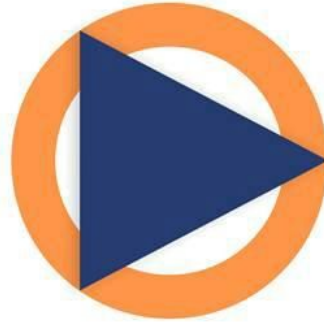




JOHN MOLSON SCHOOL OF BUSINESS

Comm223/SecCC



MediaDrive

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Identification of a New Product:

MediaDrive is a new and emerging information technology corporation that designs, develops and installs top-quality and innovative vehicle docks that aim to transform our consumer's driving experience. MediaDrive serves as a bridge between a user's smartphone and their car. Supporting iOS, Android and Windows phone users can benefit from a myriad of practical features not available on a typical car's built-in console or infotainment system. MediaDrive allows users to use devices they are already familiar with to control an extensive list of car functions including Air Conditioning, Music streaming and playback, GPS navigation, Fuel Consumption Monitoring, OBD II diagnostics, Wi-Fi hotspot creation and much more. MediaDrive's unique mobile platform allows users to benefit from several features outside of their car as well such as vehicle retrieval and remote start.

Driving can be a dull and tiresome chore that requires full attention but MediaDrive serves as a solution to this dilemma. Our goal is to facilitate the commute of high-mileage professionals who are regularly on the move and frequently face the obstacles of driving. Through MediaDrive, these travellers have access to their personalized music list, their preferred GPS application and can control car functions such as Air Conditioning, Radio and Seat Heaters with the quick click of a button to help them focus their attention on the road



rather than on their dashboard. MediaDrive also aims to fulfill the desires of car enthusiasts who wish to enjoy the newest and most innovative vehicle technologies. MediaDrive meets and exceeds the standards set by these customers who encourage creativity within motor vehicles. Our technologies will allow car enthusiasts to take pride in their ride and increases the value of their vehicles.

MediaDrive takes it upon itself to manage the installation of the dock along with all future maintenance and upgrades that may be required. Our customers need not worry about a thing, they simply need to plug in and drive. Our customers' happiness and satisfaction is our main priority and for that reason, we strive to deliver the best services that we can. We learn from our clients who constantly assist MediaDrive in its continuous improvement and innovation. Our success indeed depends on the contentment of our customers who guide us towards the right direction. This customer oriented approach allows MediaDrive to better understand the needs and wants of our clientele and in turn meet their demands. Therefore, MediaDrive is not only an information technology corporation that develops vehicle docks, it is also a company that endeavours to create, deliver and communicate value to our customers, our clients and to society as a whole.

Macro-environmental Impact:

Demographic Environment:

Demographic forces have major implications on the development of MediaDrive. The baby boomers (1947-1966) are a predominant generation in Canada and according to Kotler, they comprise a third of the population and fifty percent of the country's wealth (Kotler, 2011). This wealth can very well be directed towards our technological product as baby boomers adapt very well to change and reinvention (Kotler, 2011). These factors will highly influence our choice of target market in terms of sales since they are in their earning prime and are willing to spend on media technology (Oliveira, 2013). MediaDrive's hardware docking unit accommodates to more than one type of port which provides users with a flexible range of devices to connect to their cars. For instance, tablets, which are greatly used by younger boomers between the ages of 47 and 57, can be used with MediaDrive. Therefore, in consideration of this information we should not exclude the baby boomers from our demographic forces.

Consumers of generation X are viewed as more skeptical and precautionary. Though a tight budget may result in low sales returns, these consumers may be attracted to our product in terms of security as MediaDrive allows users to remove their tablet or phone upon exiting their vehicle which reduces the chances of theft. Consequently, generation Y and Z are

resourceful and extremely tech-savvy. Members of generation Y and Z spend twice as much time using the internet on their smartphones and four times as much time on social media in comparison to baby boomers(Oliveira, 2013). Since millennials are “always on” (Kotler, 2011), our product is highly attractive to their lifestyle. Another important trend states that Quebec and Ontario own the largest combined market share in the smartphone industry which is 81.1% (PMB, 2011). With these facts we can target our product in locations that harvest the highest smartphone revenues. Additionally, the rising number of white collar professionals in Canada will increase the demand for quality products, books, magazines, travel, personal computers and internet services which is extremely beneficial for MediaDrive’s success.

Economic environment:

MediaDrive is a complementary good which means that its use is directly related to the use of another product. In this case, the other products include smartphones, tablets and modern cars. Upon analyzing the global distribution of wealth we can establish that a country’s economic growth can be industrialized, developing, or less-developed. Since MediaDrive is a prestigious product, income is an extremely relevant variable in determining our market. Subsequently, MediaDrive would benefit from individuals with a particularly higher income.

A seemingly growing trend in Canada is value marketing. Following past spending splurges, the Canadian economy is facing some troubles (Kotler, 2011). We can overcome these challenges by targeting our product to the top 20% of full-time workers whose wages went up by 16% (Kotler, 2011). Though we tend to assume that the majority of middle class citizens own a smartphone and a modern car, these assumptions could lead to improper targeting of our product. According to the Finance Ministry Report, between 1976 and 2010, Canada’s middle class earning rose only 7 % (Tencer, 2013) which could assert that the middle class is not advancing suitably. We must further analyze whether the middle class is an appropriate target for our product and determine whether they prioritize lifestyle over income.

Technological:

The innovation of MediaDrive is a positive contribution to technology. With the speed of technological advances in the current automobile infotainment industry , IT processes and systems will quickly become dated. For instance, Apple has recently launched its own in-vehicle infotainment system, CarPlay. To remain competitive, the business must ensure that its processes and systems support innovation and creativity for itself and its customers. MediaDrive embraces recent advances in technology to offer clients top-quality and the most sustainable services possible. What is unique and innovative about the product is that it offers installation and future maintenance services which enhances our customer’s satisfaction.

Cultural:

The lives of many Canadians is immersed in technology. The technology of car infotainment systems much like that of MediaDrive, culturally identifies with materialistic prosperity. For this reason, technology can be denoted as a culture. In parallel, our product is not just a tool, but it is as a way of being or a form of life in the Canadian society. By having an infotainment system installed in cars, people’s lifestyles will be influenced as their daytoday



tasks will be facilitated through the use of MediaDrive. Our product's goal is to increase the efficiency of high-mileage professionals, give pleasure to car enthusiasts, and ultimately contribute to a change in consumer habit trends which requires high levels of innovation.

Political:

In today's business environment, there is pressure on mobile workers to stay connected to the office while on the go. Consequently, there is a strong need for hands-free texting/calling, and e-mailing. In parallel, there has been laws put to ban the use of cellphones while driving which lead to the creation of hands-free devices such as bluetooth and GPS. However, there are growing public and legislative concerns on mobile devices that could put a risk to safety due to distractions while driving. MediaDrive in-car infotainment system is an answer to this safety dilemma. Android and Windows phone users can benefit from a myriad of practical features not available on a typical car's built-in console or infotainment system. Drivers can control car functions such as Air Conditioning, Radio and Seat Heaters with the quick click of a button, voice-powered and hands-free, in order to help them focus their attention on the road rather than on their dashboard.

On the other hand, with the fast growing rate of technology advancements, there is also a growing risk on safety. Consumers want more and more; they want to have a copy of their phones built into their cars which could lead to distractions on the road. Even though in-car infotainment systems are rather new on the market, there are a lot of regulatory testings, laws, and road safety legal issues required. For now, there are no legal obligations concerning this market, but MediaDrive would be influenced if the legal rules were to be made public in Canada.

Natural:

For the Generation Y car buyers, the characteristics of gas mileage and vehicle affordability have emerged as top requirements. Moreover, members of this generation are attracted to cars which help with fuel efficiency and the diminishment of air pollution. In fact, MediaDrive adapts perfectly to this consumer trend. One of its functions includes the ability to stop and start your vehicle from your mobile device which can substantially reduce fuel consumption and air pollution. In addition, Generation Y consumers are interested in alternative ways to improve their commutes. According to a consumer study made by Deloitte in 2014, 47% like using smartphone apps to help plan and control transportation, and 65% would be willing to pay more for an alternative powertrain. Though the price is still a major consideration for consumers, MediaDrive can help balance out their environmental concerns as our clients will always be aware of their speed, fuel consumption and gas emissions through the use of the infotainment system.

Segmentation, Targeting, and Positioning:

The MediaDrive infotainment system is a luxurious product. The offered service is

dependent on the possession of two main products, modernized cars and smartphones or tablets. This product is intended for personal use, therefore households and individuals provide a viable market. MediaDrive targets current and potential car owners between 18-50 years of age who are interested in mobile technology, drive to work or school, own devices that run Apple iOS, Google Android or Microsoft Windows Phone and live in households with average to above-average income. Prior to defining the market, we must ensure that our consumers are comfortable with technology. Results from the infotainment industry demonstrate that age plays a significant role in the respondents experience with the system (Consumer Reports, 2013). MediaDrive's success can be predicted by its competitive advantage over competing brands like GM's 2015 OnStar with 4G LTE; MediaDrive does not require an additional data subscription and runs on the device users are already most familiar with.

Market segment 1 – High-Mileage Professionals:

It is with no surprise that smartphones have revolutionized the way in which professionals work. Smartphones have multiple functions from checking your voicemail, to e-mailing a colleague, reserving a flight ticket, surfing the web for potential updates and much more. Professionals have very busy schedules and are always on the run between work and their personal lives. Our product caters to these lifestyles in a way like no other. In the past few years, restrictions on cell phone use in the car have put an end to our multitasking abilities. Professionals who are frequent road users must not let driving get in the way of these tasks. MediaDrive allows any smartphone user to remain connected at all times. The white collar professionals are of the upper-middle or highest social classes. According to Statistics Canada, High-income Canadians tended to be highly educated. Over two thirds (67.1%) of the top 1% had attained a university degree compared to 54.6% of the top 5%, 50.3% of the top 10% and 20.9% of all Canadians aged 15 and over. These statistics state the close relationship between income and education, which are both main variables for this segment. Our clientele leads an innovative lifestyle as professionals are successful, active and sophisticated. The demographic and psychographic traits mentioned above are fundamental in determining our ideal target market.

Market segment 2 – Car Enthusiasts:

Another attractive market choice for MediaDrive involves young privileged adults. Youth generations are a dynamic, impulsive and curious group also described as experiencers. Car enthusiasts are between the ages of 18-25 and come from wealthy families. The demographic is largely composed of current students or postgraduate students entering the workforce. Car enthusiasts have very high expectations that they apply to all potential products, services and experiences on offer. The MediaDrive infotainment system is a rather complex purchase decision. Car enthusiasts take interest in a variety of information sources in order to purchase the highest ranked product. Car enthusiasts come from Generation Y whereby they are incredibly attached to technological trends, and thus are a profitable segment. Generation Y consumers are highly connected because they are the first generation to be consistently surrounded by computers, cell phones, satellite TV, and online social networks (Kotler, 2011). Recent statistics demonstrate that Generation Y and Z members surf the internet and social media on a smartphone more often than baby boomers (Oliveira, 2013). These statistics are

useful in determining that Generation Y members will keep up to date on the newest features and applications of our infotainment system. On the other hand, it is important to recognize that MediaDrive serves as a functionality console more than anything else. It will not allow games, social media apps or any feature that puts the safety of the driver at risk. Car enthusiasts are frequent road users who favor their personal vehicle over other means of transportation. Though they drive very often, the distance is fairly small compared to the professionals. In a report analyzing driving characteristics of the young and aging population, results showed that older age groups drove over three times the distance of younger drivers (Statistic Canada). Nonetheless, the behavioural, demographic and psychographic variables relating to the car enthusiasts give our product a young and trendy image.

Considering the viable target markets mentioned above, the best business strategy would be to pursue the first market segment known as the professionals. Our firm will adopt a concentrated marketing strategy targeted towards the professional segment. We chose this targeting strategy based on our limited resources as a startup company. In the time being, we will be able to concentrate our efforts in gaining a larger market share of this specific segment. With no competition for this product to face, concentrating our marketing strategy towards one and only one segment will allow us to get our foot in the door of this industry and gain a competitive advantage. As first movers, this puts us in a position to experience future growth. Upon comparing the two segments, we chose professionals because it had stronger guarantee in sales potential. Firstly, the market size is larger due to the fact that there are more licensed drivers in the professional segment. According to Statistics Canada, the older age group accounted for relatively double the population and number of licensed drivers. Secondly, the older age group drove three times the distance than the younger age group (Statistics Canada). MediaDrive is ideal for long distance drivers as the functions that our product offers will be put to better use. The list of car functions offered by MediaDrive like Air Conditioning, Music streaming and playback, GPS navigation, Fuel Consumption Monitoring, and OBD II diagnostics are better suited for the innovative lifestyles who prefer everything to be under control as opposed to the rebellious and impulsive lifestyles of younger adults. Professionals store large amounts of data on their cellular devices and the value we offer is the portability and thus the safety of this information. Unlike its competitors, MediaDrive's unique mobile platform allows users to benefit from several features outside of their car such as vehicle retrieval and remote start, thus clients who are generally concerned about security can be reassured that the infotainment system will continue to work once they leave the car with their smartphones or tablets in hand.

Secondary Data & Sales Potential:

Although various secondary data sources will be consulted in order to successfully forecast sales potential, additional emphasis will be placed on both Hoover's Online Business Database as well as comScore's research database. Hoover's will be used as a source of information concerning competitors, such as their yearly sales as well as profit margins. Some examples of potential competitors include the OnStar division of General Motors as well as State Farm Insurance. These values will contribute heavily to our ability to accurately estimate potential sales, as MediaDrive shares several characteristics with the products offered by both of these companies. Seeing as though our system functions strictly through the use of ones'

smartphone, the primary use of comScore's database will be to gain important data relating to current trends in smartphone and tablet sales, in order to more effectively predict the size of the market.

Appendix A will be used for several important pieces of information. Firstly, as our target market consists of smartphone users between the ages of 18 and 50, we will combine both the 18-34 and 35-54 age ranges in order to approximate the total percentage of cellphone users that fall within our demographic. The percentage of users relative to household income will also prove to be useful considering our target market is comprised primarily of wealthier individuals and families, thus we will utilize the cellphone audience percentages regarding household income for both \$75,000-\$99,999 (17%) as well as \$100,000 or more (33%).

Steps taken in deriving sales potential:

1. Canadian vehicle registrations for road vehicles weighing less than 4500 kg (Statistics Canada, 2010): 20,267,982
2. Approximate number of licensed drivers that fall within our target market (Transport Canada, 2011):
 $1,867,038 + 4,079,460 + 4,259,702 + 4,920,970 = 15,127,170$
3. Percentage of licensed drivers within our target market who own a vehicle:
 $\frac{15127170}{20267982} \times 100 = 74.64\%$
4. Total number of Canadian **cellphone** users in 2012 (comScore, 2013): 22,706,000
5. Total percentage of Canadian cellphone users within our target demographic:
 $31\% + 35\% = 66\% * 22,706,000 = 14,985,960$
6. Total percentage of users who fall within our target level of household income:
 $33\% + 17\% = 50\% * 14,985,960 = 7,492,980$
7. Smartphone market penetration as a percentage of total cellphone users:
 $62\% * 7,492,980 = 4,645,647.6 = 4,645,648$
8. Approximate licensed vehicle owners who own a smartphone device:
 $4,645,648 * 74.64\% = 3,467,511.67 = 3,467,512$ – Approximate target market size

Sales potential breakdown:

1. Determined total number of registered vehicles in Canada. (20,267,982)
2. Determined approximate number of licensed drivers between 18-50 years of age. (15,127,170)
3. Divided the number of licensed drivers (15,127,170) by the total number of vehicle registrations (20,267,982) in order to find the total percentage of licensed drivers within our target market (74.64%).
4. Determined total number of Canadian cellphone users (22,706,000).
5. Took the sum of the percentages of Canadian users who fall within our demographic (31% between ages 18-34; 35% between ages 35-54).
6. Took the sum of the percentages of Canadian users who fall within our target level of household income (17% earning between \$75,000 and \$99,999; 33% earning more than

\$100,000)

7. Multiplied the Canadian smartphone market penetration percentage (62%) by the number of cellphone users who fall within our target market.
8. Multiplied this amount (4,645,648) by the percentage of licensed vehicle owners (74.64%) in order to gain a rough estimate of the number of licensed vehicle owners who own a smartphone device.

Selling price of MediaDrive: \$699.99 (CAD)

Material cost: \$150.00

Labour cost: \$150.00

Total cost of production: \$300.00

Profit/Gross Margin: \$400/57.14%

Predicted percentage market share for first year (determined by analyzing competitors' current levels of market share): 2%

Estimated market potential (first year sales):

$(3,467,512 * \$699.99) * 2\% = \$48,544,474.50$ (Revenue) * 57.14% = \$27,738,312.73 (Profit)

Marketing Mix:

Promotion:

In terms of advertising, MediaDrive will target the segment of high-mileage professionals by using print ads in some of Canada's most popular magazines such as *Canadian Living*, *Maclean's*, *Financial Post* and *MoneySense*. Such publications are chosen because their readers are more likely to be higher-income earners and professionals than the readership of tabloids and newspapers. Also, MediaDrive's presence in these magazines will help raise the perceived prestige and credibility associated with the product as our ads will be next to some of the most well-known brands in the world and in some of Canada's most respected magazines.

YouTube will also be used in two distinct ways to promote our product; First, as a means of advertising using demographic targeting similar to Facebook's we will advertise 15 second ads before videos that are related to either automobiles, technology or media. Secondly, we will create a MediaDrive channel with multiple professionally created video clips demonstrating the product's capabilities and features in action. This will serve as an inexpensive platform to redirect our online potential customers in order to gather more information on our product, through a website they already know and trust, YouTube. These videos should be of a more informative and neutral tone in order to gain customer's trust and appear less biased than pure "shouting" advertising.

In regards to sales promotion, we will reach our target market using trade show presence. For high-mileage professional, MediaDrive will be present at some of Canada's biggest related trade shows such as the Montreal Auto Show, the Canadian International Auto



Show in Toronto and Dx3. Our presence at these shows will solidify MediaDrive's image as a medium-to-high-end product and will allow the public direct interaction with a product that is unique in the market.

Price:

MediaDrive's price has been determined using current product offerings from competitors as well as the value our product can have to our potential customers. Currently, third-party touchscreen radio head units, the closest aftermarket competition to MediaDrive, retail between \$300-\$700. Factory-installed infotainments system from automakers range between \$800 - \$2000. MediaDrive will retail for a price of \$699 including installation. We will employ a single-price strategy in order to contribute to MediaDrive's perception simplicity and ease-of-use. Also, our single price, no-discount strategy will reinforce MediaDrive's perception as a premium product with advance functionality.

Product:

As MediaDrive's infotainment system is positioned alongside high-end products, we must create a corresponding marketing strategy for an upscale market. MediaDrive infotainment system aims to bring benefits to the market segment of high-mileage professionals. On the basis of this market segment, we have come up with a possible product strategy to ensure that MediaDrive has a competitive advantage over its potential competitors and occupies a high market share in the future market.

For the professional segment, our product's characteristics will emphasize the functions that help users make their frequent commutes more efficient. By connecting the user's smartphone into the car's dashboard, MediaDrive will support wireless phone calls while users are driving. This feature ensures that our clients will not miss calls from their customers and in turn avoid unnecessary losses in their businesses. To compare with it's potential competitor, GM's OnStar with 4G LTE, one of the significant technology advantages in MediaDrive's infotainment system is that it does not require an additional data subscription and it provides users with access to Wifi within their vehicles. MediaDrive also supports playback capabilities and utilizes either previously stored files or streaming which allows our clients to check their work files in their vehicles.

MediaDrive provides functions that permits users to have a pleasant, comfortable, and convenient driving experience. For instance, a comfortable temperature within vehicles is a significant factor for a pleasant driving environment. MediaDrive takes this fact into consideration by providing an air-conditioning control system that can automatically adjust the temperature inside the car. In addition, MediaDrive's fuel efficiency application can provide information about gas mileage and the nearest gas station locations. As parking can become a troublesome task, MediaDrive users can utilize the parking locator system to find nearby open and free parking spots. MediaDrive also has an OBDII diagnostic capabilities tool which helps our clients check the functionality of their engine, their wheels and any operating devices within the vehicle. This application can also help users start their car and adjust its temperature from a distance.

Place:

Within the indirect channel system, instead of intensive distribution MediaDrive's infotainment system will use selective distribution channels. With our professional target segment conforms to necessary conditions, which are current and potential car owners who have mobile devices. MediaDrive's infotainment system will not be sold in stores such as Future shop or Sources rather, consumers will find MediaDrive in most automobile franchised stores. Cars are the main product in the market and MediaDrive is an additional installment for these cars. For this reason, automobile franchised stores are preferred since consumers will be more inclined to purchase MediaDrive immediately after purchasing their car. Since online-shopping has become popular as of recent years, we will also set up an online store to sell our product and provide free delivery services as well as free installment at our personal garages.

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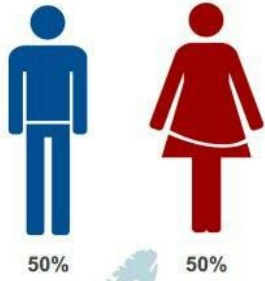
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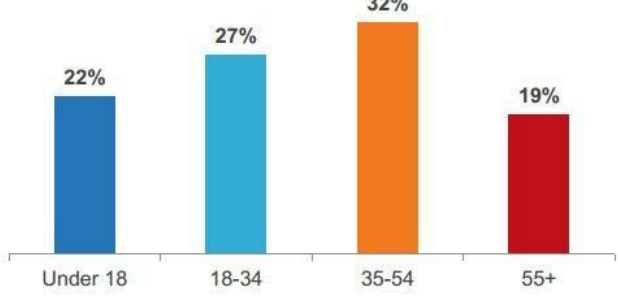
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Appendix A

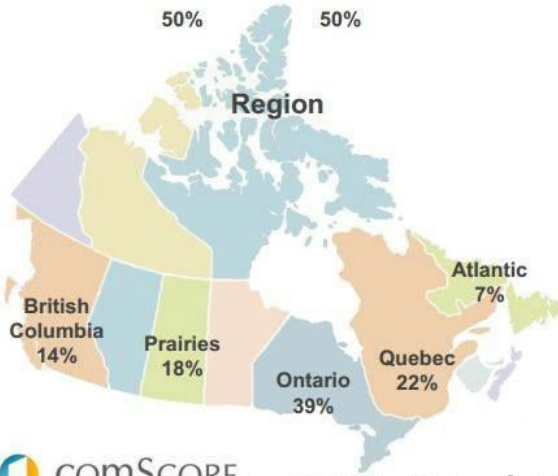
Gender



Age



Region



Household Income (CAD)

- Less than \$40,000
- \$40,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 or more

