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MKT348 Class

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Makeup a LOGO  
For your team

2Good Consulting Team

The above individuals have agreed to equally contribute to this project. This contribution need to be equal and fair. The responsibility need to be shared among all members. They have all agreed to freely express themselves and not hurt anybody in the process.

This contribution is demonstrated by their intellectual effort, but also by the time they have spent, and the priority they have given to this project.

The individual signatures are indications of their commitment to the above for FALL 2028.

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Brand B

Strength & Weaknesses, definition of target(s), Positioning, and main strategies.

Brand C

Strength & Weaknesses, definition of target(s), Positioning, and main strategies.

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## 1. Executive Summary

Redan i dag är piratkort för kommersiell användning olaglig. Nu föreslår regeringen att förbudet utvidgas till att även gälla privat användning. Det innebär att personer som för privat bruk anskaffar eller använder Wazzoo kawazoo. avkodningsutrustning i syfte att få tillgång till en tjänst, till exempel betal-tv, utan att betala för den kan dömas för detta.

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## 1. ANALYSIS OF THE ENVIRONMENT

### Summary of Industry and Market Analysis

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## 2. IDENTIFYING A CONSUMER AND MARKET FOR THE BAKERY

### Opportunity Analysis

Factors focused on the Consumers in Santa Monica

Factors focused on the Food or Bakery Environment

Other Structural Factors such as regulatory or Political, ...

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Segmentation of the Market

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Segmentation of the Market

### Potential Segment Characteristics

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## 6.2. Groupings of these Characteristics (profiling)

[Write a few comments here and refer to a Table in the Appendix that show the profiles]

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### 6.3. Targeting:

[Targeting strategy will allow us to pinpoint a sub-segment(s) that share(s) the most common characteristics and behaviors of the potential Ultima consumer to later concentrate our marketing and advertising efforts to this group.]

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### **The Routiners (3.2 million consumers\*):**

Profile: David and Helen are working parents with two teenage children: they like to take them skiing so watch the pennies during the rest of the year. The couple wine shop in a multiple grocer and will try most wine particularly if they're on special offer.

The backbone of UK wine consumers, these drinkers enjoy it almost four times a week.

They are very confident drinkers, have a broad portfolio and a good level of knowledge. Wine is a strong signifier of reward for them to relax with at the end of the day and these consumers also often buy in bulk for drinking at the weekend.

Equally split between the sexes, 80% are parents with children aged 6-18-plus. Some 70% are in the 35-54 age group and ABC1 groups predominate.

They are over-represented in the north-east of England and Scotland but under-represented in

London and East Anglia. They spend £4 a bottle on average for a relaxing drink at home up to £5.30 for a formal occasion at home.

Share of wine value sales: 25%/share of regular wine drinking population: 17%.

### **The High Potentials (4m consumers):**

Profile: Sandra, a qualified accountant, lives in Bristol with partner, Alan. She is trying to learn more about wine to keep up with her boyfriend. She enjoys drinking Pinot Grigio with the girls after work and shops in multiple grocers and specialists.

A medium frequency drinker, about twice a week on average, they are quite conservative in their tastes. They were brought up with wine-drinking parents so have an above average knowledge and a high involvement with the category.

Tend to stick with familiar names such as Hardys and Wolf Blass, they look for the reassurance of brands and will only experiment within the parameters of a brand they're familiar with.

A younger group with 61% aged 34 and under and just 3% aged over 45. Women account for 62% of this group which has the highest proportion of drinkers (45%) from the B socio-economic group.

London, the south-east and East Anglia are key regions but this group is under-represented in Yorkshire and the north-east.

They spend £4.89 a bottle for a relaxing drink at home, but willing to trade up to £6.50-plus for special occasions such as a dinner party.

Respective shares: 24%/21%.

### **The Engaged Explorers (2.1m consumers):**

Profile: Jeremy, 55, is an accountant and lives with second wife, Linda, 48, a retail manager from Hemel Hempstead and both have grown-up children from first marriages. They shop for wine at multiple grocers, multiple specialists and independents.

Similar to Routiners in terms of age and sex profile, wine is part of their everyday life and they are the most frequent consumers.

The second most knowledgeable and experimental group but they lack confidence in their knowledge even though they read newspaper wine reviews and discuss it with friends.

They are interested in spending a bit more to get something good and will choose a branded range such as Hardys as well as non-branded products. They buy for a range of reasons, as gifts, for everyday drinking and for more formal dinner parties at home.

The oldest group, with 91% aged 45-plus, it is male dominated and more than 65% are 'empty nesters' (who have children that have left home).

Heavily biased towards A socio-economic group but also includes B to C2 consumers. They tend to live in London and the south east but are under-represented in East Anglia. They spend £4.89 a bottle for a relaxing drink at home and £7-plus for a dinner party.

Shares: 21%/11%.

### **The Experts (0.8m consumers):**

Profile: Nicholas is a retired lawyer from Surrey and is a big fan of Cotes du Rhone and will splash out on Bordeaux and Sancerre. He always drinks wine with meals and shops at a wine wholesaler and his local independent.

The single most valuable customer on a per head basis, they are most involved consumers, go on wine holidays and read books, magazines and newspaper columns about it.

Often a couple, they will share an interest and will socialise with other Experts. They tend to buy in bulk to keep their bottle costs down and drink it most frequently during formal and informal meals.

A mature and male dominant group, 46% are aged 65-plus and likely to be 'empty nesters' while women account for just 23% of this group.

Strongly biased towards the top-end A socio-economic group but also segment with highest proportion of C1s. They are over-represented in East Anglia and the west country and under-represented in southern England and the north-west.

They spend under £5 for everyday drinking at home, £7.99 for a special occasion.

Shares: 10%/4%.

### **The Newbies (4.5m consumers):**

Profile: Lisa shares a flat in Leeds with two girlfriends. She tends to drink Californian white, enjoys rosé in the summer and will splash out on Chablis when entertaining. She buys either at her local corner shop or convenience multiple store.

The lightest wine users of all averaging less than once a week but account for a quarter of volume.

Wine drinking tends to be an upbeat occasion often before they go out with their mates although they do also consume it during more relaxed sessions but very rarely on their own.

Their buying behaviour reflects the way they drink: they have the narrowest repertoire of brands but know what grape variety they like and will stick with it.

The youngest group with 65% aged 18-34, women account for 62% and BC1s dominate with a 34% share.

More likely to live in the midlands than in London, they spend £3.80 a bottle for a relaxing drink at home but up to £5.30 for a dinner party.

Shares: 10%/24%.

### **The Occasionals (2.6m consumers):**

Profile: Steve and Marianne are in their 60s, retired and live in Northampton. She likes gin and tonic and he likes a drop of sherry or scotch. They normally only have wine when they have friends or family over for Sunday lunch and they also have a bottle or two at Christmas.

These consumers drink wine about once a week, have low knowledge and are the least valuable on a per head basis.

They didn't grow up in a household where wine was drunk so it is not particularly relevant to their lives.

A shrinking group over time because of demographic trends, these consumers are set in their ways and will choose a brand because of the reassurance it provides and will stick with traditional styles such as liebfraumilch and hock.

An older group with 88% aged 45-plus split equally between the sexes. More than 50% are 'empty nesters' with children aged 18-plus and it is heavily biased towards C1C2D.

Over-represented in the midlands and under-represented in London, they have a similar regional profile to Newbies.

They spend £3.70 a bottle for a relaxing drink at home and up to £5.50 for more formal occasions.

Shares: 5%/14%.

**The Economisers (1.7m consumers):**

Profile: Michael and Ann are a semi-retired couple in their late 50s living in Maidstone, Kent. She drinks liebfraumilch, he drinks Italian or French own-label. They shop for wine at a multiple grocer and pop over to Calais once every two months to stock up.

This group has the same demographic in terms of age and socio-economic profile as Occasionals but the big difference is that wine is very much part of Economisers' lives.

They consume it on a regular basis (72% once a week or more) but are not experimental or interested in trading up. They tend to enjoy wine for informal everyday drinking occasions and will tend to choose liebfraumilch and own-label.

Men account for 64% and this group which is older (with 85% aged 45-plus), dominated by 'empty nesters' and largely drawn from socio-economic groups C1C2DE.

They are less London and south east biased and more likely to live in East Anglia, midlands, central southern regions.

They spend less than any other group — from £3.21 a bottle for relaxing at home to £3.68 for a dinner party.

Shares: 4%/9%.

6.4. Positioning Analysis

6.4.1. Determine Current Positioning

[Ultima Sports Ltd. is a product-oriented company and as a result, positioning has already been established. Ultima's competitive edge lies in the fact that they manufacture the fastest car in the world which automatically gives them a status of 'superiority' in the market. In addition, the company has also determined the style and build of the car and therefore offering no option with regards to custom changes. Hence: Ultima Sports Ltd. = P S T P]

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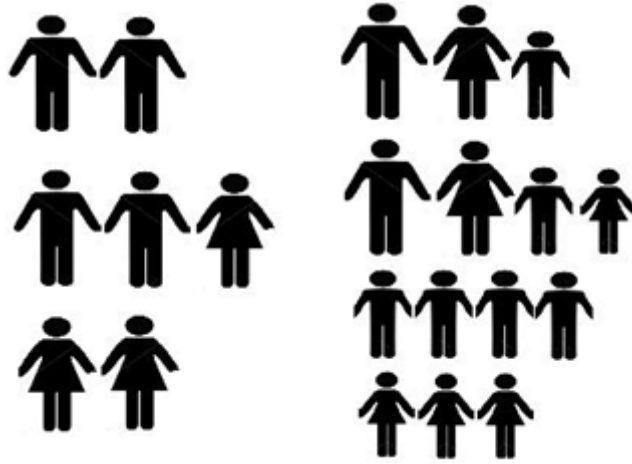
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#### 6.4.2. Determine Competitor Positioning

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### 6.4.3. Identify Ideal Positioning Attributes

[Is price more important than brand image? Do consumers align personal values with brand choice?]

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## ANALYSIS OF POSITIONING

### 1) Description of the Competitors' Positioning

	Brands	Positioning Attributes
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1	Bugatti	<ul style="list-style-type: none"> <li>• This attribute 1: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 2: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 3: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> </ul>
2	Caparo	<ul style="list-style-type: none"> <li>• This attribute 1: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 2: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 3: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> </ul>
3	Mosler	<ul style="list-style-type: none"> <li>• This attribute 1: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 2: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 3: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> </ul>
4	Noble	<ul style="list-style-type: none"> <li>• This attribute 1: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 2: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 3: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> </ul>
5	SSC	<ul style="list-style-type: none"> <li>• This attribute 1: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 2: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> <li>• This attribute 3: describe in a few words the attributes. Brand may have 2 or 3 postioning attributes only</li> </ul>

## 2) Analysis of Top 5 Positioning Attributes:

### Attributes/Theme Analysis 1: name

Xxxxx (References to tables or Appendix) xxxxxxxx xxxx Academics and Practitioners xxxxxx  
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### Attributes/Theme Analysis 2: name

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### Attributes/Theme Analysis 3: name

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#### Attributes/Theme Analysis 4: name

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#### Attributes/Theme Analysis 5: name

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### 3) Recommendation of 3 Positioning Attributes

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**Accessibility:** Not only is the YMCA open to all, the YMCA typically tries to open in convenient locations. The Sylmar YMCA will be located conveniently next to a Home Depot. It is in a centralized location so that YMCA members will have easy access by car and public transportation.

**Resource Center:** The YMCA provides its members and community with resources such website information and printed brochures from other local organizations. In meeting our goal of becoming a focal point in the Sylmar community, it is important for us to provide information to members. For example, brochures and website information could be provided on other non profit organizations (Planned Parenthood, Toys for Tots, Red Cross, etc.). The YMCA could also provide educational information on health issues such as, diabetes, heart disease, etc. Although the YMCA may not be able to provide all of the services its members need, the YMCA can be a place to find out where the members can go to get those services.

**Relaxing Place:** Many parents have high stress levels and need a place to relax. Members can reduce stress levels and release negative stress through exercise programs and mind/body relaxing techniques. We suggest that the YMCA position itself to Sandwich Generation Mothers as a place to unwind.

**Family-Oriented:** The YMCA is a family health center that encourages spending time with loved ones. As many Sandwich Generation Mothers want to spend more time with their family, being a family-oriented facility would be an attractive attribute.

**Wide Variety of Services Available:** There are a wide variety of services available to all ages and interests. In this way, the YMCA can better fit the needs of each individual member. The YMCA should communicate to the Sandwich Generation Mothers that the YMCA has services for every member of the family, including many for her.



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xxxxxxxx xxxxxxxxxxx xxxxxxxxxxxxxx xxxxxxxxxxx xx xxxxxxxxxxx xxxxxxxx xxx. Making  
Assumptions is good, this is one example, you could have more than 1.

Assumptions: Students with higher GPA may be less sensitive to grade inflation.

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## BUSINESS CONCEPT 2: EVERYTHING 99 cents – It's a steal!

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you describe what are the important attributes and concentrate on explaining the top 5 or 6 or 7

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Assumptions: Academics with practitioner experiences evaluate higher the use of experiential learning.

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### BUSINESS MODEL 3: CHOCOLATE ONLY!

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Assumptions: Practitioners who graduated from a university may perceive higher the value of formal education.

And it follows a descriptive explanation of possibly why Xxxxxx xxxx xxxxxxxx xxxxxxx xxxxxxx xxxxxxxxxxxx xxxx xxxxxxx xxxxxxxxxxxx xxxxxxxxxxxx xxxxxxxxxxxx xx xxxxxxxxxxxx xxxxxxxx xxx. Xxxxxx xxxx xxxxxxxxxxxx xxxxxxx xxxxxx xxxxxxxxxxxx.

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- **Brand Name, Perception & Image**

- **Brand Name:** The current brand name “Freeway Guides” has the potential to create confusion with customers. Through our conversations and interviews conducted with potential customers we have learned **that the brand name is not intuitive. It does not suggest education or training but rather was often associated with the physical navigation of a route or a map.**

- **Brand Perception:** During our research we also learned a critical fact association with **the word “Freeway.”** While this word is very recognizable

to customers in Southern California, **it may not necessarily translate to other geographic areas or regions such as the east coast**, particularly New York or New Jersey. The east coast does not understand “Freeway” but instead uses terminology such as “Highway, turnpike or Toll Road.”

- This fact makes the brand name **even less intuitive** and tends to limit its first time recognition and understanding in areas where **the term “Freeway” is not regularly used**. In addition millions of commuters get to where they are going without driving. Many use subways, bicycles or other transportation means and still have the same need of making the most of this time through education.
- **Brand Image:** The image of Freeway Guides which differentiates it from its competitors is a product that is **fun, entertaining, practical and fast**.
- **Fun & Entertainment Factor**
  - We found that there are **very few products available in self-help audio which are fun and entertaining**. This is certainly a great differentiator and creates a just noticeable difference which helps the product stand out in the eyes of consumers.
    - While fun and entertaining are certainly attributes critical to the products success, you must always be **mindful of your customer**. The customer is likely to be an adult, usually a college graduate suggesting an age of 25 and older. The use of too many sound effects, while entertaining, tends to convey a **child-like experience**. After a while of listening, too many sound effects and animations can become annoying. After all, the customer purchased the product for the content. This must be devised to deliver content with a hint of entertaining and fun that does not create a cartoon-like or child like feel.
  - Seeing as our research suggests that **fun and entertaining are underrepresented in the market**, Freeway Guides will become known as “The Fun and Entertaining” choice for audio products geared towards commuters of all types. To do so we suggest the following modifications and additions which will help position Freeway Guides as a leader in the “fun” audio category.
    - **Building Character and Personality**
      - We suggest **“Freddy”** (fictitious character/mascot) is coupled with a new character, **“Fran,”** his female counterpart and exact opposite.

- **Freddy and Fran™ Brand Development**

- **The Brand**

- Freddy and Fran's (Friendly, Fast & Fun Audio Training on the Go) is the going to be the best selling audio self-help series on the market. This **trendy twosome** will **entertain and educate for hours** with a variety of topics. Each 80-minute CD contains testimonials from Freddy and Fran™ themselves. The brand will seize the market and immediately make a **recognizable and reliable name** in the industry. Unique and striking packaging along with innovative e-commerce techniques will woo the customer into purchasing the entire series. Freddy and Fran™ will make friends along the way as they educate the world, one CD at a time. **Consumers will become comfortable with the effective teaching style and keep coming back for the next title from the highly anticipated series.**

- **Pros**
  - Easily Identifiable Image
    - Packaging, Website (services, infrastructure)
  - Relatable
    - Mascots come alive and capture entire audience.
  - Personal
    - Series becomes a piece of oneself, expressed through brand
  - Distinguishes itself from competition
    - Most of the audio self-help products have dull titles and contain NO images or mascots
- **Cons**
  - Lack of Connection
    - Brand is not audio nor topic specific
  - Slightly Ambiguous
    - Product is not embedded in the brand

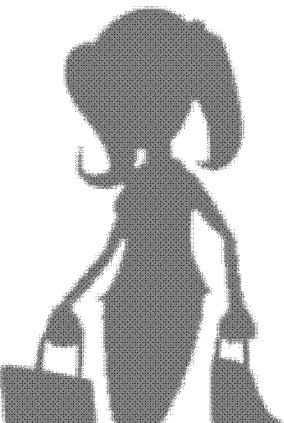
- **Unique, Identifiable Personalities**

- **Freddy**



- An energetic and spontaneous young soul, Freddy relishes a good time whether it is on a road trip or hanging around the house.
- While he loves sports like a typical guy, he also enjoys learning new things, especially if it gets him closer to his beautiful wife, Fran.
- Sometimes stubborn and full of himself, he luckily has Fran to ground him and keep him informed.
- Freddy will often turn a dull experience into a full-blown extravaganza.
- As each topic is explored further, Freddy realizes his potential through the help and exposure offered by Fran.

- **Fran**



- This independent woman is brilliant and loves sharing her knowledge with eager listeners.

- Fran enjoys traveling and shares her interest in the outdoors with her soul mate, Freddy.
- At times she can be quiet and reserved; however, Freddy helps to fully express herself comfortably.
- Fran is a good-looking woman who resembles the shy librarian type, but with the progress of each *Freddy and Fran*<sup>™</sup> topic, she explodes from her shell and becomes self-actualized like the listeners.

- **Physical Appearance**

- **Freddy**

- This will be the same icon as the original cartoon from *Freeway Guides*
- Simple look with goofy hair that is easily recognizable and distinguishable
- Clothes will match dominant color of the specific product
- Looks like an “Average Joe”

- **Fran**

- Refined looks that define intelligence, wisdom and radiance
- Must match closely with the appearance of Freddy in terms of clothes, color, etc.
- Stylish and trendy with an appeal to women of all ages.
- Confident posture.



- **Practical Factor**

- We found **that most products claimed to be practical** but were still long (some took 4 or 5 hours to complete). In practicality we believe Freeway Guides **also has a great differentiator but needs to stay focused on practicality**. For example a list of 17 tips as available in “Public Speaking” is not very practical. We would suggest condensing to three or four of the most important tips.
  
- **Fast Factor**
  - The intent of positioning Freeway Guides as “fast” **displays an effort to compare against other products** which are much longer and take too much time to complete. While the intent is good, you must be careful **not to reduce value**. Competitors highlight their long content which phrases such as “Over 5 Hours of Education” or “6 CD Package” which do a very good job at building value for their product. The use of the word “fast” along with offering just one CD tends to diminish value. A consumer is **likely to purchase a competing product** which offers more “class time” through longer content simply because at the point of purchase other products offer more value than Freeway Guides.
  - We recommend replacing the word “fast” with another word or statement which both builds value for the product and at the same time conveys the fact that the content will not take a large time investment. A phrase like “Learning in One Commute” could help to accentuate the fact that the audio training can be done quickly. It also **offers value over the competitors** by suggesting that Freeway Guides teaches you the same things faster. The word “short” or “quick” may also **help connect better with your target consumer** who is busy and seeks products that will not take hours to complete.
  
- **Packaging**
  - **Physical Look & Feel:** The **initial product samples** that we have seen **do not compare** well against competitors. Your packaging currently includes a single CD jewel case, shrink wrapped in plastic. Competitors all utilize packaging which is the equivalent of a DVD case, a hard case box or other packaging which has a look and feel of superiority.
    - During the course of this project we received samples of a **revised packaging**. We agree without a doubt, the new packaging is a **significant** improvement. It is now more appropriate, has information for easy reference inside and conveys value through its design
  - **Creative & Graphics:** The overall graphical aspect of the product conveys the products attributes of **fun, entertainment and on-the-go friendly**. It is likely that consumers are looking for a product by topic as apposed to brand.

- For example if they are interested in retirement planning they are looking for all things “retirement” and not necessarily a brand name specific to retirement.
- The creative and graphical design of the cover **risks being overlooked** by the consumer as it is not topic relevant or representational. At first look it is apparent that someone is driving and using a CD player. This is **not at all related to the topic**, which the consumer is interested in. The cover must have graphics which relate to a topic. These graphics **will catch the eye** and mind of the consumer faster than reading the text on the cover. The following are just a few examples of images that may work with each topic.
  - Job Interviews – two people shaking hands, one with briefcase
  - Wedding – Bride and Groom
  - Public Speaking – Person behind a podium, overlooking a crowd. (see appendix H for graphical ideas to improve topic relevance)

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APPENDIX        follow

**THIS IS AN EXAMPLE ONLY TO USE FOR YOUR OWN INSPIRATION NOT 100% APPLIES TO YOUR CASE.**

INSTRUCTIONS	
1. Select (one) Brand from list A and (one) Brand from list B 2. Complete your Assignment following this template <ol style="list-style-type: none"> <li>a. Write 1 SW Analysis for a Brand A of your choice</li> <li>b. &amp; write 1 SW Analysis for a Brand B of your choice</li> <li>c. Complete a OT Analysis of Market</li> <li>d. A new and small producer from Peru is planning to enter the U.S. market in 2029. The producer has a maximum marketing budget of \$125,000. Before you create the company's brand, logo, bottle, and label, you will have to develop the company business model.</li> </ol>	
A	B
Chrysler Fiat Mercedes Smart Honda Remy Martin	Tata Polsky Lada Yugo Kaskrout Kremlin

In writing your argument it is important to remember this basic elements:

- What you do?
- Why you do it?
- For which consumer you are doing it?
- And When this will be done?

SW ANALYSIS OF	<u>LOGO of brand A</u>
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BRAND A	
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So-Cal Beverage Co. is the largest privately owned water bottling company located in Orange County California. They have been in business for the past 20 years but 3 years ago a new owner with a new management team took over the company. Traditionally, their business has concentrated on co-packing water for other organizations. The new management is moving towards marketing in-house products and developed NEW Cal. Nutritionally Enhanced Water with Calcium is a growing market with an increasing number of competitors.

1. Strengths: [in order of importance, from the most important to the least important – delete this]

- New Owner with an Experienced Team: bottling plant efficiency paramount to expansion capabilities.
- Existing Customer Base: product line extension through existing clientele is less expensive than acquiring new accounts.
- Own Trucks for Water Delivery and Bottled-Water Delivery: flexibility to respond to demand.
- NEW Cal is Natural: we are the only one to supply natural water with only calcium.
- No Bank Debt: increase capacity to meet profit and develop creative ideas.
- Location: access to private Spring and plant position and regulation efficiencies.
- New Equipment: buying out competitors' equipment and increased production. Owns 90% of necessary equipment.
- Niche Player: strong market share within market, e.g., 100% of Vegas Casinos.
- Ownership of a Natural Spring in Southern California: ensures delivery, independence and quality control of Spring water.

2. Weaknesses: [in order of importance, from the most important to the least important – delete this]

- Expensive Plant Operation: high initial costs to set up machines for limited product. Solution: maximize full capacity of production by standardization or reduction of seasonality of sales – need calcium all year long.
- Small Company: comparatively communication and marketing budget is low. Solution: develop narrow casting communication medium such as local sponsoring.
- Low Profit: 100% of revenue is coming from co-packing. Solution: develop own marketing brands.
- Name may be Ambiguous: NEW Cal does not clearly identify the product. Solution: bench test the brand name.
- Weak Sales Force: no real in-house salesman. Solution: set up one sales rep.
- Low Brand Awareness: SoCal or NEW Cal is virtually unknown in a consumer market where brands may be everything. Solution: develop actions to foster brand awareness.

- Taste Issue: blind tests show that the lower the calcium the better the taste of NEW Cal. Solution: identify maximum calcium content with acceptable taste.
- No Marketing or Advertising Budget: culture of company/owner is to work on a production/product orientation. Solution: develop a market orientation.

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SW ANALYSIS OF BRAND B	<u>LOGO of brand B</u>
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So-Cal Beverage Co. is the largest privately owned water bottling company located in Orange County California. They have been in business for the past 20 years but 3 years ago a new owner with a new management team took over the company. Traditionally, their business has concentrated on co-packing water for other organizations. The new management is moving towards marketing in-house products and developed NEW Cal. Nutritionally Enhanced Water with Calcium is a growing market with an increasing number of competitors.

1. Strengths: [in order of importance, from the most important to the least important – delete this]

- New Owner with an Experienced Team: bottling plant efficiency paramount to expansion capabilities.
- Existing Customer Base: product line extension through existing clientele is less expensive than acquiring new accounts.
- Own Trucks for Water Delivery and Bottled-Water Delivery: flexibility to respond to demand.
- NEW Cal is Natural: we are the only one to supply natural water with only calcium.
- No Bank Debt: increase capacity to meet profit and develop creative ideas.
- Location: access to private Spring and plant position and regulation efficiencies.
- New Equipment: buying out competitors' equipment and increased production. Owns 90% of necessary equipment.
- Niche Player: strong market share within market, e.g., 100% of Vegas Casinos.
- Ownership of a Natural Spring in Southern California: ensures delivery, independence and quality control of Spring water.

2. Weaknesses: [in order of importance, from the most important to the least important – delete this]

- Expensive Plant Operation: high initial costs to set up machines for limited product. Solution: maximize full capacity of production by standardization or reduction of seasonality of sales – need calcium all year long.
- Small Company: comparatively communication and marketing budget is low. Solution: develop narrow casting communication medium such as local sponsoring.
- Low Profit: 100% of revenue is coming from co-packing. Solution: develop own marketing brands.
- Name may be Ambiguous: NEW Cal does not clearly identify the product. Solution: bench test the brand name.
- Weak Sales Force: no real in-house salesman. Solution: set up one sales rep.
- Low Brand Awareness: SoCal or NEW Cal is virtually unknown in a consumer market where brands may be everything. Solution: develop actions to foster brand awareness.
- Taste Issue: blind tests show that the lower the calcium the better the taste of NEW Cal. Solution: identify maximum calcium content with acceptable taste.
- No Marketing or Advertising Budget: culture of company/owner is to work on a production/product orientation. Solution: develop a market orientation.

=====

OT ANALYSIS OF MARKET

1. Opportunities: [in order of importance, from the most important to the least important – delete this]

• Recommended Intake of Calcium per Day is mostly not met:	
Age or Lifestyle	Adequate Calcium Intake (mg/day)
1-3 yr	500

4-8 yr	800
9-18 yr	1300
19-50 yr	1000
50 +yr	1200
Pregnancy or Lactation	
-19 yr	1300
19-50 yr	1000

Institute of Medicine, Dietary Reference Intakes, Washington DC, National Academy Press 1997.

- Schools on the verge of Eliminating Soft Drinks: due to increase of obesity state law will eliminate soft drinks from campuses.
- Children and Senior Most Calcium Deficient: potential introductory target easily reached through school and senior citizen homes. Children need high calcium intake to assist in rapid growth during adolescent years. Senior needs calcium to maintain strong bones and prevent osteoporosis.
- Minimal Cost Increase to Bottle Calcium Water: adding calcium to water is operationally easy and not expensive. Finding the correct amount is the difficulty.
- Growing Popularity of Calcium: along with other nutritional supplements, calcium is strongly suggested and “fashionable”.
- Need for Alternative Source of Calcium: consumers with deficient diets or lactose intolerance in need of options other than mixed powders and tablets, both of which only allow partial absorption of calcium in the body.
- Over 6 billion dollars in Sales of Water in 2002: water is growing and differentiation is becoming paramount. Market is increasing by 10% per year.
- Decreasing Local Competition: 2 local bottlers have closed their business due to marketing failures.
- Only 10% of Water Consumers are Loyal: consumers easily switch from one brand to another.
- Tap Water Pollution: general consensus is growing to avoid drinking tap water.

2. Threats: [in order of importance, from the most important to the least important – delete this]

- Many Alternative Sources of Calcium: tablets, soy products, yogurt, mixable powders, dairy products. Solution: demonstrate how calcium water is more convenient, inexpensive, and more effective. NEW Cal must differentiate to succeed.

- Low Brand Loyalty: consumers with no brand preference may choose what is available, discounted goods, most sold items or most available items. Solution: do not discount or use intense distribution. Segment markets and use niching to increase satisfaction.
- Business Drop off during Winter Season: bottled water consumption, in general, slows during colder seasons. Solution: target specifically on the benefit calcium rather than on the need of water.
- Most Appealing Targets are not 100% Deciders: kids in schools and seniors in retirement homes have little control on the products they wish to consume. Solution: appeal to school boards, parents, doctors, or caregivers focusing on benefit/cost.
- Existing Competitors with “Better” Flavors: water with high calcium content have strong taste. For this reason, all our competitors use flavors, sweeteners and artificial enhancements. Solution: focus on our all natural flavor strength.
- Four Major Brands are entering the Calcium Water Market: Arrowhead, Pepsi, Coca-Cola and Crystal Giser are the 4 major players with great competitive positions,ie, greater brand equity. Solution: niche strategy and using their marketing momentum to increase our market share within smaller segments.

=====



1. CRITICAL MARKET FORCES AFFECTING CURRENTLY THIS MARKET

FORCES IN EFFECT	EzBully 's Business Solutions
<ul style="list-style-type: none"> <li>• <b>Competitive market share dominance</b> 3 competitors control 85% of the water market share Early market entrants dominate the distribution network</li> </ul>	Niche Marketing: Identify new consumer needs, and redefine the market dimensions based on these new identified needs. [will need a more precise and concrete statement than mine!]
<ul style="list-style-type: none"> <li>• <b>Consumer Biases</b></li> </ul>	Use of new advertising formats and technology. [will need a more precise and

TV Advertising has the greatest impact on consumer choice	concrete statement than mine!]
<ul style="list-style-type: none"> <li>• <b>Complicated Regulations</b></li> </ul> Constantly changing State and Federal regulations on bottle water limit the growth potential for new entrants (raising costs for setting up and research, etc...)	Outsource the important legal aspects of management. [will need a more precise and concrete statement than mine!]

## 2. MARKETING STRATEGIES

### 2.1. Critical Success Factors:

There are Four factors that need to be undertaken to warranty NEW Cal 's success.

1. differentiate from competitors
2. develop awareness of brand.
3. bench test the brand and water taste.
4. keep costs down and stay sensitive to our small target segments

### 2.2. Define the Potential Target(S)

#### Analyze Needs

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

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### Predict Wants

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

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### Estimate Demand

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

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### Predict When

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

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### Determine Where

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

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## Estimate Price

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

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Explain WHO is a potential target [define the segment characteristics. Example, age, income, ...]

Define briefly the product as it will appear after your study as described in your appendix (brand, logo, label & bottle)

WHY they would be a target

HOW you expect them to respond to your product

### 2.3. Define the Potential Positioning(S)

Define the attributes that you think will be important to them.

- Define Attribute 1 = example healthy

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

Why is it important?

- The goal of the seminar is to ensure that all participants leave with a compilation of completed documents.

- The goal of the seminar is to ensure that all participants leave with a compilation of completed documents.

- Define Attribute 2 = example fun

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

Why is it important?

- The goal of the seminar is to ensure that all participants leave with a compilation of completed documents.
- The goal of the seminar is to ensure that all participants leave with a compilation of completed documents.

- Define Attribute 3 = exclusive

The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.

Why is it important?

- The goal of the seminar is to ensure that all participants leave with a compilation of completed documents.
- The goal of the seminar is to ensure that all participants leave with a compilation of completed documents.

Important! Explain why these attributes are important for your company/brand.

#### 2.4. Strategic Marketing Alternatives:

Potential Strategic Alternative 1: Market Development: while our competitors are in the introduction stage of the product life cycle we are in the launching stage. The kids and teenagers are our primary target. Then we may introduce the product to other targets such as seniors, athletes, pregnant women.

Potential Strategic Alternative 2: Differentiation: based on our all natural strength we may anticipate a niche strategy.

Potential Strategic Alternative 3: Market Penetration: gain brand awareness by slowly increasing the point of sales and decreasing our sale prices.

## 2.5. Evaluation of Marketing Alternatives:

- Market Development:

Pros: segmentation and targeting will prove to be the most cost effective method proposed. Focus on segments most likely to benefit from calcium intake will ensure a more effective marketing return.

Cons: they may need the product but be the least receptive for the product; kids may want more flavor and senior may be not innovative enough.

- Differentiation:

Pros: concentrate on the natural quality of the product, use this unique factor to separate from our competitors. This benefit matches a real consumer need.

Cons: it may prove to be a difficult position to hold: entry of new competitors or taste may be too "unique".

- Market Penetration:

Pros: increase our market share by intensifying our production, distribution, reducing our prices, and ultimately advertising more.

Cons: may be too costly and we may be losing our niche position.

## 2.6. Recommended Strategic Alternatives:

Given the size of our company and the characteristics of the product/market, differentiation and market development seem more appropriate. Targeting few, small concentrated segments, and differentiating NEW Cal from the other available brand by adopting a naturally enhanced calcium water positioning should prove to be effective.

### 3. MARKETING OBJECTIVES

Increase NEW Cal market share by 15% in Southern California over next year.

### 4. MOST IMPORTANT TACTICS TO IMPLEMENT

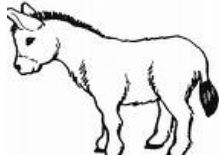


<b>WHAT</b>	<b>WHY</b>
<ul style="list-style-type: none"> <li>The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.</li> </ul>	<p>The goal of the seminar is to ensure that all participants leave with a compilation of completed documents that will ensure that each participant's final venture capital presentation not only meets industry standards but maximizes their chance for success.</p>
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**APPENDIX1: TRADEMARK DEVELOPMENT TEMPLATE**







STAGES	OPTION A	COMMENTS	OPTION B
Name 1	<b>Muchomen</b>	<p>A trademark is a type of intellectual property, and it is typically a name. It mostly made of a word, phrase, logo, symbol, design, image, or a combination of these elements. Its purpose is to be a distinctive sign identifying an individual, or a business organization or other legal entity. Trademarks need to be significantly unique to indicate source of its products and/or services to consumers, and to distinguish its products or services from those of other legal entities.</p> <ul style="list-style-type: none"> <li>• Trademarks cannot be too generic, example, “bread” for a bakery, or simple as they most likely have already been registered.</li> <li>• They must also be short, easy to spell, and acceptable in most if not all language.</li> </ul> <p>In summary, a trademark is distinctive and acceptable for use in commerce if it is sufficiently distinguished from other existing trademarks in the same product category.</p>	Smoka
Name 2	<b>Testora</b>	<p>A trademark is a type of intellectual property, and it is typically a name. It mostly made of a word, phrase, logo, symbol, design, image, or a combination of these elements. Its purpose is to be a distinctive sign identifying an individual, or a business organization or other legal entity. Trademarks need to be significantly unique to indicate source of its products and/or services to consumers, and to distinguish its products or services from those of other legal entities.</p> <ul style="list-style-type: none"> <li>• Trademarks cannot be too generic, example, “bread” for a bakery, or simple as they most likely have already been registered.</li> <li>• They must also be short, easy to spell, and acceptable in most if not all language.</li> </ul> <p>In summary, a trademark is distinctive and acceptable for use in commerce if it is sufficiently distinguished from other existing trademarks in the same product category.</p>	Svodkavod
Name 3	<b>Bullir</b>	<p>A trademark is a type of intellectual property, and it is typically a name. It mostly made of a word, phrase, logo, symbol, design, image, or a combination of these elements. Its purpose is to be a distinctive sign identifying an individual, or a business organization or other legal entity. Trademarks need to be significantly unique to indicate source of its products and/or services to consumers, and to distinguish its products or services from those of other legal entities.</p> <ul style="list-style-type: none"> <li>• Trademarks cannot be too generic, example, “bread” for a bakery, or simple as they most likely have already been registered.</li> <li>• They must also be short, easy to spell, and acceptable in most if not all language.</li> </ul> <p>In summary, a trademark is distinctive and acceptable for use in commerce if it is sufficiently distinguished from other existing trademarks in the same product category.</p>	Koniacvod
Final Recommended Name	<b>EzBull</b>	<p>A trademark is a type of intellectual property, and it is typically a name. It mostly made of a word, phrase, logo, symbol, design, image, or a combination of these elements. Its purpose is to be a distinctive sign identifying an individual, or a business organization or other legal</p>	


	y	<p>entity. Trademarks need to be significantly unique to indicate source of its products and/or services to consumers, and to distinguish its products or services from those of other legal entities.</p> <ul style="list-style-type: none"> <li>• Trademarks cannot be too generic, example, “bread” for a bakery, or simple as they most likely have already been registered.</li> <li>• They must also be short, easy to spell, and acceptable in most if not all language.</li> </ul> <p>In summary, a trademark is distinctive and acceptable for use in commerce if it is sufficiently distinguished from other existing trademarks in the same product category.</p>	
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<b>APPENDIX2: LOGO DESIGN TEMPLATE</b>			
<b>STAGES</b>	<b>OPTION A</b>	<b>COMMENTS</b>	<b>OPTION B</b>
Design 1	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p><b>1 + 1 = easy!</b></p> </div>	<p>A logo is used for immediate recognition, inspiring trust, admiration, loyalty and an implied superiority. It is one aspect of a company's commercial rand, and its shapes, colors, fonts, and images should be different from other competitors in a similar market.</p> <ul style="list-style-type: none"> <li>• They need to be rather simple to be easily memorized and recognized.</li> <li>• If too simple they may not be unique enough, and also not imply superiority.</li> <li>• Logos must appeal ONLY to the target, it does not matter if the company does not like it so much as it is the target who matters.</li> <li>• Logo must be in line with its positioning.</li> </ul> <p>In summary, logos are also used to identify organizations and other non-commercial entities.</p>	
Design 2		<p>A logo is used for immediate recognition, inspiring trust, admiration, loyalty and an implied superiority. It is one aspect of a company's commercial rand, and its shapes, colors, fonts, and images should be different from other competitors in a similar market.</p> <ul style="list-style-type: none"> <li>• They need to be rather simple to be easily memorized and recognized.</li> <li>• If too simple they may not be unique enough, and also not imply superiority.</li> <li>• Logos must appeal ONLY to the target, it does not matter if the company does not like it so much as it is the target who matters.</li> <li>• Logo must be in line with its positioning.</li> </ul> <p>In summary, logos are also used to identify organizations and other non-commercial entities.</p>	

Design 3		<p>A logo is used for immediate recognition, inspiring trust, admiration, loyalty and an implied superiority. It is one aspect of a company's commercial rand, and its shapes, colors, fonts, and images should be different from other competitors in a similar market.</p> <ul style="list-style-type: none"> <li>• They need to be rather simple to be easily memorized and recognized.</li> <li>• If too simple they may not be unique enough, and also not imply superiority.</li> <li>• Logos must appeal ONLY to the target, it does not matter if the company does not like it so much as it is the target who matters.</li> <li>• Logo must be in line with its positioning.</li> </ul> <p>In summary, logos are also used to identify organizations and other non-commercial entities.</p>	
Final Recommended Design		<p>A logo is used for immediate recognition, inspiring trust, admiration, loyalty and an implied superiority. It is one aspect of a company's commercial rand, and its shapes, colors, fonts, and images should be different from other competitors in a similar market.</p> <ul style="list-style-type: none"> <li>• They need to be rather simple to be easily memorized and recognized.</li> <li>• If too simple they may not be unique enough, and also not imply superiority.</li> <li>• Logos must appeal ONLY to the target, it does not matter if the company does not like it so much as it is the target who matters.</li> <li>• Logo must be in line with its positioning.</li> </ul> <p>In summary, logos are also used to identify organizations and other non-commercial entities.</p>	

APPENDIX 3: BOTTLE DESIGN TEMPLATE			
STAGES	OPTION A	COMMENTS	OPTION B

Design 1		<p>The bottle is like the logo in the sense that it needs to be different enough to stand out but at the same time practical for use and shelving in the store.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Bottle must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	
Design 2		<p>The bottle is like the logo in the sense that it needs to be different enough to stand out but at the same time practical for use and shelving in the store.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Bottle must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	
Design 3		<p>The bottle is like the logo in the sense that it needs to be different enough to stand out but at the same time practical for use and shelving in the store.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Bottle must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	

Final Recommended Design		<p>The bottle is like the logo in the sense that it needs to be different enough to stand out but at the same time practical for use and shelving in the store.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Bottle must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	
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<b>APPENDIX 4: LABEL DESIGN TEMPLATE</b>			
<b>STAGES</b>	<b>OPTION A</b>	<b>COMMENTS</b>	<b>OPTION B</b>
Design 1	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><b>Brand</b> <b>COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p> </div>	<p>The label provides information that helps the product to be recognized and possibly preferred. It also provides legal necessary information.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Label must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><b>Brand</b> <b>COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p> </div>
Design 2	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><b>Brand</b> <b>COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p> </div>	<p>The label provides information that helps the product to be recognized and possibly preferred. It also provides legal necessary information.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Label must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><b>Brand</b> <b>COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p> </div>

Design 3	<p style="text-align: center;"><b>Brand COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p>	<p>The label provides information that helps the product to be recognized and possibly preferred. It also provides legal necessary information.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Label must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	<p style="text-align: center;"><b>Brand COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p>
Final Recommended Design	<p style="text-align: center;"><b>Brand COGNAC</b> Product of France Alc. by Vol. 40% Net Cont. 750ml or 500ml * necessary info</p>	<p>The bottle is like the logo in the sense that it needs to be different enough to stand out but at the same time practical for use and shelving in the store.</p> <ul style="list-style-type: none"> <li>• Examine existing designs, then focus on the needs, wants, and limitations of the end user, finally, improve with your own design.</li> <li>• KISS, remember Keep It Simple Stupid, which means eliminating unnecessary complications</li> </ul> <p>Bottle must fit with brand, market, logo, price, image, target, strategy, label, ...</p>	

<b>APPENDIX 5: SYNOPSIS OF STRATEGIC MARKETING PLAN</b>				
<b>FIRST</b> HIGH LEVEL OBJECTIVE: reach 5.000 bottles sold in the first year after launch				
Tactic scoring keys:                    1 = little to no progress                    2 = on target                    3 = complete				
Objective, Completion Date, Responsible Party	Success Measure	Measure Status	Tactic, Completion Date	Tactic Status
1. <ul style="list-style-type: none"> <li>• Create brand awareness in California, Nevada and North East.</li> <li>• FY 2009</li> <li>• Lead: Sales Associates</li> </ul>			Short details on some ideas to spend your communication budget	
2.				

• Etc...				
<b>SECOND</b> HIGH LEVEL OBJECTIVE: get xx improve by xx% during time xxx				
1. etc...				
2. etc ...				
<b>THIRD</b> HIGH LEVEL OBJECTIVE: get xx improve by xx% during time xxx				
1. etc...				
2. etc...				



Promotional Mix Summary

Type of Promotion	Audiences Targeted			Target Date	Estimated Costs
	(Audience 1)	(Audience 2)	(Audience 3)		
Brochures					
Classified Ads					
Direct Mail					
Flyers					
Newsletters					
Newspaper and Magazine Ads					
Online Advertising					
Outdoor Advertising					
Public relations: press releases					
Radio Ads					
Specialty Advertising (Coupons, Promotions)					
Telemarketing					
Trade Shows					
Television Ads					
Other					

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"YOUR NAME"

IDENTIFICATION OF MARKET LEADERS

Brief Explanations of Your Method:

How:

- XXXXXXXXXXXX XX XXXXXXXXXXXX XXXXXXXX XXXXXXXXXXXX XX XXXXXXXXXXXX XXXX XXXXXXXXXXXX.
- XXXXX XXXXXXXXXXXX XX XXXXXXXXXXX XXXX XXXXXXXXXXX XXXXXXXXXXXX (Smith 1999).
- XXXXXXXXXXX XXXX XXXXXXXXXXX XXXXXXXXXXX XXXXXXXXXXX XXXX XXXXXXXXXXX.

Where:

- XXXXX XXXXXXXXXXXX XX XXXXXXXXXXX XXXXXXXXXXX XXXXXXXXXXX XXXXXXXXXXX (Healthndiet 2004).
- XXXXXXXXXXXX XX XXXXXXXXXXX XXXX XXXXXXXXXXXXXXXXXXXX XX XXXXXXXXXXX XXXX.
- XXXXXXXXXXXX XX XXXXXXXXXXX XXXX XXXXXXXXXXXXXXXXXXXX XX XXXXXXXXXXX XXXX.
- XXXXXXXXXXX XXXX XXXXXXXXXXXXXXXXXXXX (Smith 1999; Perdue 2002).

Ranking in USA	Sales Numbers	Market Share	Market Growth Rate	Titles of Book	Authors	Year of Creation	Main Positioning	Other
1.								
2.								
3.								
4.								
5.								
1 <sup>st</sup> New Entrant								
2 <sup>nd</sup> New Entrant								
3 <sup>rd</sup> New Entrant								

### ANALYSIS OF "High-Level" STRENGTHS AND WEAKNESSES

	Summary Strengths	Summary Weaknesses
1. "name xxxx"	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>
2. "name xxxx"	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>
3. "name xxxx"	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>
4. "name xxxx"	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>
5. "name xxxx"	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>	<ul style="list-style-type: none"> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> <li>• XXXXXXXXXXXX XX XXXXXXXXXXXX</li> </ul>

One New Entrant	<ul style="list-style-type: none"> <li>• xxxxxxxxxxx xx xxxxxxxx</li> <li>• xxxxxxxxxxx xx xxxxxxxx</li> <li>• xxxxxxxxxxx xx xxxxxxxx</li> </ul>	<ul style="list-style-type: none"> <li>• xxxxxxxxxxx xx xxxxxxxx</li> <li>• xxxxxxxxxxx xx xxxxxxxx</li> <li>• xxxxxxxxxxx xx xxxxxxxx</li> </ul>
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References:

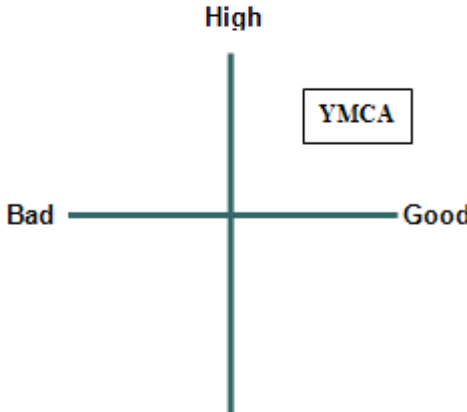
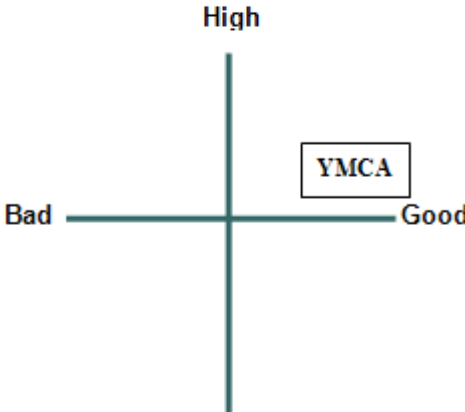
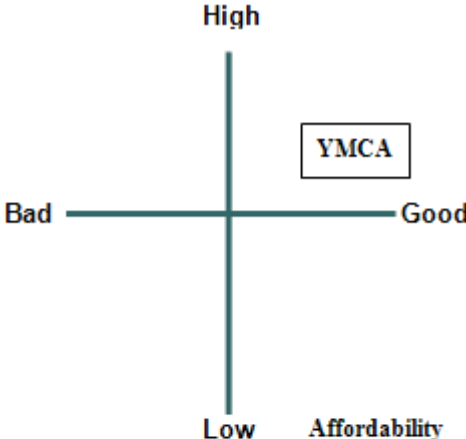
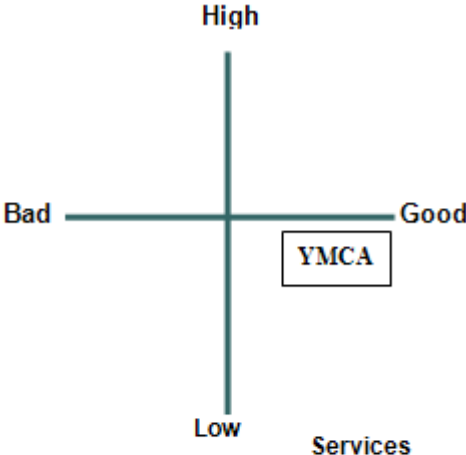
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**APPENDIX XX**

**PERCEPTUAL MAPS**



APPENDIX xx: Positioning Analysis

**APPENDIX 5: SYNOPSIS OF ACTIONS**

FIRST HIGH LEVEL OBJECTIVE: Sell 5,000 bottles within the first year of operations.

Tactic scoring keys:            1 = little to no progress            2 = on target            3 = complete

Objective, Completion Date, Responsible Party	Success Measure	Measure Status	Tactic, Completion Date	Tactic Status
1. <ul style="list-style-type: none"> <li>• Create brand awareness in Las Vegas</li> <li>• FY 2010</li> <li>• Lead: Sales Associates</li> </ul>			Distribute samples to major clubs/bars in Las Vegas	
2. <ul style="list-style-type: none"> <li>• Create website with product description and misc. company info.</li> <li>• FY 2009</li> <li>• Lead Web Designer</li> </ul>			Hire a lead web designer to run the internet department	

SECOND HIGH LEVEL OBJECTIVE: Increase sales by at least 10% on a yearly basis

<ul style="list-style-type: none"> <li>• Expansion into other major cities such as Los Angeles, New York City, Atlantic City</li> <li>• Starting year 2013</li> <li>• Regional Manager</li> </ul>			Collect primary and research reliable secondary data	
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<ul style="list-style-type: none"> <li>• Low profit margin, high volume sales.</li> <li>• FY 2009 and on</li> <li>• CMO</li> </ul>			<p>Decrease price to obtain immediate brand awareness through competitive pricing</p>	
<p><u>THIRD</u> HIGH LEVEL OBJECTIVE: Obtain a 20% increase in NEW Cognac market shares over the next 4 years.</p>				
<ul style="list-style-type: none"> <li>• Internet advertisement</li> <li>• Starting in year 2009-2013</li> <li>• Lead Web Designer/Advertiser</li> </ul>			<p>Utilize lead web designer to advertise online on appropriate websites and search engines.</p> <p>Piggyback marketing can help minimize costs</p>	
<ul style="list-style-type: none"> <li>• Promotional offers and coupons</li> <li>• Starting in year 2009</li> <li>• CMO</li> </ul>			<p>Bundled with the Cognac Soda Club Machine</p>	

