The product selected is Windshield wiper glasses.  
Step 1  
Product description:  
These glasses will have wipers which are clipped on, so that when hail, rain, or snow falls on the glasses these are wiped off. The wipers run on a motor powered by two watch batteries. The motor drives the two wipers across the surfaces of the glasses. These glasses are very useful outdoors in bad weather when there is rain or snow buildup.  
The target market is persons who work outdoors during rain and snow. Tourists who intend trekking, skiing, or skating in unfavorable weather are the target market. The largest target market is military battalions that are posted in areas of high rainfall or snow.  
Step 2  
The SWOT  
The strengths are the product is robust, strong, and runs on watch batteries that are widely available. The wipers can be removed when the person is indoors. The design, the mechanism, and the performance of the Windshield wiper glasses is excellent.  
The weaknesses are that the price of Windshield wiper glasses is high. Also, consumers are not comfortable with changing watch batteries. They are more used to changing AAA batteries. Further, when the wiper is working there is slight whirring noise that may be disturbing to certain customers.  
The opportunities are that those who are out during rain and snow require Windshield wiper glasses. Further, military organizations all over the world that have forces in the mountain regions require these glasses.  
The threats are that competition may emerge if the Windshield wiper glasses are marketed successfully. Further, government may place restrictions and standards on the production of the Windshield wiper glasses.

V. Financial Analysis   
VI. Pricing Structure

VII. Channels of Distribution  
VIII. IMC Promotion Plan  
IX. IMC Budget

x. Executive summary

**III.** ***Target Market***

The target market is people who work outdoors in all kinds of weather, including rain, hail, and snow. This includes postal carriers and military. We will also focus on outdoors participants, tourists in areas where storms, snow, and ice are common.

Another group would be people who like fun and different items. These people will be attracted to the interesting look and uses for the glasses.

These are the people who would need to use wipers on glasses, including sunglasses. These are also the most likely to use them. They have an ongoing use for them and it would make their lives easier to manage.

They also buy specialized items to use when outdoors, such as sunglasses, special clothing and accessories, and things that make it easier to work outside or play outside (i.e. coolers, gloves, walking sticks, etc)

<http://www.outsideonline.com/outdoor-adventure/best-jobs>

<http://www.rebuildingamericasinfrastructure.com/>

The economy is coming back and more people will be hired to work in places that require outdoor work. These include people who will be working on the nation’s infrastructure such as roads, bridges, public buildings.

People who enjoy sports are also participating more and in more places. Leisure activities continue to grow. Physical fitness and healthy living require exercise and outdoor activities help to up the percentage of exercise people get. People embrace the fun activities and also participate in large numbers in events like walkathons, marathons, triathlete events, and sporting events as both participants and spectators. (<http://assets.usta.com/assets/1/15/SGMA_Research_2012_Participation_Topline_Report.pdf>)

**IV*. Competitive Analysis***

The industry is very competitive, either for glasses or sunglasses.

Oakley:

Strengths: Long term and branding is familiar and respected

Reputation for quality and innovation

Caters to sporting markets

Private company

Weaknesses: competition and more entering market regularly

Less expensive brands, sometimes inferior

Private company

Competitive target

Sunglass Hut:

Strengths:

Retail outlets

Saturation of outlets in malls and other retail centers

Caters to all types of audiences

Pricing is both competitive and carries some limited branding

Weaknesses:

Too many outlets for quick flexibility

Limited content of their own

Not enough limited brands

Few novelty brands

For both of these, we do not focus on sporting market or on just retail outlets. We do not expect to have our own retail outlets. Our coverage will be in markets where we can sell the product efficiently. Our product is a good one for outdoor work and sports, but it is also a novelty product for differentiation. Also, our product is fun and effective for our consumers.

<http://static-snews.s3.amazonaws.com/snews/gt_upload/Summer05_eyetest.pdf>

For your top two (2) primary competitors:

* Indicate why you have selected these two competitors. Offer a SWOT Analysis that focuses on the STRENGTHS and WEAKNESSES of each competitor.
* Describe of each company, its current market share, its product or service set offerings, its financials (e.g., revenues, profitability, etc.), current positioning within the market, target market that is seeks to reach, recent history (how are they doing?), and how they market themselves to the target market that you also wish to reach.
* Do a comparison of your product or service with that offered by the competition. How will you differentiate your product/service from that offered by the competition? Inherent in your presentation will be why your target market would likely select your offering over that of the competition. If you don’t have a differentiator, your target market won’t see one either.
* Describe the likely response that these two competitors will take once you begin to make ample waves, assuming that you are entering a market in which competition already exists. What response should you anticipate? What will be your response to what you project will be their likely response to your entry into the market?

Be sure to address substitutes. Are there any substitutes for your service or product offering? Identify any key substitutes, discussing their strengths and weaknesses of those substitutes that you have selected, when compared to your offering.

**V. *Financial Analysis***

As a marketer, you need to justify your marketing activities no matter if it's a promotional campaign or development of a new product or service. You achieve this by first having a solid understanding of the financial impact of your marketing initiative and then presenting your financial analysis in a well-structured manner using industry acceptable framework.

In the financial analysis section, the first thing to show is sales (unit) and revenue ($) forecasts. Usually, this is done for a period of 3 to 5 years. You also need to show how much market share you are expected to get, and most importantly, illustrate its return on investment (ROI) using the Net Present Value (NPV) method. To help the management get a better idea about the feasibility of your marketing plan, a break-even (BE) analysis is often required. After all, nobody wants to invest in a new product or service that will only break even in 20 years’ time!

To polish up your work, it is always a good idea to include a sensitivity analysis to show how these forecasts will be changed under various market conditions (good, normal, bad).

In all, your Financial Analysis should consist of the following:

1. Break-even analysis
2. NPV (net present value analysis)
3. Sensitivity analysis for good, normal and bad business scenarios

**VI. *Pricing Structure***

Determine the price you will charge. For your service, determine pricing (this may be based on an “average” price per service rendered). You must:

* Demonstrate that your price allows reasonable profit in accordance with your profitability strategy (indicate this), allowing for your FC and VC that you determined in the preceding section.
* Share the pricing strategy that you have selected, in accordance with those provided by our text author. What is your rationale for the pricing strategy selected?
* Identify your total Year ONE Gross Revenues and projected Gross Profitability. Determine this for a three year window, based on reasonable projections. Does your pricing structure reflect volume discounts or other circumstances that might affect your revenue/profitability?
* If you are using a channel of distribution, describe the profitability approach are you taking with your channel members to ensure appropriate profit at their end so that they will want to promote your product?
* Weigh your pricing strategy with pricing currently offered by your competition. Consider how your proposed price fits into the target market and compares to the competition. Your pricing should allow for sufficient profitability to allow you to cover your essential fixed costs (FC) and variable costs (VC) on which you will want to reflect (but do not have to be listed).

Our product will be priced for limited access. This is because people often do not take good care of their sunglasses and these will need care. Our novelty is not our strength, but that we offer a pair of glasses with features that help the wearer see better in bad weather and provide protection of the eyes from the same.

Since our product also requires batteries, the pricing will let people know that it is different. Our product provides coverage, advantages in bad weather, and the ability to use them continuously over the years with a change of batteries.

We expect to sell approximately 250,000 the first year. This would encompass the sports user, workers, and those who enjoy novelty items. We hope to promote the product by having sports figures such as skiers, snowboarders, and people who work in bad weather on reality shows wear them while they participate in their sport or work.

**VII. *Channels of Distribution***

When describing your channels of distribution structure, be sure to identify:

* The rationale for the structure that you have selected
* How you will work with your channel members to help them promote your product to the ultimate consumer. This may include PUSH and PULL promotional strategies. How will you manufacture your product, warehouse it, and move the product to the next channel level?
* What should your channel members expect from you, the manufacturer (marketer) of your product? How will your organization be structured to accomplish this?

We intend to place them in stores that sell both high end and limited glasses and sunglasses. We also expect a penetration type of distribution into outlets like WalMart and drug stores. This increases the consumer base to not only high end users, but also to people in normal jobs and tourists who find a need for them on vacations and other trips.

Our manufacturers will product the product and send to distributors based on orders received in their distribution area. We intend to practice a JIT production schedule, so warehousing needs are limited and summer production gives us the opportunity for operational upgrades and changes. Our sales force will have schedules of production available for ordering and the distributors will take care of warehousing and delivery of the product to outlets as needed.

As you will have a sales force (or someone who assumes the selling function), discuss the selection, compensation, training, and management of your sales staff. If, on the other hand, you are selling directly to the end-used (direct channel), discuss this here.

If you are providing a service to your target market, you fulfill the responsibilities of a direct channel service provider. You will not use intermediaries (i.e., wholesalers, brokers, retailers, etc.). Instead, describe HOW you will provide the services that you will offer your target market (Note: The Product Description section describes WHAT you will provide). As a service provider, describe your physical facility, how you will deliver your service, and other aspects that suggest you are taking that which is intangible and making it tangible.

**VIII*. Integrated Marketing Communications (IMC) Promotion Plan***

Your marketing plan should demonstrate a promotional approach that embraces integrated marketing communications (IMC). This includes a clearly-stated MESSAGE that is consistently communicated to your stakeholders.

Your promotional effort should:

* Demonstrate an appropriate mix of advertising, public relations, sales promotion, direct marketing, and personal selling. You should include the Internet and social media, too, as appropriate to your promotional effort.
* Describe your primary objective for your promotional approach. Outline this in terms of measurable tasks that you want to accomplish. What is your advertising goal to which you will measure success for your advertising expenditures? This is a complete description of your proposed promotion plan.
* Describe each of your promotional activities that you envision as essential to ensure an integrated approach to promoting your product or your service. Describe your execution (i.e., your rollout plan), in accordance with the following format for any and all expenditures (The dollar figures will go into the IMC Promotion Budget):

1. **Weekly 1/4-page ads in the Sunday Ledger @$5,100 for each edition.**

**Ads run each Sunday for two months, followed by publication during alternate weeks for Week 52. Total Cost $147,900**

1. **30-second radio spots on WBAL-AM, with two ads during morning drive time and one during evening drive time; ads to run five days each week for first month and alternate every other week for five months; ads to run once each morning every other day during months Six through Twelve. Total Cost: $117,451**

Consider what constitutes the most appropriate promotional mix of advertising, sales promotion, public relations, direct marketing and personal selling, that gains you the most “bang for the buck.” Who is your target market and what do you see as the cost per customer to reach them and to have them contract with you (i.e., purchase) your product or service?

If you plan to use personal selling or direct marketing and have previously discussed these in your Channels of Distribution section, reference that here and be sure you’ve fully covered the communication aspects of these tools.

You must show a clear understanding of what you want your IMC promotional strategy to do for you in terms of measurable outcomes. Ensure your IMC approach makes sense, given that you could easily spend millions of dollars (in theory) to promote your product or service.

When all is done, your IMC Strategy will provide an executable promotional plan that indicates the what, where, when, and how much.

**IX. *Integrated Marketing Communications (IMC) Budget***

Tally up your projected IMC budget for your FIRST Year. You should include your costs for any and all advertising, public relations, sales promotion, direct marketing programs, and personal selling. Remember to include benefits (35%) for sales personnel, should this be part of your plan.

To gain a clear and accurate understanding, your research will be important. You are expected to contact an appropriate radio station, newspaper, etc., to determine the actual cost to advertise in that media. This is not a “guesstimate,” but an actual budget that is based on your projected promotional plan and an income stream that will support it.

Include in your Promotion Budget your projected dollar costs for promotion for your first year of business. This should be based on your having made a diligent effort to understand approximate expenses for advertising/media and other promotional venues.

Your evaluation for this section is based, in part, on demonstrated diligence that allows you to communicate to your instructor your thorough understanding of the realities of promotion.

**Consider your costs for the following possible promotional costs:**

* **Television**
* **Radio**
* **Magazines**
* **Newspaper**
* **Internet**
* **Outdoor Advertising**
* **Yellow Pages**
* **Miscellaneous other advertising**
* **Social Media**
* **Advertising Agency services**
* **Public Relations services (publicity, etc.)**
* **Sales Promotion (what you have created, e.g., magnets, coffee mugs; trade show participation)**
* **Direct Marketing program (Direct Mail, "Permission Marketing," etc.)**
* **Personal Selling (salary and 35% benefits, plus expenses)**

**X. *Executive Summary***

Your Executive Summary is a one to two-page synopsis of your entire marketing plan. It is an abstract of what the reader is about to read.

Key elements include:

* A measurable goal for your marketing plan and how your marketing plan’s success will be evaluated in quantitative outcomes.
* A good mission statement that is a standalone paragraph. It should state the business or industry your company finds itself
* One or two of your goals and values
* A brief paragraph that shares specifics about each of the sections that follows. Remember that this is a 50,000-foot document.

When one is done reading the Executive Summary, one should be able to say, “Ah, now I know what this company does.”

Be sure to also include your financial highlights such as sales and revenue forecasts, projected growth and market share, and expected profitability. Briefly reference the current market situation as it relates to your product/service and company and outlines the opportunity. Point out key success factors and/or major pitfalls you plan to avoid. Reference major actions, changes or trends you anticipate over the next three years, and how these will impact your marketing strategy.