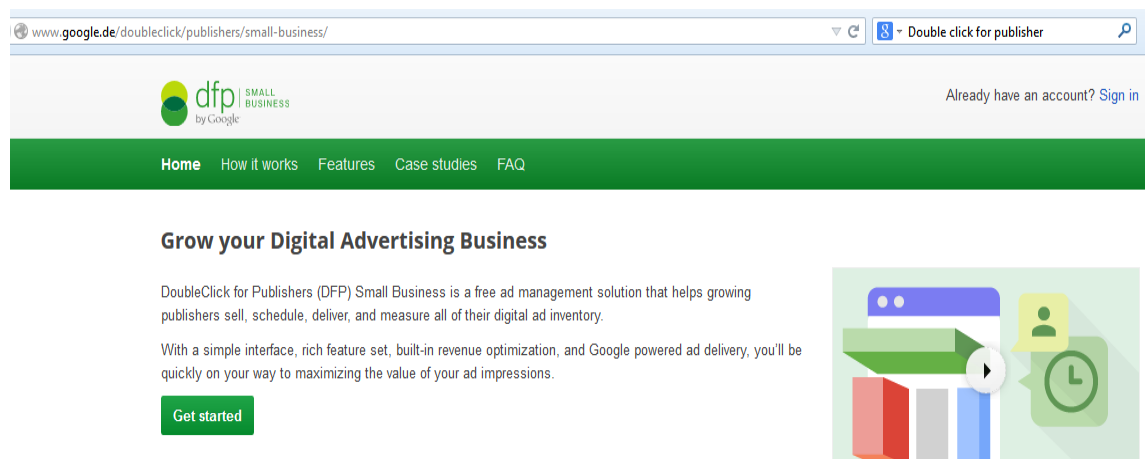
Affiliate management department (Sale team or Publisher team) is taking care of acquiring new Affiliates, managing Affiliate accounts to be able to driving more traffic toward advertising campaigns of Advertisers. Each sale member have a specific number of customer accounts who they talk to personally in daily basis. Gamespipe's Sale activities are B2B sale.

3 DOUBLE CLICK FOR PUBLISHER (DFP)

3.1 Definition of the service

Double Click for Publisher is an Advertising service of Google. According to Wikipedia, “Google operated all over the world specializing in Internet-related products and services. Google’s services are various such as search, online advertising technologies, software and cloud computing. Large percentage of Google’s revenue generated by Advertising service such as Ad-sense, Ad-words” (Wikipedia).

According to Google DoubleClick for Publishers (DFP) Small Business is an ads management tool. Ads inventories of businesses could be easy to managed, sold, scheduled, delivered, and measured by DFP. It is free until 90 million monthly ads impressions.



Picture 1: Double Click For Publisher small Business (by Google, 2014)

3.2 Features of DFP

DFP Small Business features include tracking, reporting and revenue optimization.

Double Click allows users to upload banner ads using image, Flash, rich media banners, and third-party tags. Users could decide location, timing and to which customers the ads appear and limiting the number of ads the same user see every minute, hourly, daily,

weekly, etc. The SDK could target devices and operating systems, mobile creative types, and mobile-optimized ad tags for mobile web and applications. (Google).

DoubleClick supports multiple report options: delivery, inventory performance, or overall sales which can be customized, scheduled, saved and shared to different parties.

There are four sources of ads could be displayed in DFP mobile: Google AdSense, AdMob network, DoubleClick Ad Exchange, third-party ad networks, and other non-guaranteed advertisers. DFP managed itself to show the best sources with the aiming of maximizing earning for publishers. It is free until 90 million monthly ads impressions.

In this project, the commissioner focused on DFP mobile. SDK (Software Development Kit) is needed in the case of mobile. SDK is a piece of code that app developers integrating into their app's source code. Gamespipe could upload their own banners in DoubleClick's Ad-server and the advertisement will appear in the mobile application with the support of the SDK.

In comparison with other Google's advertising services for mobile (AdSense and Admob), DFP mobile offers a special feature that allows the publisher to upload their own banners and creatives. That is what Gamespipe interested in the most. As the company is having many Advertiser campaigns in need of Ad spaces, the ability to upload their banners into the Ads portfolio is the feature that Gamespipe is looking for.

The screenshot shows the DFP (DoubleClick for Publishers) interface. At the top, there is a search bar and a user profile dropdown for 'h.dinh@gamespipe.com'. The main navigation bar includes 'Orders', 'Inventory', and 'Reports'. The left sidebar shows a list of order statuses: 'Orders', 'My orders', 'All orders', 'Delivering', 'Starting soon', 'Ending soon', 'Starred', 'More', 'Line items', 'My line items', 'All line items', 'Delivering', and 'Ready'. The main content area is titled 'Orders' and contains a table with the following data:

Name	Line items	Advertiser	Start time	End time	Total projected value	Impressions	Clicks
Testing image ID: 20791356	Needs creatives (1) Draft (1)	gamespipe intern	May 31, 2014 12:00 AM CEST	Jun 7, 2014 11:59 PM CEST	€0.00	0	0

At the bottom of the table, there is a pagination control: 'Go to page: 1 Show rows: 20 1-1 of 1'.

Picture 2: DFP reporting and managing interface (after logged in) (by Google, 2014)

3.3 Advantages and Drawbacks of DFP Small Business

Even though every product is having its advantages and drawbacks, DFP Small Business is suitable for Gamespipe because the scale of the project is still small; the product is free of charge so it will decrease the risk for the company. According to Opreative (2012) in their introduction slides, DFP Small business is a good start for beginner. In the future, if the project runs well with a reasonable scale which is around 15 million to 40 million impressions monthly, Gamespipe plans to move to DFP Premium which is one of the market leaders in the Ad-serving business. In the table below, advantages and drawbacks of DFP are listed.

Table 1: Advantages and Drawbacks of DFP Small Business (modified from Opreative, 2012)

Advantages	Drawbacks
<ul style="list-style-type: none"> • DFP for small business is free of charge until 90 million impressions. • It is easy to implement. • DFP connects with Google AdSense, Ad-Mob network, DoubleClick Ad Exchange, third-party ad networks, and other non-guaranteed advertisers. Which gives more ads choice for the publishers. 	<ul style="list-style-type: none"> • As it is only free until 90 million impressions, it could not be used for bigger scale business. • Reporting tools is not as detail as other mobile Ad-servers. • The ability to target of DFP Small business is small

4 LITERATURE REVIEW

4.1 IT project management

Nowadays, to be able to compete in the IT industry, companies not only need to run the day to day business but also being ready for changes by applying new tools, products and services (Campell 2009, 1). Changes are created by successful IT project planning and management. While Bayne K. (2004, 5) stated that projects no matter how successful it is, if they do not meet the company's strategy and needs they are not wise investments of companies' resources.

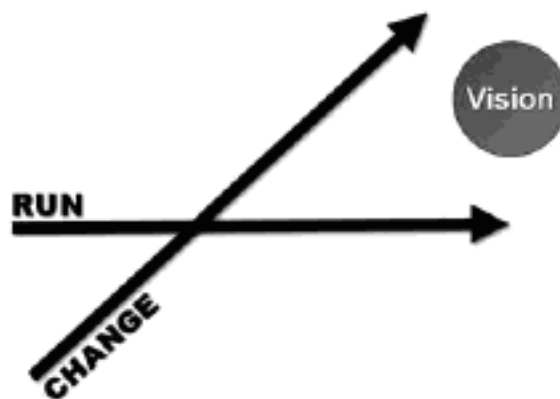


Figure 3: Run the business while changing the business (Campell, 2009)

What is exactly a project? According to Portny (2013, 10) project is a temporary which create a desired result with a fix resources and in a specific timeframe. In every project, there are three irreplaceable components which are: the scope (desired product), schedule and resources.

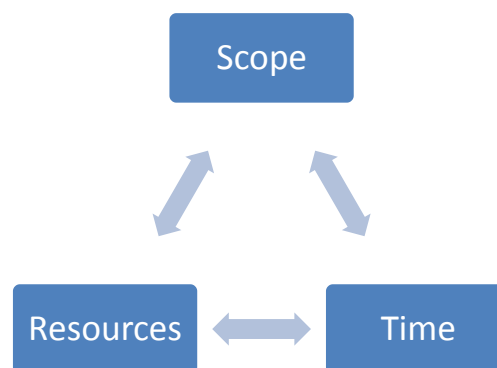


Figure 4: Project components – Modified from Portny and Stanley E (2013)

Projects conducted for IT purpose are having some more requirements where IT and business need to be in harmony. Quoted from Bayne K. (2004, 2), an integrated Information Technology project management is the way of combining business management, IT management and project management to utilize the company's resources as well as meet the stake holders' expectation. While Campell (2009, 4) stated that in the Information Technology world, the "IT success" and "business failure" or vice versa happen quite often where there were not any effective communication between IT part and business part.

To be able to implement the project, risk plans are important. Raydugin (2013, 4) stated that, there are many natural uncertainty factors that we cannot manage could affect the project outcome. Therefore, project risk management will be look at carefully in the thesis.

In this paper, the author will focus on the planning process and some initial results of the project. Necessary comparisons between theoretical frame work and real life are also conducted.

4.2 Advertising method

Mobile phones and tablets recently become very popular all over the world. Unsurprisingly, the usage of mobile Ads is getting more and more commend across the global (Mobile Marketing Association 2013, 5). In the last decades, the innovation of smart phones, Apps store, and Google Plays store made mobile advertising even more diverse and important to the marketing strategy of every company. Eric Schmidt from Google announced that mobile would be their first device they would develop for. It means that they believe; mobile will be people's first means of communication in the future. (Eslinger 2014, 7)

According to Shankar & Hollinger (2007, 27-21) there are two kinds of mobile as well as online advertising: Instructive ads and non-instructive ads. In instructive advertising, the advertisements appear without the customer's intention such as banners, pop up, button, etc. In un-instructive methods, advertisements appear when the user intent to search for the information they need such as SEO, paid search engine ads, etc. (Shankar

& Hollinger 2007, 17-21). The focus of the paper will be on the model of instructive advertisement only. The Ad-server will mainly serve banners or pop up ads depends on the set up. Base on the customer awareness model, the model of customer reaction via instructive advertising is relatively similar:

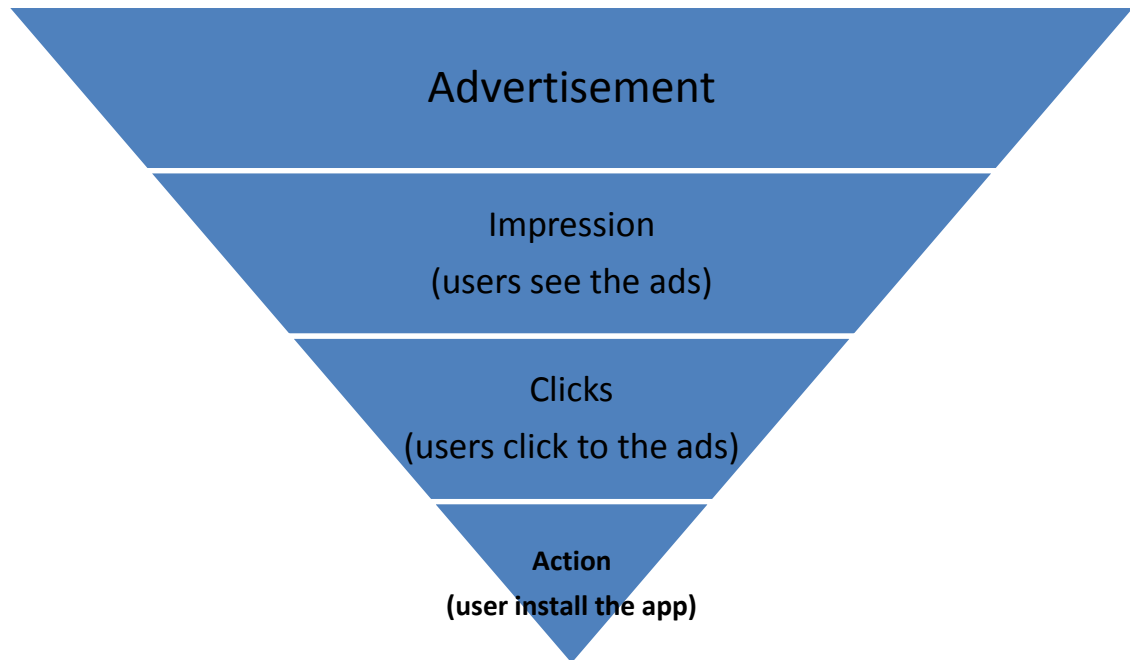


Figure 5: Advertisement model modified from Shankar & Hollinger (2007, 19)

In the summer journal of Mobile Marketing Association, Jay Yu (2013, 7) collected the survey from JiWire (2010) stated that more than half of smart phone users have acted on an advertisement inside the application. 20% of them actually bought the products or services which were advertised to their smart phone in the last several months. (JiWire, 2010). In general, the reaction of users to mobile advertisement is relatively positive.

Nowadays, in-app advertising or App display Ads is more than common in the mobile Advertising world. According to Appbrain (2014) 82% of available apps in Google Play store are free to download as the developer is rely on in-app purchases or in-app advertising. Normally, the advertising banners are located on top or in the bottom of the app. Timing of the advertisement could be in the beginning of the usage, before exiting the app or simply stay in the app all the time. When users see the advertisement, they might be interested in the information provided by the banner, as a consequence tap into the banner. It leads users to the advertisers' desired page such as another app in app store, some hot deals offered by the local merchants, etc.



Picture 3: One type of in-app advertising (taken by Huong Dinh, 5/2014)

However, since a long time, advertisement that does not appear to right target customers will be ignored (Merriman & O'Connor, 1999). One cooking app advertisement should not be shown to users who are interested in geography app or vice versa. Moreover, Merriman & O'Connor (1999) stated that one same advertisement appears too many times on the same user's app will be also a waste of resources and may cause dislike as well. Therefore, advertisers desire to have a tool to manage the ads by targeting to the right users, frequency of the ad, etc or in another word taking control of their advertisement campaigns as much as they could. (Merriman & O'Connor 1999)

The web advertising is published since 20 years. Recently, many mobile advertising servers are also published. When the customer clicks to the banner, the system records a certain type of information for example how many times the user saw the banner, how many times did they click, how long did they watch the video ads, did the click or view transform to a buying behavior, etc. According to the statistic, the server decides which banner works the best for which type of customers. From that point, the most suitable banner will be shown more frequently than the other to be able to get the best result. It means that the ad-server is fulfilling the first desired feature which is targeting. Moreover, based on the statistic, it could decide the frequency of the app and which location is the best for a certain type of ads.

The invention of advertising server makes the work of operation much easier and saving time for the company. According to Operative (2014) which is one of the big resaler for Double Click Premium there's a problem with the current state of ad operations. It is the 'low-ROI' thinking. In average, an ad ops manager spends 80% of his working hour in the work that is non-value driving, redundant which is only one fifth of the campaigns are successful. (Opearative, 2014). Personally while working in Gamespipe, the author has also seen the probem while the business development team worked hard to get the budget for the campaign, sale team worked hard to get the affiliates on board but the campaign was not successful due to low –delivering or over budget problem. With the support of an Ad-server, the Ad Ops team could focus on the 20% of the important task bringing 80% revenue and let the low ROI task for the Ad-server.

Table 2: High ROI Task vs Low ROI task (modified from Operative, 2014)

High ROI tasks	<ul style="list-style-type: none"> • Professional selling • Strategic planning • Inventory planning and optimization • Forecasting
Low ROI tasks	<ul style="list-style-type: none"> • Adding creatives to the system and pulling creatives for the affiliates • Campaign management • Ad Trafficking • Reporting

5 THE MARKET

5.1 Android Market

According to Appbrain (2014) The Android Market was announced by Google on 28 August 2008, and was available for users on 22 October. In May 12th 2014, there are 1,210,023 apps available in Google play. (Appbrain, 2014). On June 25th 2014, Sundar Pichai, Google's head of Android, during Google's developer conference in San Francisco announced that Android market hit one billion active users (Fiegerman, 2014).

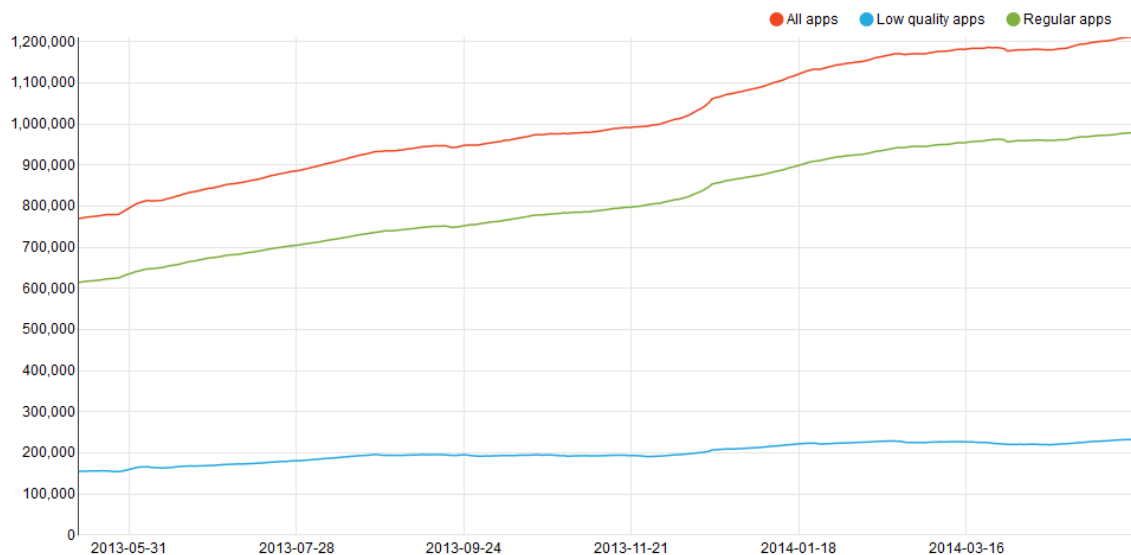


Figure 6: Growth in number of App in Google Play store (by Appbrain, 2014)

According to Appbrain, Google might delete low quality apps from the market approximately once a quarter. That would be the reason for the total number of app goes down at some points. Even with the elimination of the low quality app, the total number of application in the Google Play store is increasing gradually. It means that number of downloads is increasing in daily basis also. The more people downloading the app, the more advertising impression they could serve.

5.2 Ad-serving market

Currently, there is excruciating competition in the market due to the huge number of ad networks having ability to serve traffic right away. According to Papadopoulos (2013) in his blog, to support more than 500,000 mobile developers all over the world, a new “SDK economy” has emerged to meet to the needs of mobile developers. He also stated in that since 2009 there are over 500 SDK startups and IT enterprises are found to support developers in everything such as app testing, analysis, planning, and customer support. (Papadopoulos, 2013). Along with Double Clicks for Publisher small business, there are several other well-known Ad-serving services.



Figure 7: Adtech and Adtech mobile (Adtech, 2014)

ADTECH is a well-known Ad-server in Europe. It’s famous for the targeting capability, reporting and analysis. Recently, Adtech launch their mobile SDK. According to Adtech (2014) in their website, the SDK has ability to target by device (iPad, iPhone, Android phone, Android tablet), manufacturer (Samsung, HTC, etc) , carrier and operating system (iOS 5,6,7. Jelly Beans, Kitkat, etc). InMobi, Millennial Media, Smaato, Nexage, Inneractive, Mojiva are adnetworks that currently connected to Adtech. Adtech is suitable for medium to large publishers who like simple workflow which could be customized.



Figure 8: OpenX mobile SDK (OpenX, 2014)

OpenX is relatively new for the market with a lower market share. However, the product is having many advantages with a highly privacy adexchange. It’s stated in

OpenX's website (2014) OpenX support RTB mobile ad trading within a private mobile exchange. OpenX offers the protection of a closed marketplace. (OpenX, 2014). The SDK is suitable for medium to large open platform that desire an easy connection with different types of ad-exchanges.



Figure 9: mAd-server by MobFox from (mAd-server, 2014)

mAd-server is an open source Mobile Ad-server. It was developed by an ads network name MobFox in the past. MobFox is currently developing their Ad-server further and charge for their services and support. However, the first version of mAdserver is published free of charge. So far, it is the only open source Ad-server in the market which is free of charge. According to its website (2014) mAd-server is integrated with more than 31 advertising networks for example Mobpartner, InMobi, etc. mAd-server is suitable for small and medium businesses who have technical capability to modify the open source mobile Ad-server.

6 AIMING OF THE PROJECT

According to Heagney (2011, 50) the goal of the project should be SMART which stands for Specific, Measurable, Attainable, Realistic, Time limits. Below are the final goal of the company and the goal of the whole project.

The final goal of Gamespipe is in 2 years, the company will be able to create a sustainable volume of mobile traffic to all of their mobile advertising campaigns. That will give Gamespipe ability to serve their customers faster which will bring 300% more profit for the company.

To be able to reach the final goal of the company, the project is created with the aim to make a clear plan in testing and establishing DFP for the business of Gamespipe for the period of 1 year. At the end of the project, it has to answer the question if DFP is applicable for a small size business as Gamespipe, in which scale it should be applied, what are the cost, resources, time needed and the know-how of applying it to their business. If it is not applicable, which Ad-server is suitable and in which scale.

7 IMPLEMENTATION OF THE PROJECT

7.1 Resource to carry out in the project

7.1.1 Human resources

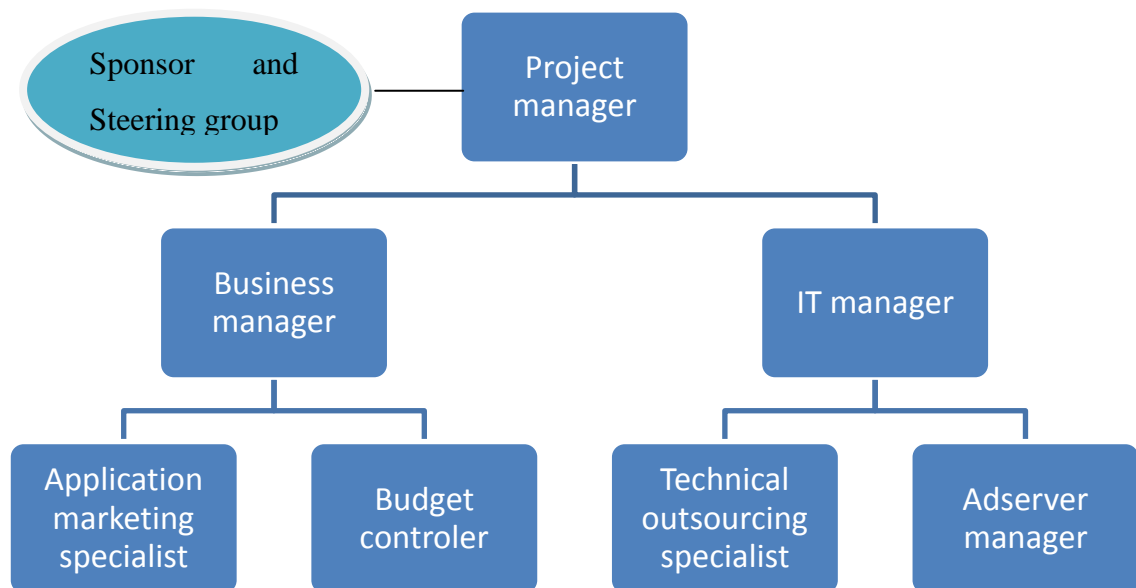


Figure 10: The team

Gamespipe's management team is both the sponsor and Steering group for this project. It included 3 co-founders of the company and the head of Sale. In the sterring group, there should be one person specilized in IT so he could keep his eyes on the IT process of the project. The coach or the advisor could be in the sterring group as well. He should has good inter personal skills, training and coaching skills.

Every project needs a manager. The manager should have the over view in both business part and the technical part. It would be good if the project manager have a long time experience in the field before, however, it is not a mandatory. It is a good idea for the company to give the position for a one to two year experience as a way to empower and help to develop his or her skill.

Business manager needs to have years of experience in the field to be able to support the project manager and his team member in all business strategy as well as tactics need to be done in the project. Suitable position for Business manager could be found in sales team or business development team.

IT manager definitely needs technical background to be able to deal with technical difficulty. IT manager could be found in operations management team. In personal level, he needs to be calm, detail oriented and supportive.

The goal of the marketing specialist is to drive installs to Gamespipe's apps. There are many studies about how to drive users to apps in the app store. Apps marketing specialist will need to do a lot of researches on this topic and apply the knowledge to get as many installs as possible. The marketing specialist could be found in sales team as they have good knowledge in driving installs or media buying.

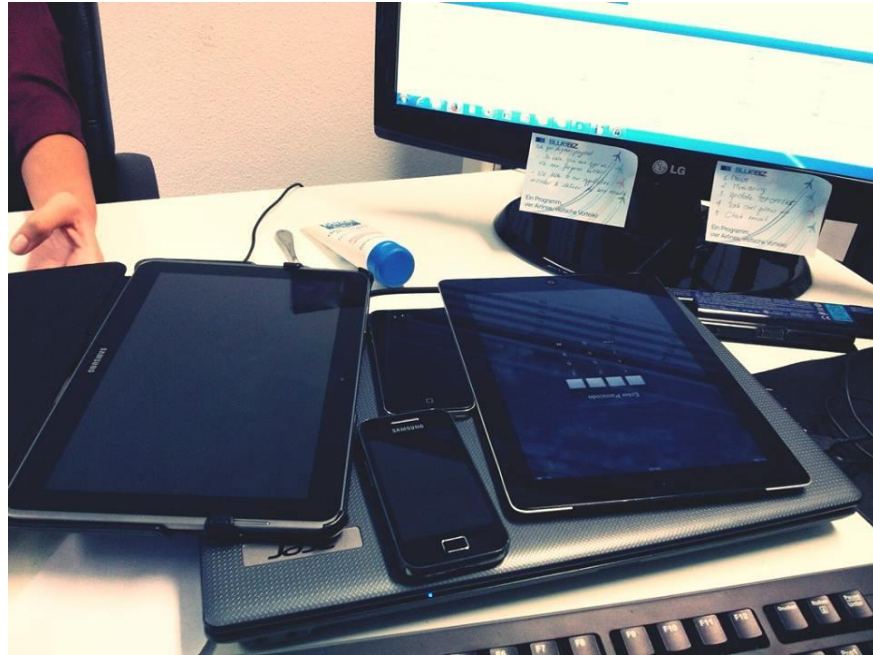
Budget controller is needed for every project. He or she needs to have strong finance knowledge, detail oriented and careful. Budget controller is responsible for planning the budget, keep the bank account, pay for necessary costs such as out-sourcing cost, equipment cost, etc and update to the project manager about the finance situation of the project.

Ad-server manager is responsible for managing the SDK, put more banners into the inventory, managing all the technical integration needed in the later step of the project. She or he can be found in operations management team.

Out-source manager is responsible to contact with external partner that going to do the IT part of the project. In Gamespipe as well as the whole German labour market, there is a lack of IT specialist. Therefore, out-sourcing can be a good solution. There are two parts that definitely need to be out sourced which are game developer and a general IT specialist. The task of IT specialist are suggest Gamespipe different options for the Ad-server, doing initial research about the SDK, make the demo application, test the SDK with the demo application, write a detail tutorial for "How to install the SDK to the application" for the usage of Gamespipe as well as the game developers who want to install the SDK in the future. Gamespipe will buy one application from an external developer. There are many people that are currently developing mobile game or

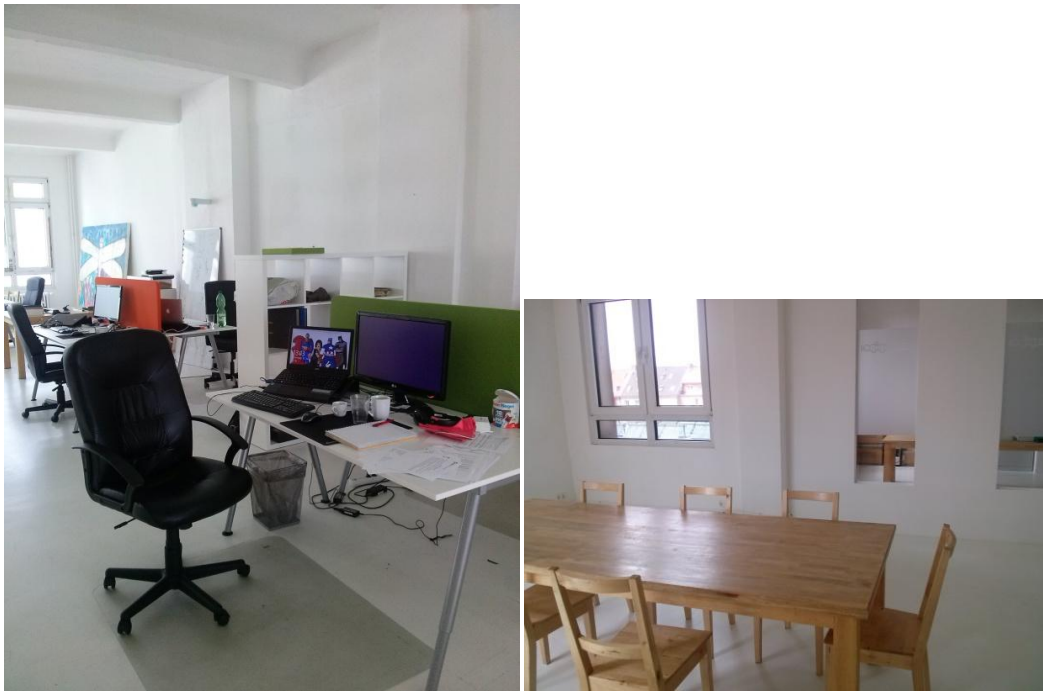
application in the market which could be found overseas with a much cheaper price than doing it in Germany. The person needs to have experiences in the field and already made many applications in the app store which drive some amount of install already.

7.1.2 Equipment and other facilities



Picture 4: Laptop and test devices (taken by Huong Dinh in Gamespipe office)

Different types of equipments are needed in every technology project. Test devices are essential for different types of testing. In tracking test, each device can be used only one time for a campaign. Therefore, more than one device is needed in case of unsuccessful test. In Gamespipe, there are 4 devices available for testing as can be seen in the below picture. There are both iOS and Android, phones and tablets devices available.



Picture 5: Gamespipe work station and conference room

The scale of the project is a small size, only a small conference room is necessary. Projectors or speakers are excluded to promote the closeness between the project members. In the long run, tables and chair will be changed to be more colourful in order to boost creativity and productivity.

7.2 Project flow

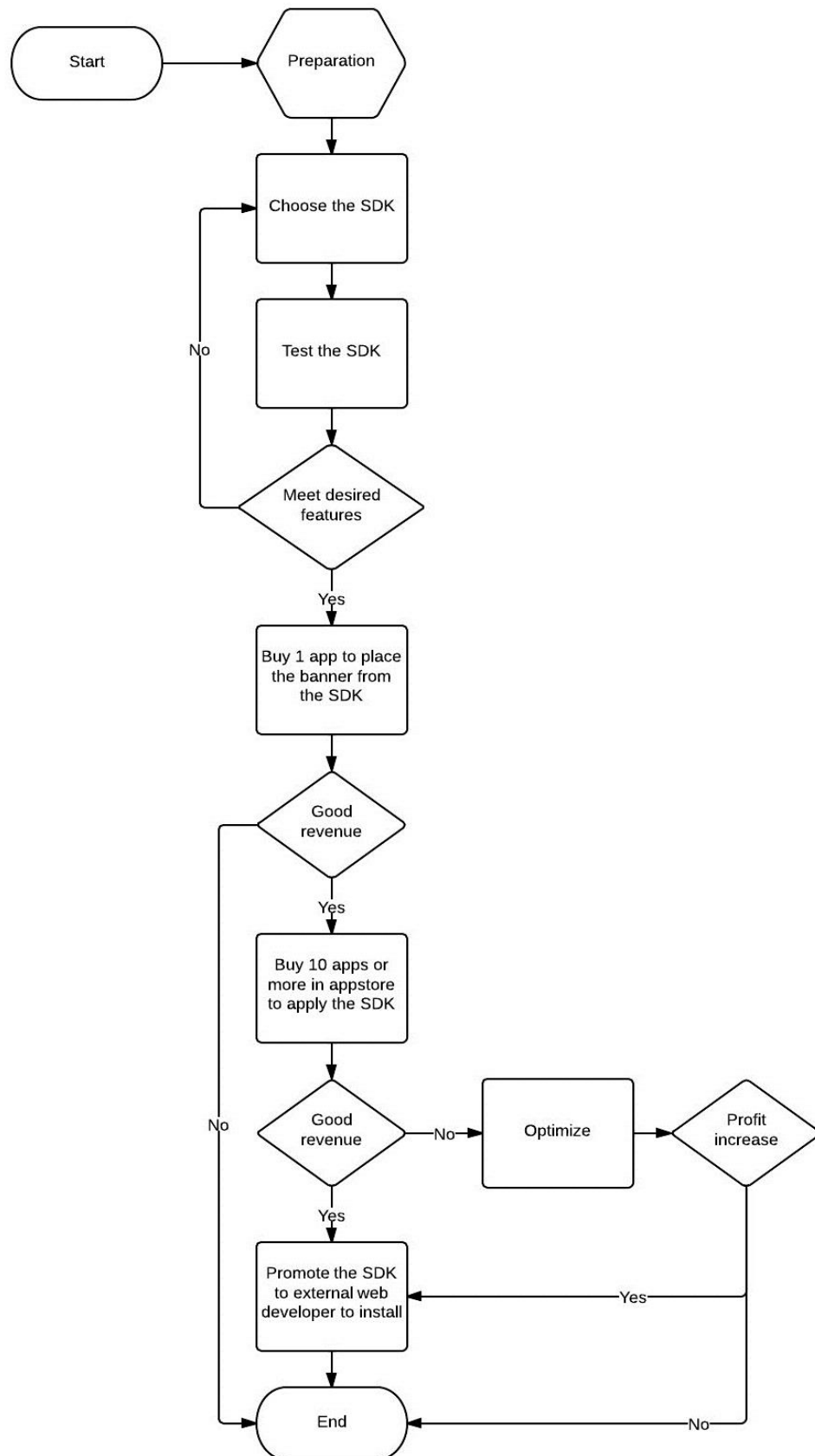

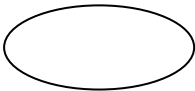

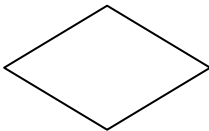



Figure 11: Project work flow (by Huong Dinh)

The project follow is created as a flow chart which is simple and understandable for both business and technical back ground people.

Table 3: Flow chart symbol and rule (by Breeze Tree Software, 2014)

Symbol	Name of symbol	Detail description
	Process	An action step
	Terminator	A start or stop in the process
	Preparation	A preparation or set up process step
	Decision	A question or branch in the process. After this step the process will separate into 2 branches depend on the answer "Yes" or "No"
	Flow line	Direction of flow for material and information

The first step is to choose the right SDK. Several options have been present. Gamespipe decided to start with Double Click for Publisher Small Business first. As it is the first time DFP is being used by Gamespipe, it is necessary for team members to do many researches regarding DFP's features and how to apply it. If the result of the testing period is not positive, another SDK will be taken into consideration. Other options would be: Admob, mAd-server, etc.

If DFP is applicable, the next step is to buy an application or develop one application to place the SDK inside and publish to the app store. When the application is published in the app store for example Google Play store or Apple iStore, any people in the world could download and use it in their phone or tablet. All Gamespipe's app or game are

free of charge. That will lower the barrier between seeing the app on Google play store and downloading, installing the app. When the SDK is installed inside the app, the user will see the banner anytime they open the app. Each time one user sees one banner, it is counted as an impression. For example if there are 1000 people download and open the application, the banner will be shown at least 1000 times which are 1000 impressions. In 1000 impression, there is an estimation of 100 people click to the banner. In 100 clicks, assume that there are 10 people install the app. The 10 people install the app will generate revenue for Gamespipe. The revenue stream will be measure in 2-3 months. If the result is not positive, the project will end at this point. The app and the SDK will be used still but no time or money investment will be necessary.

If the SDK bring good result, the project will continue to the next step which is choosing 10 applications to buy or developing 10 applications to place the SDK inside. In this step, some marketing strategies are needed to boost the number of installs.

If 10 applications managed to generate revenue, the SDK will be widely promoted for external application developers to install the SDK. Gamespipe has the options to pay the developers per install or per click depends on the situation at this time.

The project ends when the SDK is widely promoted which bring Gamespipe a sustainable amount of revenue. It will run continuously as a part of the business.

7.3 Work break down structure

Work breakdown structure was first used by the US Department of Defence since mid 1960s. It has been an important part of project management since that time (Norman 2011, 4). Norman (2011, 7) also quoted from PMBOK guide -3rd editions that in work breakdown structure, we will look at a deliverable hierarchy of the work need to be done by project team to be able to reach the objective of the project.

In this project, the work breakdown structure is slightly different from the milestones in the project flow mentioned in the previous part of the thesis. The reason for that is this project is a Technical combined with Business project. It gives better understanding for the readers when those two parts are separated.

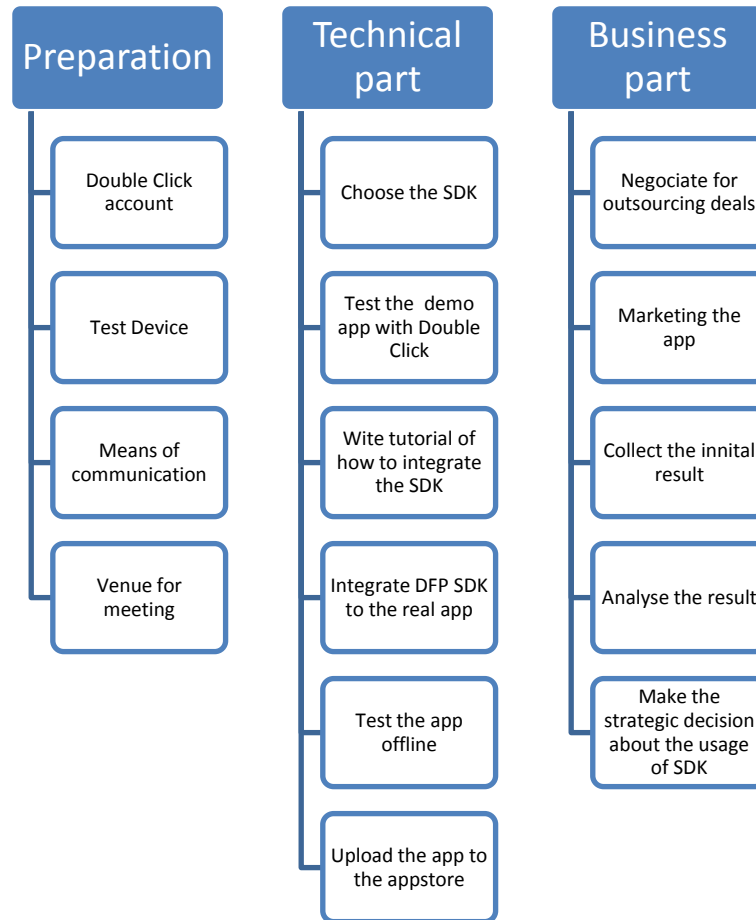


Figure 12: Work breakdown structure

The preparation process includes forming the team, dividing responsibility, sketching out different process for the project, etc. Heagney (2011,42) stated that the people who actually do the work should take part in writing the plan. Thus, in this project, the plan will be created and reviewed by every project member as well as the steering group. There are some other preparations need to be done such as get a Double Click account, prepare the test device. The advantage of this project is that Gamespipe is a currently running business, the extra cost of equipment, test device and venue for the project itself is zero. Getting a Double Click account is simple as long as the user has a Google account. Understandably, Gamespipe is having a Google account already. For mobile testing, it is necessary to use the fresh device for each time testing. That leads to the number of test devices needed is around 4-5 Android phones and tablets.

After the preparation, there are two main core works: the Technical part and the Business part which run in parralel .

The objectives to the business part are to finalize the outsourcing deals needed in the project which are: buying the demo app, buying the real app, paying the external Technical support. When the app is launched in Google Play store, Business part's job is to see how much revenue is generated and optimize the ad inventory in order to test the reaction of users. According to the project flow stated before, there are many strategic decisions need to be made in the project, project business manager has the responsibility make the final decisions. One major task of the business team is to marketing Gamespipe's app in the appstore. Thus, it is a complicated task which has many small steps and tactics, this part will be explain detaily in the Appendix (Appendix 1 – Tactics to promoting Gamespipe's own app in the Google Play store).

The technical goal is reached when all the app is uploaded and run smoothly in the Google Play store with the SDK integrated. Technical team is in parralel responsible for write a tutorial for external app developer showing how to integrate Gamespipe's SDK into their app. To be able to reach that goal, technical team needs to connect with the external out-source person in writing the demo app to test Double Click. The advantage of the demo app is it is fast and inexpensive compare to buying a real app right away. After the test, the programmer will know more about how the SDK work in the app environment, how to integrate the SDK inside the app, etc. The next step is taking the code of the real app and integrate the SDK there. Before launching the app to the Google Play Store, testing is necessary. The SDK will be installed, all test will be done again to make sure that it will work. When all tests are done, the app will be launch in Google Play Store to test the real revenue the SDK could bring to the company. It could be a game or an app.

7.4 Schedule and work plan

In the Appendix 1, reader could find the detail schedule for the project. The expected length is approximately one year. In the initial phase of the project, IT team and business team both start at the same time in two directions. IT team's first task is finding out more about the SDK, together with the whole team, the SDK is chosen ready for testing. Meanwhile the business team starts to contact with app developers to find out the average price of an app. They also start negotiating with app developers for the best deal. This process will take from 6 to 8 weeks.

While the first app is ready, IT team is responsible for the integration and testing offline. At that time, business team focuses on marketing the app before the launch as well as after the launch. This process takes up to 4 months until the number of user using the app large enough to start generating revenue for Gamespipe.

After 4 months launching the app, the budget controller is responsible for collecting data and statistic regarding number of user, amount of revenue, advertiser's satisfaction, etc. Data collection takes one week. One more week is needed for the data analysis. After this week, one strategic decision is made whether to continue buying more app or end the project at this point. Return on Investment (ROI) is one of the main criteria to measure the success of the first app.

If the project continues, the process of buying ten more apps that are similar to the first app; however it takes a shorter time for each app than the first time launching. The IT team takes care of integrate immediately the SDK to any new application ready to launch. Expecting that every week there is one new app belonging to Gamespipe launched in the market. Marketing team takes care of promote each and every app continuously. Data is collected as well as analysed after 4-5 months.

If the ROI is good, the SDK is ready for external usage, the SDK package will be promoted as one Gamespipe product. There are two month trials for this process and the project ends here. If the result is good, it will be considered as one new part of Gamespipe's business. If not, the ten app will be still running in the market driving Gamespipe a decent amount of traffic every month.

8 FINANCIAL PLAN

8.1 Project hour

8.1.1 Project hour per task

Applying DFP to Gamespipe's business is a long term project. As mentioned before, project members are gathered from different team of the company. Along with doing the project, each team member also has to run their day to day work. It makes sure that the project reaches the goal and the business keeps running smoothly at the same time.

Table 4: Project hour by Huong Dinh

Note: * PM: Project manager
 BM: Business manager
 IM: IT manager

				Positions and working hours						
		Main responsible	Duration	PM*	BM*	IM*	Market- ing specialist	Budget control- ler	Out- sourcing specialist	Ad- server manager
Preparation phase		The team	1 week	10	2	2	1	1	1	1
	Get a DFP account	Ad-serving manager	1 week							1
	Test devices	IT manager	1 week			1				
	Set up means of communication	Business Manager (BM)	1 week		2					
	Venue	Business manager	1 week		1					
Chose the SDK		The team	1 week	2	2	2	2	2	2	2
Test the SDK		IT Manager (IM)	8 weeks	16	8	10	8	8	8	8
	Prepare the demo app	Outsourcing specialist	2 weeks			8			8	

				Positions and working hours						
		Main responsible	Duration	PM*	BM*	IM*	Market- ing specialist	Budget control- ler	Out- sourcing specialist	Ad- server manager
	Test DFP with the demo app	Ad-serving manager	1 week			3				6
	Write tutorial for integrate the SDK	Outsourc- ing specialist	4 weeks	10	2	4	2	2	12	2
	Buy the first app	Outsourc- ing specialist	6 weeks	24	12	6	6	6	36	6
	Launch the app	IT manager	3 weeks	12	6	12	3	3	3	3
	Test the app offline	Ad-serving manager	1 week			12				12
	Integrate the SDK	Ad-serving manager	1 week			4				4
	Upload the app to the Google play store	Ad-serving manager	1 week			4				4
	Marketing the app	Marketing specialist	15 weeks	100	60	30	100	50	30	40
	Revenue Optimization	Business manager	4 weeks	16	8	4	4	12	4	4
	Collect the result	Budget controller	2 weeks		2			8		
	Analyze the result	Budget controller	2 weeks		2			20		
	Buy 10 apps	Outsourc- ing specialist	11 weeks	11	11	11	11	11	100	11
	Launch the apps	IT manager	11 weeks	11	11	11	11	11	11	11
	Test the app offline	Ad-serving manager	11 weeks			22				33
	Integrate the SDK	Ad-serving manager	10 weeks			11				44

				Positions and working hours						
		Main responsible	Duration	PM*	BM*	IM*	Market- ing specialist	Budget control- ler	Out- sourcing specialist	Ad- server manager
	Upload the app to the Google play store	Ad-serving manager	9 weeks			22				44
	Marketing 10 apps	Marketing specialist	12 weeks	100	60	30	100	50	30	40
	Technical optimization	IT manager	9 weeks	30	9	50	9	9	9	20
	Revenue Optimization	Budget controller	4 weeks	20	12	4	4	4	4	4
	Collect the initial result	Budget controller	4 weeks		4			12		
	Analyze the result	Budget controller	4 weeks		8			40		
	Promote the SDK to the external partners to install	Marketing specialist	8 weeks	56	56	24	8	8	8	8
	Publish the tutorial	Marketing specialist	4 weeks				4			
	Get people on board	Marketing specialist	8 weeks		24	12	100			
	Finalize the result and make strategic decisions	Project Manager (PM)	4 weeks	20	12	12	4	12	4	4
Total working hours				438	314	311	377	269	270	312

Note: * PM: Project manager
BM: Business manager
IM: IT manager

8.1.2 Project hour per month

Working hour per month is calculated according to Project schedule work plan and project hour per task. That enables project member see the over view of which month will be the busy month for them so that they can balance the project work with their day to day business. Each team member has their own task in different period of time. That is the reason of the differences in working time in a month of each team member.

According to the table below, the early stage as well as the end stage of the project, project members spend more time than in the middle stage (September, October, and November). The reason for it is in the beginning stage, team members spend time in training as well as preparation. In the later stage, the project closing steps and decision making steps take more time than the middle stage of the project.

There will be a system to keep track each member's working hour. This table can be modified and updated after each weekly report to make the work done more smoothly.

Table 5: Project hour per month of each projet team member

	Position vs. Working hour (+-15%)						
	Project manager	Business Manager	IT Manager	Marketing specialist	Budget controller	Out sourcing specialist	Ad-server manager
May-14	44	33	25	16	16	35	20
Jun-14	37	25	32	18	15	18	23
Jul-14	27	17	15	27	13	12	15
Aug-14	27	17	13	27	13	14	15
Sep-14	27	17	13	27	13	15	10
Oct-14	21	22	11	15	20	11	12
Nov-14	27	17	10	13	30	38	11
Dec-14	32	20	30	40	24	40	40
Jan-15	46	19	54	36	24	20	55
Feb-15	46	27	54	36	24	23	55
Mar-15	36	24	14	10	52	12	18
Apr-15	28	45	23	58	10	12	18
May-15	40	31	17	54	15	20	20
Total (hour)	438	314	311	377	269	270	312

	months								
Skype credit	13 months	10	10	10	10	10	10	10	130
Marketing & Promotion									500
Online Press	5 times	100		100	100	100			500
Customer meetings	10 times	50	50			50	50		500
Other cost			100	100	100	100	100	100	1300
Total			4980	5635	5840	3640	3570	3525	47870

It can be seen from the table above that the main cost of the project is salary for project members. In another expression, it is the opportunity cost that the company has to bear when investing their employees' time and effort to this project instead of other business. The second biggest cost is the source code for the app. It's the money company has to pay for game developer to be able to own the game and publish it in Google Play store. Other costs are online promotion cost, customer meeting cost, means of communication, etc.

9 RISK PLAN

9.1 Nature of risk

According to Taylor, J (2013, 153) risks are events that might happen to the project that would make a certain impact on the result. Risks could be both good and bad which always contain three components which are the event, the probability and the impact.

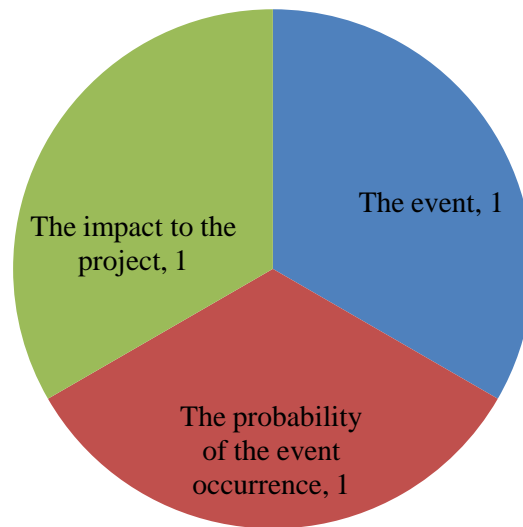


Figure 13: Project components

Taylor J. (2003, 154) also mentioned that, there are 2 types of risk: business risk and insurable or pure risk. Business risk could be an opportunity to gain for the project or negative impact depends on the reaction of the project team. Insurable risks only bring lost for the company for example natural disaster. In this research, both business risk and pure risk are going to be analysed.

9.2 Risk management methodology

Project risk management methodology states the tools and technique to identify the risk as well as the response strategy. In project risk management, it is also important to collect historical data of previous project in order to make the risk plan. However, it is the first time that Gamespipe executing such a large scale project with the mobile Ad-server, it is very important that the project manager and members pay more attention in

developing the risk management plan by collecting data from external resources as well as internal experiences in their day to day business.

Project work breakdown structure and project flow will be the two basements to develop the project risk plan. The reason for it is under each action the team takes, there is possibility of risk in that action. It is easier for the team to follow the risk plan when it is connected with the flow of the project.

Risks will be defined by the likelihood and impact of the risk in the scale from 1-3. After that, the reasonable actions will be listed in order to deal with the risk.

9.3 Risk table

Likelihood of the risk will be assessed in the scale from 1 to 3. 1 is the risk with lowest possibility to happen, 2 is medium possibility and 3 is the risk with highest possibility to happen. The score is given by the project team according to their experiences in the industry as well as from the external data that team members collected.

Similar to likelihood, the impact of the risk to the project outcome will be assessed in the scale from 1 to 3. The highest score are for risks that has greatest impact to the project outcome.

Table 7: Project risk

Likelihood: 3 = High. 2 = Medium. 1 = Low

Impact: 3= High. 2 = Medium. 1= Low

<i>Risk</i>	<i>Likelihood</i>	<i>Impact</i>
<i>Business risks</i>		
<i>Double Cick is not suitable for Gamespipe's business</i>	1	3
<i>There are more customer download the app than expected</i>	2	2

<i>The company change the scope of project and their core business</i>	1	3
<i>Some particular project steps takes longer time than expected</i>	3	2
<i>Insurable (pure risk)</i>		
<i>Project members could not perform their role for more than 3 weeks due to sickness, family issue or drop the job.</i>	2	3
<i>The app is deleted from app store by Google due to low activity or legal issue</i>	1	3
<i>There are bugs in the game can: prevent the banners to appear inside the app, prevent user to download the apps or the app crashes in particular situation, etc</i>	3	3
<i>There is a mistake in the tutorial.</i>	2	2
<i>Tracking issue (system could not track number of clicks and install in a certain period of time)</i>	3	2

As mentioned in the natural of risk, there are two types of risks: business and insurable risks. Business risks can effect negative or positive to the outcome of the project. In this project, there are some business risks that company might face. The most crucial business risk is Double Click is not suitable for the business of Gamespipe. As it is the first time the company experiment with Double Clicks, there is chance that it is not what Gamespipe is looking for. The likelihood of the risk is small as some research has been done in advance before the decision to use DFP, however, if it happened, the impact will be high to the project as the whole plan will need to be rewrite to adapt with another type of Adserver. However, it could bring positive impact if after that the company find another Adserver that is more suitable features than DFP. There is one business risk that have the highest likelihood is some parts of the project are taking longer than expected. Every project can face this risk sooner or later. Plans never can 100% accurate. It can effect negatively to the result of the project as more working hours means more money is invested in the project if the duration is longer

Insurable risks are purely bringing negative impact to the outcome of the project. They are: sickness of team members, bugs in the app, elimination of the app in the appstore, mistake in tutorial, tracking issue, etc. Those risks are unavoidable and need a good

respond plan in order to minimal the impact. Highest likelihood risks belong to tracking issue and bugs in the game. It is very common in the affiliate marketing business that tracking issue happen. It is because of broken links in advertiser side or affiliate side, human mistake when setting up the parameters in the links. However, as long as the tracking issue is discovered, it is quite easy to solve the problem with an experienced technical manager. Bugs in the game are a little bit more difficult to solve as identify the mistake in the source code and testing again cost a lot of time.

9.4 The risk respond plan

According to the risk likelihood and impact, the relevant actions as well as main responsibility members for the action are defined in the risk respond plan below.

Table 8: Project risk respond plan

<i>Risk</i>	<i>Action required to detect the risk</i>	<i>Responsible</i>
<i>Business risks</i>		
<i>Double Cick is not suitable for Gamespipe's business</i>	<i>Have a list of other suitable programs which could be an alternative</i>	<i>Technical manager</i>
<i>There are more customer download the app than expected</i>	<i>Calculate the budget if Gamespipe start using Double Click Premium</i>	<i>Business manager</i>
<i>The company change the scope of project and their core business</i>	<i>Study about DFP and its usage for different purpose. It could help to utilize DFP even if the project scope changed</i>	<i>Project manager</i>
<i>Some particular project steps takes longer time than expected</i>	<i>Updating the schedule and the plan frequently according to the change can happen</i>	<i>Project manager</i>
<i>Insurable (pure risk)</i>		
<i>Project members could not perform their role for more than 3 weeks due to sickness, family issue or drop the job.</i>	<i>Every members of the project should know what other members of the project doing. That will enable project members</i>	<i>Business manager</i>

	<p><i>could share each other's tasks when one person is missing. Everyone needs to document what they have done and will be done so that it's easier for the hand over.</i></p> <p><i>In case there is too much work need to be handled, one project member could be added.</i></p>	
<p><i>The app is deleted from app store by Google due to low activity or legal issue</i></p>	<p><i>Read carefully all the terms, conditions as well as the mechanism of Google's app elimination process before launching the app. In case of too low activity, some artificial install of the app need to be done.</i></p>	<p><i>Technical manager</i></p>
<p><i>There are bugs in the game can: prevent the banners to appear inside the app, prevent user to download the apps or the app crashes in particular situation, etc</i></p>	<p><i>Have contact with several Technical advice sources.</i></p>	<p><i>Technical manager</i></p>
<p><i>There is a mistake in the tutorial.</i></p>	<p><i>Checking the feedback about the tutorial every week after it's launched to eliminate any serious mistake in the document.</i></p>	<p><i>Marketing manager and Technical manager</i></p>
<p><i>Tracking issue (system could not track number of clicks and install in a certain period of time)</i></p>	<p><i>Have contact with several Technical advice sources.</i></p>	<p><i>Technical manager</i></p>

For insurable risks, the plan needs to be more detail as they only bring negative impact to the outcome. For each risk, there is a main responsible for the plan of action. It is to avoid the situation of too many people focus on one action plan to solve on problem and forget about other problems. Responsible people in those cases need to be in management level as they have more experiences with problem discovering and problem solving. The main action for business risk is doing as much research as possible in the field of Ad-server business in order to turning negative impact of business risk to positive impact. For insurable risk, the main goal is to spread the risk by having more alternatives by having for example more Technical advices sources, more employees that can take care of the tasks when someone is absent.

10 COMMUNICATION PLAN

10.1 Purpose of the Communication Plan

According to Campbell (1, 2009) communication in an organization can be challenging. The board members have a high strategic vision which is not easy to communicate with lower rank in the hierarchy who want more details and on the job instructions.

Another challenge of the project is the international location of team members. It is necessary to have special tools and a detailed plan for all the communication to make sure all the geographic points of the project clear about their task and what are going to happen next. There are both internal and external communication needed as some parts of the project are out-sourced. The information flow should be enough for the external part to process. However, the privacy and business secrets are important and need to be in attention.

To serve the purpose of effective communicating throughout the project cycle, the below communication plan is created as the guideline for project communication. Communication includes both the spoken and written messages that we convey to our customers, project stakeholders (sponsor, project manager, project team members...) and the general public. With this Communication Plan, we have the organized outline of the types of communication that will take place and who is responsible for conducting as well as ensuring the accuracy of the messages that are delivered.

10.2 Meeting procedure

10.2.1 Types of meeting in different project phases

According to Adams, S. (2008, 76) in his book, there need to be different kinds of meetings in five different phases of the project. The five phases are: initiating, planning, executing, controlling and closing. Below is the table taken from their book showing different type of meetings in five project phases.

Table 9: Types of project meeting (adapted from Adams S. 2008, 77 to case of Gamespipe)

	<i>Information exchange meetings</i>	<i>Creation meeting</i>	<i>Decision making meetings</i>	<i>Training meeting</i>
<i>Innitiating</i>		<ul style="list-style-type: none"> - Brain storm meeting - Strategy meeting - Project goal meeting 	<ul style="list-style-type: none"> - Finalize project charter meeting 	<ul style="list-style-type: none"> - Coach for project manager meeting
<i>Planning</i>	<ul style="list-style-type: none"> - Project kick off meeting 	<ul style="list-style-type: none"> - Project plan meeting - Schedule creation meeting 		<ul style="list-style-type: none"> - Coach for project manager meeting
<i>Executing</i>	<ul style="list-style-type: none"> - Project status meeting - Steering group review meeting 	<ul style="list-style-type: none"> - Risk identification and detective meeting - Key deliverable meeting - Lesson learned meeting 		<ul style="list-style-type: none"> - Team development meeting - Individual development meeting
<i>Controlling</i>	<ul style="list-style-type: none"> - Project status meeting - Steering group review meeting 	<ul style="list-style-type: none"> - Key deliverable meeting - Crisis resolution meeting - Lesson learned meeting 	<ul style="list-style-type: none"> - Project turnover meeting 	<ul style="list-style-type: none"> - Team development meeting - Individual development meeting
<i>Closing</i>	<ul style="list-style-type: none"> - Project status meeting - Steering group review meeting - Project Wrap-up meeting 		<ul style="list-style-type: none"> - Final project decision making 	

10.2.2 Meeting schedule

Table 10: Meeting schedule

* *PM: Project manager. **BM: Business manager. ***IM: IT manager*

<i>Meeting</i>	<i>Phase(s)</i>	<i>Schedule & Duration</i>	<i>Responsible</i>
<i>Brain storm meeting</i>	<i>Initiating</i>	<i>2 days in a row, 2 hours per day</i>	<i>PM*</i>
<i>Strategy meeting</i>	<i>Initiating</i>	<i>1 time in 2 hours</i>	<i>PM</i>
<i>Project goal meeting</i>	<i>Initiating</i>	<i>1 time in 1 hour</i>	<i>PM</i>
<i>Finalize project charter meeting</i>	<i>Initiating</i>	<i>1 time in 2 hours</i>	<i>PM</i>
<i>Coach for project manager meeting</i>	<i>Initiating</i>	<i>3 days in a row, 2 hours per day</i>	<i>Steering group</i>
<i>Project kick off meeting</i>	<i>Planning</i>	<i>1 time in 3 hours</i>	<i>BM**</i>
<i>Project plan meeting</i>	<i>Planning</i>	<i>2 days in a row, 2 hours per day</i>	<i>PM</i>
<i>Schedule creation meeting</i>	<i>Planning</i>	<i>1 time in 2 hours</i>	<i>PM</i>
<i>Project status meeting</i>	<i>Executing Controlling Closing</i>	<i>Once a week, each time 0,5 hours</i>	<i>PM, BM, IM</i>

<i>Meeting</i>	<i>Phase(s)</i>	<i>Schedule & Duration</i>	<i>Responsible</i>
<i>Steering group review meeting</i>	<i>Executing Controlling Closing</i>	<i>Once each phase (3 times in total) each time 1 hour</i>	<i>PM</i>
<i>Risk identification and detective meeting</i>	<i>Executing</i>	<i>Once a month, each time 1 hour</i>	<i>PM</i>
<i>Key deliverable meeting</i>	<i>Executing Controlling</i>	<i>Once a month, each time 1 hour</i>	<i>PM, IM***</i>
<i>Lesson learned meeting</i>	<i>Executing Controlling</i>	<i>Bi-weekly, each time 0,5 hours</i>	<i>PM, BM, IM</i>
<i>Crisis resolution meeting</i>	<i>Controlling</i>	<i>Depends on the crisis</i>	<i>PM</i>
<i>Project turnover meeting</i>	<i>Controlling</i>	<i>1 time in 1 hour</i>	<i>BM</i>
<i>Team development meeting</i>	<i>Executing Controlling</i>	<i>Once a month, each time 1 hour</i>	<i>PM, BM, IM</i>
<i>Individual development meeting</i>	<i>Executing Controlling</i>	<i>Once a month for each team member</i>	<i>PM, BM, IM</i>
<i>Project Wrap-up meeting</i>	<i>Closing</i>	<i>1 time in 2 hours</i>	<i>PM</i>
<i>Final project decision making</i>	<i>Closing</i>	<i>1 time in 2 hours</i>	<i>PM & steering group</i>

10.3 Information flow

Understanding the flow of information will help each team member find their best way to collect information for their task. It will also help to avoid any mistakes leading to surplus or lack of information during the execution. The information flow can be divided into three types of activities information exchange, decision making and training. In each type of activities, there will be detailed information in the table below about which channels are used, how is the flow and the content of the information.

Table 11: Project information flow

	<i>Information exchange</i>	<i>Decision making</i>	<i>Training</i>
<i>Channels</i>	<i>Meetings, emails, phone call, Skype, conferences, etc</i>	<i>Official document (meeting minutes, written plan, etc)</i>	<i>Meeting, Skype call</i>
<i>Flow</i>	<i>From all project members and leader → other project members and leaders as well as steering group</i>	<i>From project leader → project team members</i>	<i>From the steering group → project manager From project manager, business manager, IT manager → team members</i>
<i>Content</i>	<i>Ideals for the project, reporting actions and status, news, etc</i>	<i>Stating the main achieved milestones and decisions made in the project.</i>	<i>The trainer try to improve trainees's particular knowledge and skill in particular topic. The purpose is to empower and develop each individual in the project which leads to increase the project outcome.</i>

10.4 Reporting

Reporting is an essential part of every business as well as project in order to update the status of the project, measurement of success and saving data for future usage. However, reporting needs to be in an appropriate level so that project members avoid surplus information and lack of time to executing the task. According to Project Management Institute (2013, 301) the format of report could be simple or more detailed and could be prepared gradually or in an exceptional case. For a simple report, it shows for example the status update of testing the SDK, the draft of tutorial, etc. For a detail reports, Project Management Institute (301) stated that they include: analysis of the last 3 months performance, expecting return in the next 2 months, risk management report, list of changes since the beginning of the project, etc.

In case of Gamespipe, below is the four essential types of report that needed for the project and its schedule. Apart from that, there are also other kinds of report that need to prepare in exception basis.

Table 12: Project reporting schedule

<i>Deliverable/Description</i>	<i>Schedule</i>	<i>Prepare by</i>	<i>Report to</i>
<i>Project Plan updates</i>	<i>Weekly in the team meeting</i>	<i>Project manager</i>	<i>Team</i>
<i>Project Progress reporting</i>	<i>Bi-weekly in team meeting</i>	<i>Team members</i>	<i>Project manager</i>
<i>Schedule Updates</i>	<i>Bi-weekly in team meeting</i>	<i>Project manager</i>	<i>Team</i>
<i>Memos and Agendas</i>	<i>For all meetings</i>	<i>Team member</i>	<i>Project manager</i>

10.5 Means of communication

According to Project Management Institute (300) there are many tools to manage and distribute information within a project. They could be divided into 3 types. Below are tools that are suggested to use for Gamespipe.

The first type is written document in printed form. That include: written mail, meeting minutes, press, plan and report. They should be saved in a safe place and accessible by the right person.

The second type is the most essential type for an online industry company which is electronic communication. That includes e-mail, Skype call, voice mail, mobile-phone, Webinar conference call, etc.

The third type is the project management tools: Gamespipe is using Zoho as their CRM tool, that would be useful to apply that to managing the project too. It helps utilizing the current resources of the company without spending more money to buy new project management software. For saving all documents related to project, Gamespipe can use Dropbox, One Drive or Evernote to enable multiple points' access as well as up to date document.



Figure 14: Suggested tools for communication online (credied by Huong Dinh)

11 EVALUATION AND PROJECT CLOSING

After completion, the implementation and outcome of the project will be evaluated in order to ensure the stakeholders' expectations were met, share feedback amongst the team and highlight any areas which could be improved upon for future projects. Evaluation will be conducted using face to face group meetings and written reporting. Below is an agenda for the project closing:

In week 1, June, 2015, the Project Manager will meet with the Steering group to discuss and check the outcome of the project and ensure all expectations were met. The Steering group will highlight any parts of the project which could have been improved upon.

In week 2, June, 2015, the Project Manager will gather and update all relevant project documentation.

In week 1, July, 2015, the end report will be produced and presented by the Project Manager. This will include the key points highlighted during the meeting with the steering group and will form the basis of the agenda for the closing meeting. A comparison between the planned budget and schedule and the actual results will be carried out. The report will be officially presented.

In week 2, July, 2015, a closing meeting involving all Team Members will be held by the Project Manager. The objectives will be: to share feedback, suggest future improvements, review project documentation, review project results and reward the team if all objectives have been fulfilled. This will mark the official end of the project and the team will be dissolved.

12 INITIAL RESULT

Until beginning of July 2014, the project has gone through its steps and the project team has made some achievement. Double Click for Publisher has been tested and approved to be use as the Ad-server for Gamespipe.

According to the schedule, the first app is ready to be launch at this time. The first app is “Escape from hell” is officially launch in Google Play store in 7th of July 2014. So far, there are still a modest number of install. However, the marketing manager is now working hard on driving more install to the app.



Figure 15: Escape from Hell (Google Play store - by Gamespipe)

As the price for the first app is less than planned due to the good negotiation skill of the out-sourcing manager, the app developer is now working on the second app already name “Fat insect”. The app is still on the way of developing and fixing bugs, however, the first version is also available in the Google Play store. Launch date is 10th of July 2014



Figure 16: Fat insect (Google Play store - by Gamespipe)

13 DISCUSSION & CONCLUSION

The thesis introduced the method of using Double Click for Publisher (DFP) mobile feature to apply into the case of a traditional affiliate network. The whole project plan has been presented based on two main theoretical frameworks which are project management and mobile marketing.

According to the frame work about project management, the projects in general need to make changes in the company to be able to move the business ahead. Thus, if the plan is implemented successfully, Gamespipe would be able to serve their customers with fast delivering, high quality and manageable mobile traffic. Currently those values take much longer time to deliver. It would bring significantly revenue and profit increase for the business in short term and a good customer relationship in long term. All of the results lead to a growth of the whole company. The literature resources helped the author to build the overall structure for the thesis. It started with the general information about DFP and the comparison between DFP and other Ad-server in the market. Follow up were the market information, project flow, project schedule, financial plan, risk plan and communication plan.

The Ad-serving framework showed the trends and the necessity of the project. According to it, the successful implement of the project will enable the company staff to focus on High ROI tasks and leave the low ROI tasks for the Ad-server to perform. After researching about Double Click, the author find out that DFP Small business features offer all listed Low ROI task free of charge. That will solve the obstacles the company face which are lacks of technical specialist and small budget.

As the project will run for the whole year which is a longer period, some initial result of the project had been shown to see project's real life process. Although there were some small changes which is made in the schedule and responsibility after different meetings, so far, the project had been running according to the plan. That means theoretical frame works applicable in real life.

Even though, the project focused on DFP and was designed for the specific case of Gamespipe, it could be used for other affiliate networks for any of their Ad-serving project. Currently, Ad-serving and SDK market is one of the big trend in online marketing due to the dramatically increase in number of laptop, mobile phone, tablet and other

personal computer devices. The paper will be a useful information package and guideline for starter in the field. In broader usage, the information is useful for researches about the Ad-serving industry. The steps we used here in this project could be used for IT project management in small scale companies.

REFERENCES

Adams, S. 2008. Project Meeting Facilitator : Facilitation Skills to Make the Most of Project Meetings. Hoboken, NJ, USA: Jossey-Bass.

Adtech. 2014. ADTECH Mobile – the solution for campaign management of mobile device. Print/read 09.06.2014. <http://www.adtech.com/en/products/mobile.html>

Appbrain. 2014. Appbrain stats. Print/read: 18.05.2014.
<http://www.appbrain.com/stats/number-of-android-apps>

Bainey, K. 2014. Integrated IT Project Management : A Model-Centric Approach. Norwood, MA, USA: Artech House.

Breeze Tree Software. 2014. Flow Chart Symbol Cheat Sheet. Print/read 17.06.2014.
<http://www.breezetreec.com/images/flow-chart-symbols.png>

Campbell, M. 2009. Communications Skills for Project Managers. Saranac Lake, NY, USA: AMACOM Books

Eslinger, T. 2014. Mobile Magic : The Saatchi and Saatchi Guide to Mobile Marketing and Design. Somerset, NJ, USA: Wiley

Fiegerman, S. 2014. Android Now Has 1 Billion Active Users. Print/read 01.07.2014.
<http://mashable.com/2014/06/25/android-one-billion-users/>

Google, 2014. Double Click for Publisher. Print/read: 30.05.2014.
<http://www.google.com/doubleclick/publishers/>

Heagney, J. 2011. Fundamentals of Project Management. 4th edition. Saranac Lake, NY, USA: AMACOM Books.

mAd-server. 2014. Features. Print/read 09.06.2014.
<http://www.madserve.org/features.php>

Merriman, D. & O'Connor K. 1999. Method of delivery, targeting, and measuring advertising over networks. Patent. Read 28.05.2014.
<http://google.com/patents/US5948061>.

Morris, R. Sember, B.2008. Project Management That Works : Real-World Advice on Communicating, Problem-Solving, and Everything Else You Need to Know to Get the Job Done. Saranac Lake, NY, USA: AMACOM Books.

Norman, E. Brotherton, S. Fried, R. 2011. Work Breakdown Structures : The Foundation for Project Management Excellence. Hoboken, NJ, USA: Wiley.

OpenX. 2014. Overview. Print/read 09.06.2014. <http://openx.com/product/mobile-ad-serving-for-app-developers/>

Operative. 2012. Choosing the right Ad-server. Print/read 09.06.2014. <http://www.slideshare.net/OperativeInc/choosing-the-right-ad-server>

Operative. 2014. Ad Operations Services. Print/read 09.06.2014. <http://www.operative.com/services/>

Palmer, M. CMO of AppClover. 2013. Interview 05.09.2013. Interviewer Young S. Mobile App Chat pocket. <http://appclover.com/drive-more-traffic-app-interview/>

Papadopoulos, P. 2013. Rise of the Mega SDK Vendors in Mobile. Print/read: 06.06.2014. <http://www.visionmobile.com/blog/2013/07/the-rise-of-the-mega-sdks-in-mobile/>

Portny, S. 2013. Project Management For Dummies. 4th edition. Somerset, NJ, USA: John Wiley & Sons, Incorporated.

Project Management Institute, Inc. 2013. Guide to the Project Management Body of Knowledge (PMBOK® Guide). 5th edition. Project Management Institute, Inc. (PMI). Online version available at: <https://app.knovel.com>

Raydugin, Y. 2013. Project Risk Management : Essential Methods for Project Teams and Decision Makers. Somerset, NJ, USA: Wiley.

Schutte, W. 2014. Mobile Games Trend Report. Update: 21.03.2012. Print/Read 18.05.2014. <http://www.newzoo.com/trend-reports/mobile-games-trend-report/>

Shankar, V. Hollinger, M. 2007. Online and Mobile Advertising: Current Scenerio, Emerging Trends, and Future direction. Mays Business School.

Strock, T. Founder of MobileAppTycoon.com. 2013. Interview 30.01.2013. Interviewer by AppClover. How to Get 20 Million App Downloads as an Individual Developer. <http://appclover.com/how-to-get-20-million-app-downloads-as-an-individual-developer-an-interview-with-alex-keim-developer-of-pic-stitch/>

Taylor, J. 2003. Managing Information Technology Projects : Applying Project Management Strategies to Software, Hardware, and Integration Initiatives. New York, NY, USA: AMACOM Books.

Wiki pedia. 2014. Google. Print/read: 18.05.2014. <http://en.wikipedia.org/wiki/Google>
Yu, J. 2013. You have got Mobile Ads! Young consumers' respond to mobile ads with different types of interactivily. IJMM Summer 2013. Vol 8. No 1. Mobile Marketing Association.

APPENDICES

Appendix 1: Tactics for promoting Gamespipe's own apps in the Google Play store

As stated above, the marketing part of the project is complicated and need the team to do many side researches in the topic. However, as the small scale of a project plan, the author will list here some common tactics as well as tips to drive install for Gamespipe's own app. There are many tips, books that could be found in the internet regarding this topic. Below is only some suggestion that is suitable for Gamespipe's case. More research and plan should be done by the marketing manager.

Regarding the app itself, there are some facts that the business team should keep in mind while buying apps. As for the category of the app, game is one of the most suitable categories. The reason is Gamespipe will be using those apps to promote other games. It makes more sense to promote a game inside a game than a cooking app or a fitness app. However, other categories could be: photo editing, music app, adult app, etc. The app should be simple and easy to program as well as take little memory of the phone. That will enable the user to download it easily. The maximum weight could be 30 MB; however, 5 MB to 10 MB are most suitable.

The first important tactics is setting all Gamespipe's app for free of charge. As the revenue will generate from the advertisement inside the app, there is no need to charge the user any time they download it. The aiming of this tactics is driving as much install as possible which leads to as much ads impression as possible.

Secondly, naming the app and making description is important. Thomas Strock (2013) one of the most successful individual developers stated that the name of an app should be in a sentence or less, preferably one single word. When the user see's the name of the app they know what it is right away. Moreover, choosing the right search key work could help boosting the install. More information about the name topic could be found in SEO guideline. For example, when the app Flappy Bird became the first most download in the app store, there are many apps that are new launch named with the word "Flappy" or "Bird". That trick will bring free search engine marketing for the app. When users search for "Flappy bird", other apps with similar name will also appear in

the search result. Strock T. also mentioned that 99% of the time the user never read the description before downloading. They mainly look at the name and the screenshot so making the appealing screenshot is also important.

Matt Palmer, the CMO of AppClover in the interview with Steve in 2013 gave some essential tips for driving more install to his app. The main points are getting the app promoted before the launch by using Tweeter, Facebook and free press. There is no need to put a lot of marketing budget for the app but try to utilize the free sources.

In conclusion, there are many methods in the market that Gamespipe could use to promote their app. The marketing process for the app should start even before the app is created to make sure the app itself is attractive in the market. Other marketing methods are following after the app is launch.

Appendix 3: Salary cost per personnel

Cost item	Total No of unit	Cost per unit (EUR)	May-14 (EUR)	Jun-14 (EUR)	Jul-14 (EUR)	Aug-14 (EUR)	Sep-14 (EUR)	Oct-14 (EUR)	Nov-14 (EUR)	Dec-14 (EUR)	Jan-15 (EUR)	Feb-15 (EUR)	Mar-15 (EUR)	Apr-15 (EUR)	May-15 (EUR)	Total (EUR)
Project manager	438 hours	20	880	740	540	540	540	420	540	640	920	920	720	560	800	8760
Business manager	314 hours	20	660	500	340	340	340	440	340	400	380	540	480	900	620	6280
IT manager	311 hours	20	500	640	300	260	260	220	200	600	1080	1080	280	460	340	6220
Marketing specialist	377 hours	15	240	270	405	405	405	225	195	600	540	540	150	870	810	5655
Budget controller	269 hours	15	240	225	195	195	195	300	450	360	360	360	780	150	225	4035
Outsourcing specialist	270 hours	15	525	270	180	210	225	165	570	600	300	345	180	180	300	4050
Ad-server manager	312 hours	15	300	345	225	225	150	180	165	600	825	825	270	270	300	4680