SMART PLAZA:

+₸2B in incremental revenue by bringing high-value customers back to the mall through a loyalty program powered by Big Data insights

CONTEXT

Almaty shopping malls operate in a saturated, limited market.

- Growth cannot come from expanding the audience → only from redistributing it
- High-income audience — ~11% of the population
- Audience overlap with competitors: 60–75%
- Offline behavior is not measured: no attribution, LTV, or retargeting

👉 Marketing operates "blind"

Client: Dostyk Plaza — a mid+ segment shopping and entertainment mall

Category: Retail / Shopping Mall

Audience: middle- and upper-middle-income consumers

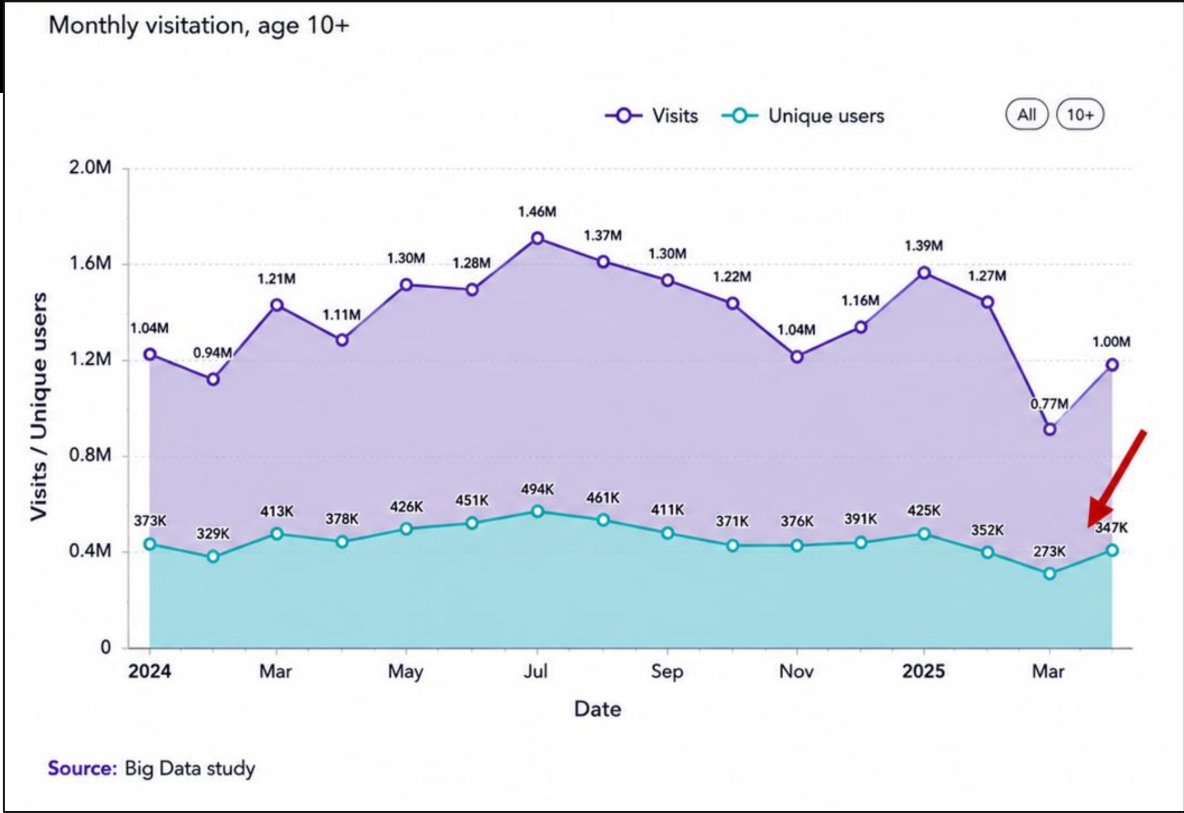
Region: Almaty, Kazakhstan

CHALLENGE

March 2025. Dostyk Plaza is facing a steady decline in traffic, with no clear understanding of the causes or effective tools to win visitors back. Standard tactics (discounts, promotions) are not working. New visitor acquisition cannot offset the churn because the high-income target audience is limited.

–35% unique traffic
–38% new visitors
~200,000 high-income visitors lost

👉 No ability to manage reactivation and revenue



OBJECTIVES

KPI

Business objectives

1. Stop the decline and stabilize traffic
2. Generate incremental revenue by expanding reactivating the audience
3. Increase LTV, average order value, and tenant sales
4. Ensure positive ROMI for the retention model

Business

Incremental revenue: ≥ ₸1B
Monthly visits: ≥ 800,000
AOV: ≥ 17 000 ₸
ROMI: ≥ 1:4
ROI: ≥ 300%

Marketing objectives

1. Quantify churned visitors and identify the reasons for churn
2. Turn churn insights into compelling value propositions for reactivation and acquisition
3. Increase visit frequency
4. Shift from mass campaigns to personalized communication

Marketing

Reactivation rate: ≥ 15%
Core retention: ≥ 60%
Visit frequency: ≥ 2.7/month
Repeat visits: ≥ 60%

Technology objectives

1. Digitize offline audience behavior
2. Build end-to-end O2O analytics
3. Build a first-party data base

Media / Product

Segment reach: ≥ 70%
CTR: ≥ 1,5–2%
Installs: ≥ 10,000
Install → registration CR: ≥ 70%

INSIGHT

The audience does not disappear — it moves to competitors.

- Mall choice is situational and depends on the occasion
- Loyalty is not established → visitors switch easily
- Some visitors drop out for 6+ months
- Marketing cannot see these users or bring them back

👉 The problem is not a lack of demand, but the loss of repeat visits

BIG IDEA

Turn offline traffic from a “black box” into a manageable audience.

- Measure behavior through Big Data
- Identify and segment lost visitors
- Bring them back through personalized digital triggers
- Build a habit through the loyalty program

👉 Turn one-off visits into a manageable lifecycle

TARGET AUDIENCE

Core:

High-income Almaty audience (18+), middle+

- Value comfort, service, and experience
- Limited segment — ~11% of the population

Key segments:

- Reactivation: no mall visits for ≥6 months
- Core / Super-core: regular visitors (3.8–3.9 visits/month)

BARRIERS

- The audience moves freely between malls
- Loyalty is situational and not established
- Communications are mass-market, with no personalization

No understanding of:

- who left
- where they went
- how to bring them back

👉 No behavioral management

SOLUTION

- Segmented the audience into behavioral cohorts
- Identified visitors who had not visited the mall for more than 6 months
- Developed a strong value proposition and built a product and promotional reactivation cycle around it
- Implemented personalized digital triggers
- Reinforced behavior through the loyalty program

👉 Turned a one-off visit into a manageable lifecycle

Data-driven strategy: O2O audience reactivation and retention model

We built a closed-loop offline audience management system combining Big Data, digital communications, and the loyalty program. Digital trigger → App → Visit → Purchase → Bonus → Return.

1. Big Data as the foundation

- Analyzed offline behavior through geoanalytics
- Identified churn cohorts and competitor overlaps
- Defined segments with the highest reactivation potential

👉 Identified who left and whom to bring back

2. Behavioral segmentation

- Reactivation (no visits for ≥6 months)
- Core / Super-core
- Segmentation by frequency, visit time, and competitive behavior

👉 Shifted from mass marketing to precision targeting

3. Personalized reactivation (digital)

- Launched campaigns on Meta and TikTok
- Used Big Data segments
- Personalized triggers based on behavioral scenarios
- Product and promotional offers

👉 Brought the audience back to the mall

4. Retention through the Super App and loyalty program

- Bonuses, shoppertokens
- Personalized offers
- Events and services

👉 Reinforced the habit of visiting

5. End-to-end analytics

- Connected: contact → install → visit → purchase
- AppsFlyer + Firebase + CRM
- Proved marketing’s contribution to revenue

👉 Made offline behavior measurable

RESULT

98 335

reactivated visitors

+₸2.03B

incremental revenue

1:10

ROMI

Growth in key business metrics

1. **Traffic:** 1.21M visits (+51% vs. plan)
2. **Unique visitors:** 326,000 (+8.7%)
3. **Average order value:** ₸23,000 (+35%)
4. **Purchase conversion:** 90% (2× the market level)
5. **Tenant LFL growth:** +15–18%

Change in audience behavior

1. **Reactivation rate:** 49.4% (benchmark: 5–10%)
2. **Visit frequency:** 3.9 / month (+44%)
3. **Core retention:** 69%
4. **Repeat visits:** 72%
5. **Dwell time:** 60+ minutes

Marketing and product efficiency

1. **CTR:** 4.31% (+21%)
2. **CPI:** –27%
3. **Installs:** 13,000
4. **Registration conversion:** 85%

BUSINESS RESULTS

KPI	Result	Benchmark	Interpretation
Monthly Traffic	1,210,000 visits (+51% vs. plan)	2.5–3.5 people/sq. m GLA/year (ICSC)	The mall reached the upper range of international benchmarks
Unique Visitors	326,000 (+8.7% vs. plan)	30–40% of total traffic	At the upper end of the benchmark — growth in new audiences
Incremental Turnover	≈₸2.03B	+3–7% of turnover	Benchmark significantly exceeded (+2×)
Average Order Value (AOV)	23 000 ₸ (+35%)	₸18,000–20,000	Above the global level for comparable malls
Capture Rate	90%	35–45%	Exceptionally high conversion → returning customers arrive with purchase intent
Tenant LFL growth	+15–18%	2–4% (or inflation ~8–10%)	Growth 2–3× above the market
ROMI (Retention)	1:10+	1:4	More than 2× above the market
ROI (incremental revenue)	≈1 000%	200–400%	2×+ the retail benchmark

MARKETING KPIs

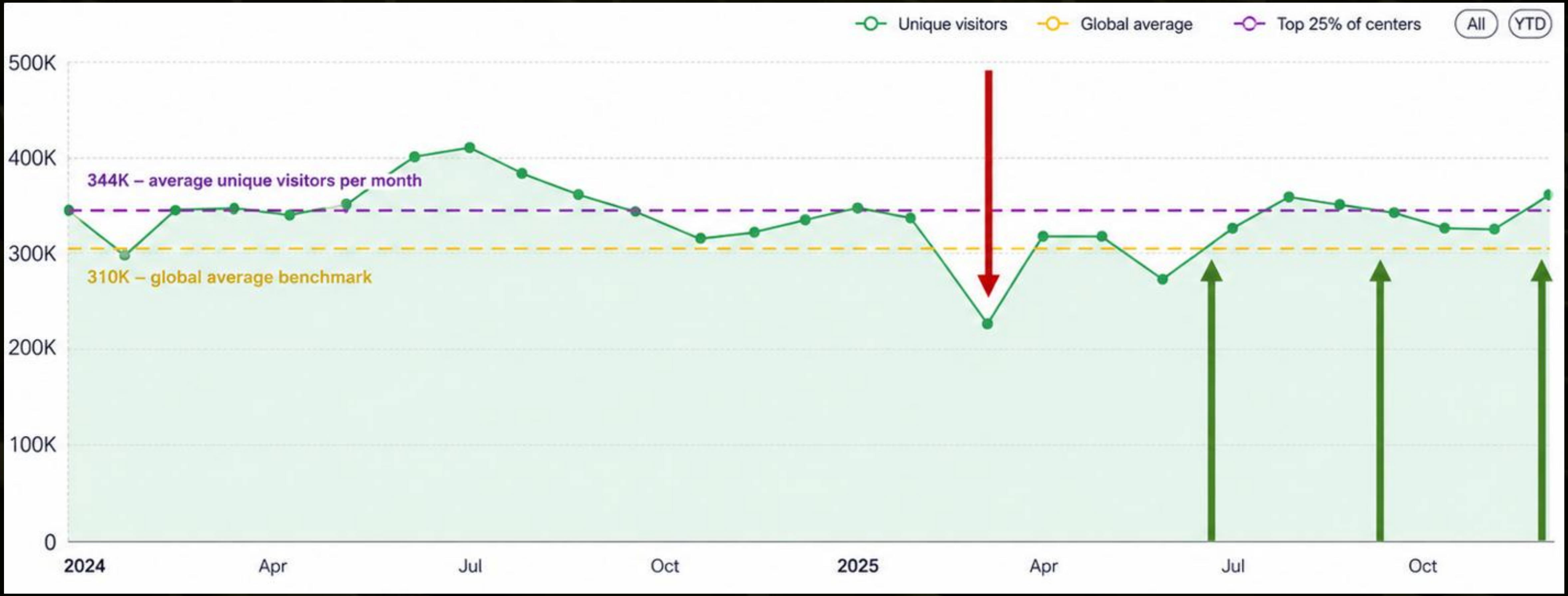
KPI	Result	Benchmark	Interpretation
Reactivation Rate	49,4%	5–10%	5–8× above the market
Core Segment Retention	69,1%	50–60%	Above-average retention
Visit Frequency	3.9 visits/month (+44%)	2,5–3,2	Reached lifestyle-center levels
Dwell Time	60–62 min	60–70 min	In line with global benchmarks
Repeat Visits	72% (+12 pp)	55–65%	Above premium malls

TECHNICAL / MEDIA KPIs

KPI	Result	Benchmark	Interpretation
Segment Reach	up to 85–100%	60–75%	Maximum possible reach enabled by Big Data
Contact Frequency	4,2–5,1	2–4	Above benchmark without efficiency degradation
CTR	4,31% (+21%)	1,5–2,5%	Significantly above average
App Installs	13 000	~3 500	3.7× the benchmark
Registrations	11 000	—	High engagement volume
CR install → registration	~85%	50–70%	Significantly above benchmark
CPI	899 ₸ (–27%)	1 200– 2 000 ₸	Below market level while quality improved

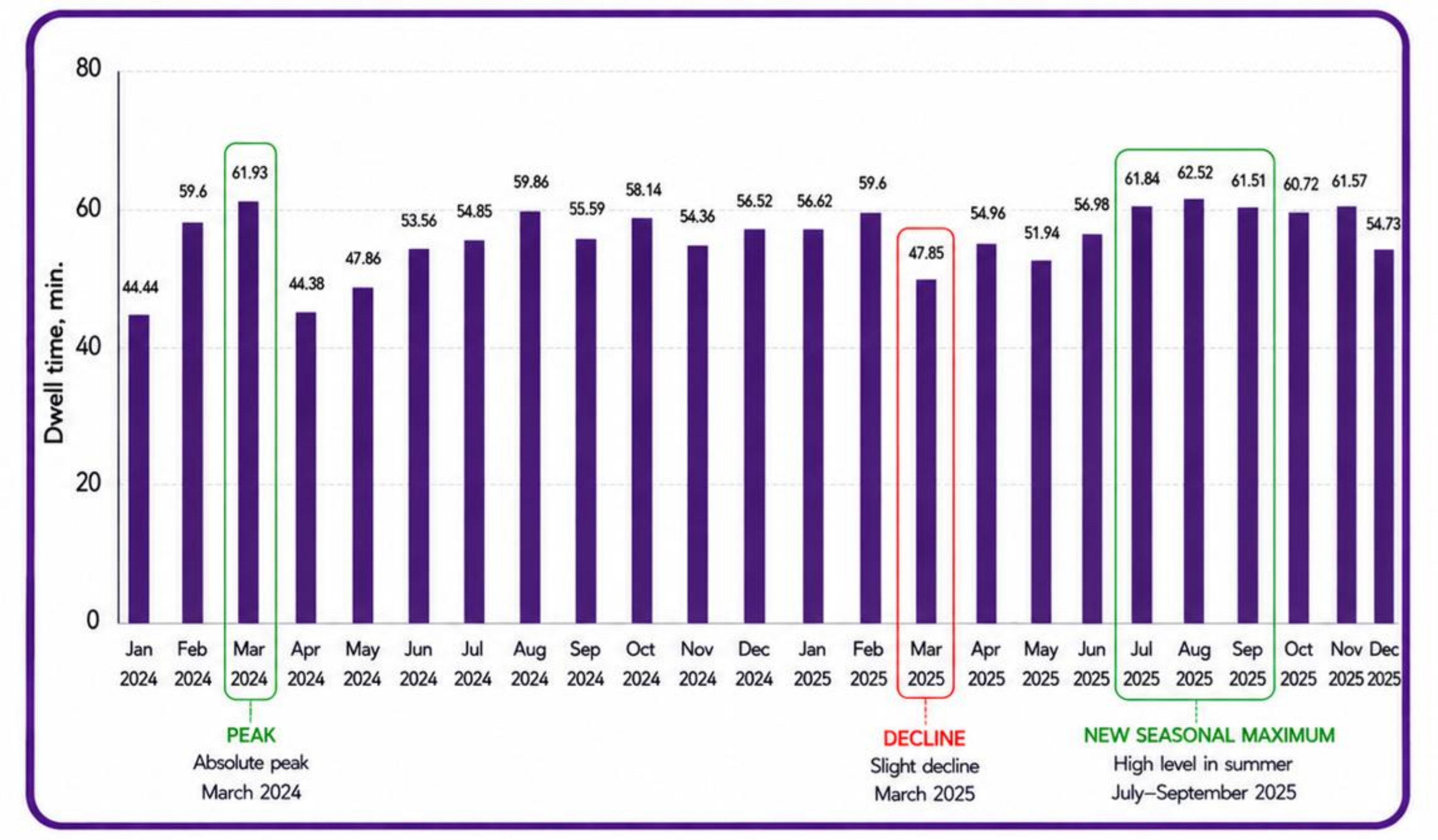
TRAFFIC VS. GLOBAL BENCHMARK

Dostyk Plaza averages ~344K unique visitors per month versus a global average of ~310K, which is 11% above the global benchmark. Overall, the mall demonstrates above-average traffic by international standards.



DWELL TIME VS. GLOBAL BENCHMARK

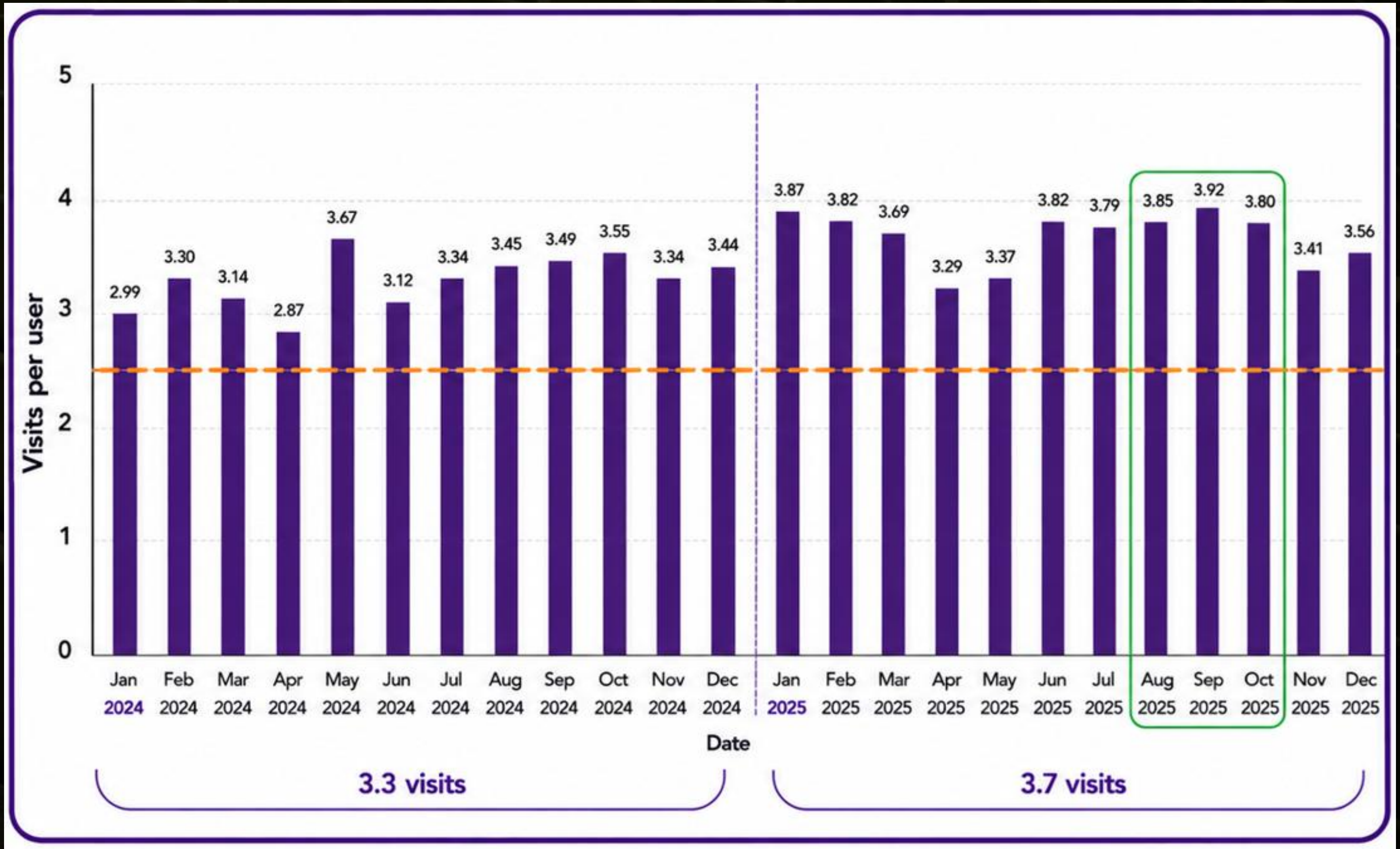
Average dwell time is 50–60 minutes, which is considered high compared with the average for fashion malls (~30–40 minutes).



VISIT FREQUENCY VS. GLOBAL BENCHMARK

Globally, the average shopping mall visit frequency is ~2–3 visits per person per month, according to industry research and Shopping Index metrics used to benchmark shopping center traffic.

Dostyk Plaza exceeds this benchmark, indicating strong audience engagement and high mall performance.



NEW LEARNING

Offline audiences can be managed with the same precision as digital audiences.

- Offline behavior can be measured through Big Data
- Audiences can be segmented and retargeted
- Customer reactivation is a manageable process, not a matter of chance
- Marketing directly impacts revenue, not just traffic

👉 Offline is no longer a "black box"

CASE STRENGTH

Growth in a saturated category is not about acquisition — it is about reactivation and retention.

- The pool of new customers is limited
- The key drivers are repeat visits and LTV
- Personalization matters more than mass campaigns

👉 The winner is the one who manages behavior, not traffic