

# **PRODUCT POSITION, PROMOTION, & DISTRIBUTION PLAN WORKBOOK**

## **PLANNING SECTION**

**Version 2**

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## PREFACE

This workbook is a part of a larger new venture planning tools development program. Its primary objective is to assist in the development of new business without large development staffs. While these workbooks are targeted toward the business development process, we hope that the workbooks within the Planning Section will have applicable to existing businesses as well.

The tools consist of a series of workbooks designed to provide a checklist of key issues that need to be addressed during the development of most business concepts. We believe that the process of venture development is an active one. While much of the workbooks' focus is on data collection, analysis and planning, we believe that activities should be dedicated to "hands on work" with the product, the process, and the potential customers. We hope these tools will focus activities on "what must be done". The philosophy expressed in this workbook reflects that of the authors and not of the organizations or corporations involved.

We intend that this workbook and all others in the series will be "evergreen". New versions of the workbooks are expected to be published periodically, reflecting constructive comments by users. This workbook reflects the efforts of many individuals who have provided ideas and comments.

## INTRODUCTION

This is a *Product Position, Promotion & Distribution Workbook*. It is designed as one of the tools for defining Venture Ideas as legitimate Business Venture Candidates and to assist in the preparation of the business plan. This workbook is compatible with the *Business Planning Guide*.

This *Product Position, Promotion & Distribution Workbook* represents a fifth of the Planning Section, or Step three of a detailed four-step process for taking an Idea to a Venture. The major steps are Definition, Analysis, Planning, Venturing. The other four workbooks of the Planning Section are the *Operations & Quality* and *Marketing & Sales Planning, Competitive & Strategic Plan*, and *Information Plan Workbooks*.

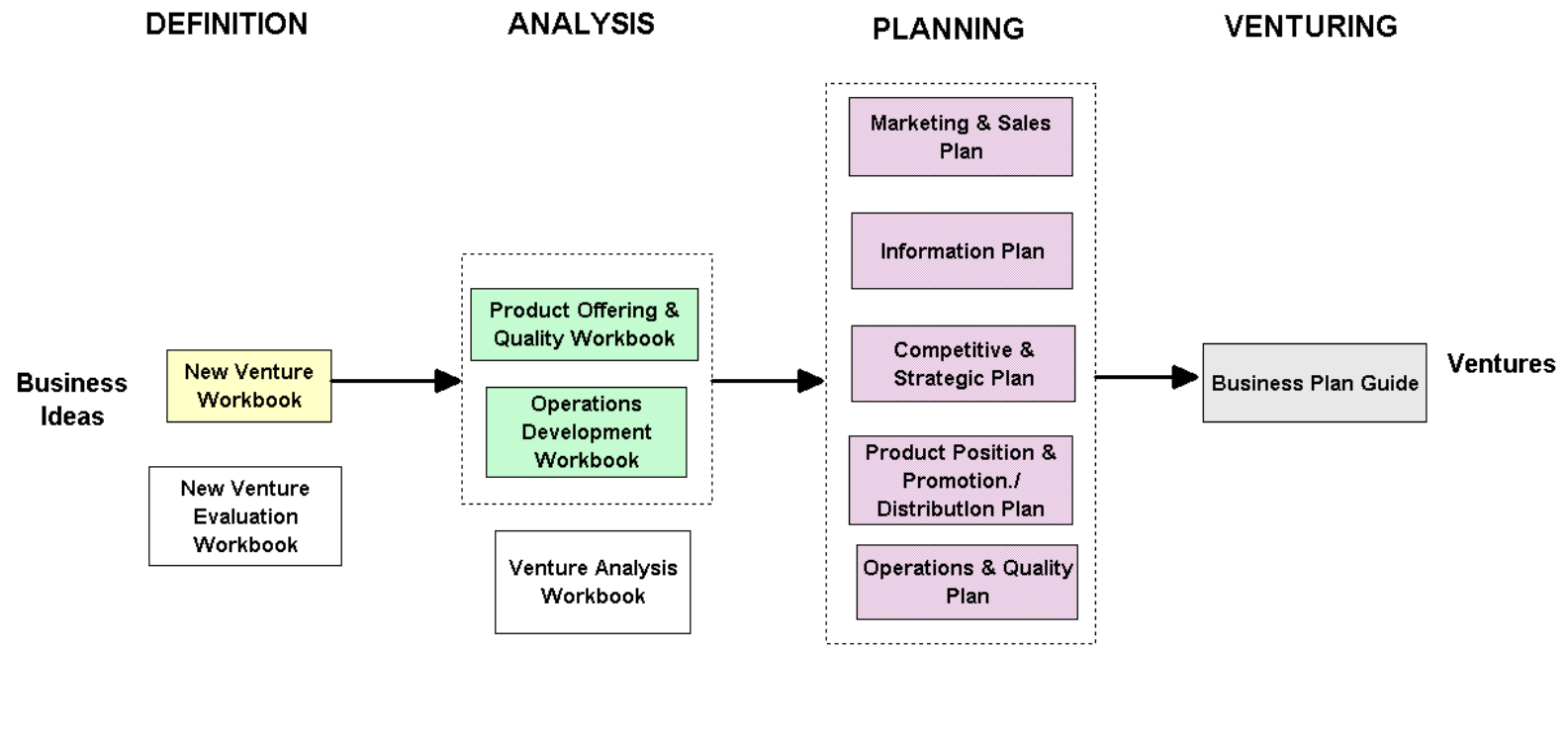
The workbooks within the Planning Section takes different perspectives on the planning process. This *Product Position, Promotion & Distribution Workbook* focuses on the marketing activities required to bring the product to the customer. It is activity oriented. The *Marketing & Sales Plan Workbook* focuses on the actions of the customer. The *Operations and Quality Plan Workbook* focuses on production and delivering quality. The *Competitive and Strategic Plan Workbook* focuses on competition and long term opportunities. The *Information Plan Workbook* focuses on the sources and needs for information and the systems to support its use.

No single perspective is likely to give a total picture of the business situation or the activities required for it be successful. Each workbook focuses on different aspects and approaches to planning critical business activities. The collection of approaches should yield an overall view of planning.

It is not expected that you will have immediate answers to all the questions in this workbook. Developing adequate information is part of the planning process.

Good luck. It is not supposed to be easy.

# DEVELOPMENT



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## I. PRODUCT POSITION

Product Position consists of the image that the offering conveys to the customer and the reseller compared with competition. The desired product position impacts promotional and the distribution programs as well as marketing and strategic analysis. Issues discussed here are tied to those discussed in the *Marketing and Sales Plans Workbook* and in the *Strategic and Competitive Plan Workbook*. Additional quality and product issues are covered in the *Operations and Quality Plan Workbook*. We suggest that those workbooks should have been completed before continuing with this section.

As noted above, positioning is a key planning tool for marketing and manufacturing. It is important that these functions participate in developing appropriate product position statements.

## A. Market Segments

**How are the customers to be grouped for marketing and promotional planning?**

Market segments are groups of customers who are considered to behave in a similar fashion. Indicate how the customers are to be grouped for use in marketing and promotional planning.<sup>1</sup>

Segment

Characteristics

## B. The Offering

**What products are being offered to the customers?**

**What services are attached to those products?**

A product offering consists of all elements of the product including its image; services rendered both explicitly agreed upon and implicit to the product; and values attached to obtaining the product. Indicate all product offerings that are to be considered as part of this business.

Products

Services

---

<sup>1</sup> Market segmentation is a key concept in business planning. Various approaches to segmentation should be used. Segmentation is covered in the *Product Offering & Quality Workbook*, the *Marketing Plan & Sales Plan Workbook*, the *Operations & Quality Plan Workbook* and the *Strategic & Competitive Plan Workbook*. Each has a somewhat different perspective. For this workbook we are concerned with promotional and distribution issues. The method of segmentation here may be different than used in the other workbooks.

## B. The Offering

### 1. Competition

#### a. In-kind

**Who are our in-kind competitors?**

**What effort is required for our customers to use an alternative in-kind product?**

In-kind competition consists of drop-in products that can substitute for your product. These include both direct physically identical substitutes and other products that are indifferent to the user. No two are completely substitutable. Some effort is usually required to qualify the new product. Indicate the ease by which the alternative, in-kind competitors, can be substituted and the applications involved.<sup>2</sup>

Competitors

Products

Application

Ease of Substitution

---

<sup>2</sup> In-kind competition is covered in the *Strategic and Competitive Plan Workbook*. We suggest that this workbook be reviewed if it has been completed.



## 2. Competition

### b. Functional

**What is the functional competition for our product?**

**Who supplies that competition?**

Functional competition consists of technologies that can replace the product. These include substitution of the specific function or its need within the user's operation.<sup>3</sup> Indicate the applications involved and the ease of substitution.

Competitive  
Technology

Competitors

Application

Ease of  
Substitution

---

<sup>3</sup> Functional competition is covered in the the *Strategic and Competitive Plan Workbook*. We suggest this workbook be reviewed if it has been completed.

## B. The Offering

### 2. Customer Attributes

**What are the key attributes of our offering?**

**What are the key attributes of our competition?**

Identify all potential characteristics that could differentiate us from competition. Indicate the relative importance for each key market segment.

## 2. Customer Attributes

### a. Customer Benefits

**What are the key customer benefits that our product is targeted to meet?**

Benefits focus on values that the customer can derive from the product. Indicate the benefits that the customer derives from using the product. Indicate the benefits to each of the key market segments.<sup>4</sup>

Segment

Key Customer Benefits

---

<sup>4</sup> Customer benefits are covered in the *Product Offering & Quality Workbook*, the *Marketing & Sales Plan Workbook*, the *Operations & Quality Plan Workbook* and the *Strategic & Competitive Plan Workbook*. Each has a somewhat different perspective. For this workbook we are concerned with promotional and distribution issues.

## 2. Customer Attributes

### b. Customer Needs

**What are the customer needs that our product must satisfy?**

**What customer needs could the product satisfy?**

Customer needs focus on the underlying reasons that the customer purchases the product. Indicate the customer needs that the product delivers or could deliver.

Segment

Customer Needs

## C. Position Statements

### 1. Supplier Attributes

**What attributes differentiate suppliers in the view of our customers?**

Identify all potential characteristics from a supplier viewpoint that could differentiate us from competition. Indicate the relative importance for each key market segment.

Segment/Application

Attributes

### 3. Supplier Attributes

#### a. Competitive Position

**How do we stack up as a supplier against competition in the view of our customers?**

Compare this business against its main competitors in terms of the supplier attributes. Indicate on a scale of much poorer, poorer, equal, better, and much better the performance on the identified attributes.<sup>5</sup>

<u>Attribute</u>	<u>This Business</u>	<u>Competitor 1</u>	<u>Competitor 2</u>	<u>Competitor 3</u>
------------------	----------------------	-------------------------	-------------------------	-------------------------

<sup>5</sup> Competitive Position and advantage is covered in the the *Strategic and Competitive Plan Workbook*. We suggest that the workbook be reviewed if it has been completed.

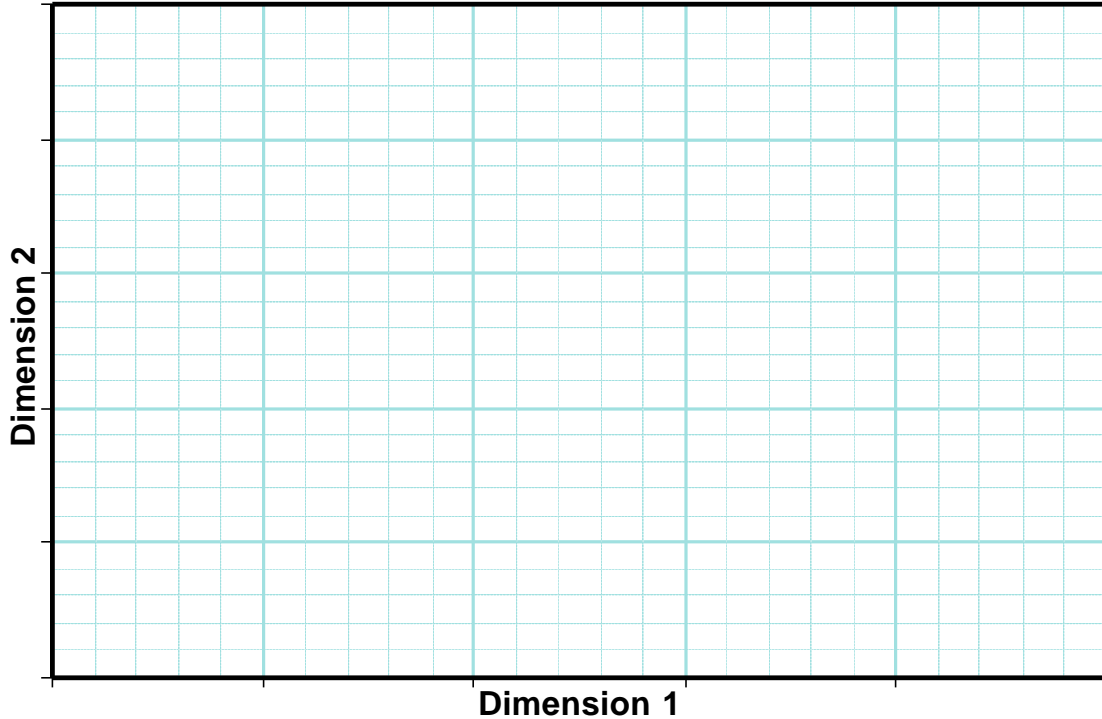
### 3. Supplier Attributes

#### b. Perceptual Map

**How can we view our overall supplier position compared to competition?**

A perceptual map can be used to describe the perceived relative performance of competing suppliers. Various techniques are used to show the perception of the market to competitors covering the large number of variables. Indicate any perceptual maps that have been constructed.<sup>6</sup>

### Perceptual Map



<sup>6</sup> Competitive Position and advantage is covered in the the *Strategic and Competitive Plan Workbook*. We suggest that that workbook be reviewed if it has been completed.

## B. Offering

### 2. Quality

**What are the key quality characteristics as viewed by the customer?**

Quality is defined as meeting or exceeding customers' reasonable expectations. Identify the key customer expectations by market segment.<sup>7</sup> Indicate the relative importance for each key market segment.

Customer  
Expectation

Market  
Segment

Importance

---

<sup>7</sup> This Quality issues is covered in the *Operations and Quality Plan Workbook*. For more details consult that document.



## 2. Quality

### a. Competitive Quality Position

**How do we stack up against competition in terms of quality?**

Compare this business against its main competitors in terms of performance against key customer expectations. Indicate on a scale of much poorer, poorer, equal, better, and much better the performance on the identified attributes.<sup>8</sup>

Customer Expectation	This Business	Competitor 1	Competitor 2	Competitor 3
----------------------	---------------	-----------------	-----------------	-----------------

<sup>8</sup> This Quality issues is covered in the *Operations and Quality Plan Workbook*. For more details consult that document.

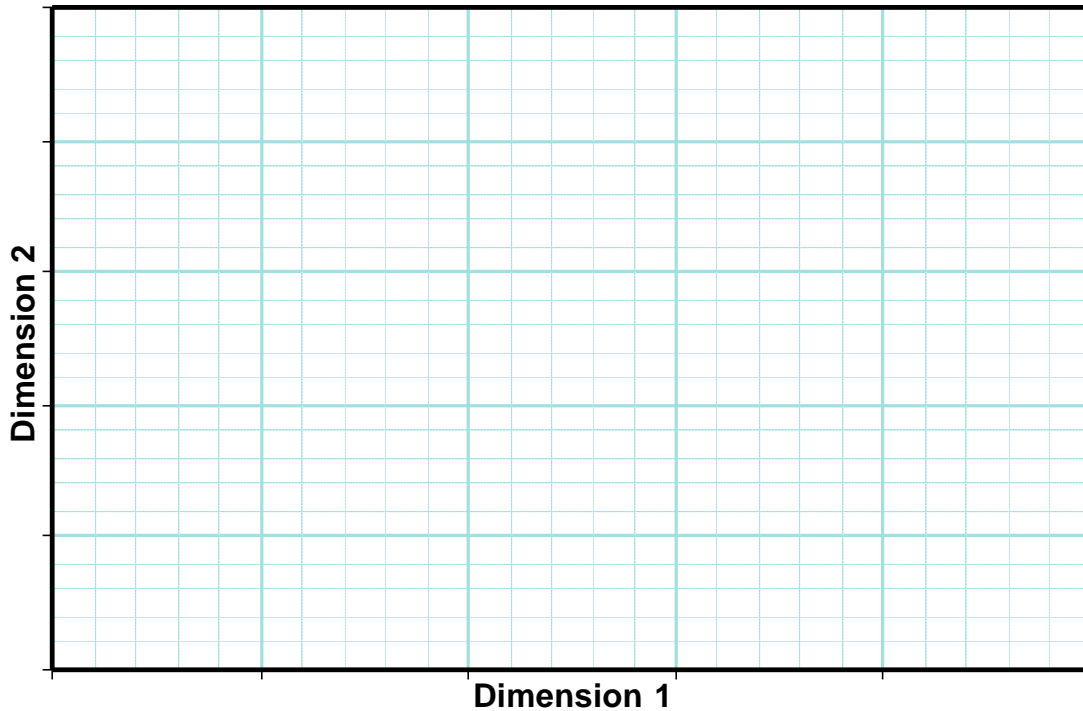
## 2. Quality

### b. Quality Map

**How can we view our overall quality position compared to competition?**

A quality map indicates the relative position of the business compared to competition on meeting customer expectations. Various techniques are used to show the expectations of the market covering the large number of variables. Indicate any quality maps that have been constructed.<sup>9</sup>

### Quality Map



<sup>9</sup> This Quality issues is covered in the *Operations and Quality Plan Workbook*. For more details consult that document.

### 3. Position

#### a. Competitive Position

**How do we stack up against competition in terms of product attributes?**

Compare this business against its main competitors in terms of the product attributes. Indicate on a scale of much poorer, poorer, equal, better, and much better the performance on the identified attributes.<sup>10</sup>

<u>Attribute</u>	<u>This Business</u>	<u>Competitor 1</u>	<u>Competitor 2</u>	<u>Competitor 3</u>
------------------	----------------------	---------------------	---------------------	---------------------

<sup>10</sup> Competitive Position and advantage is covered in the the *Strategic and Competitive Plan Workbook*. We suggest that the workbook be reviewed if it has been completed.

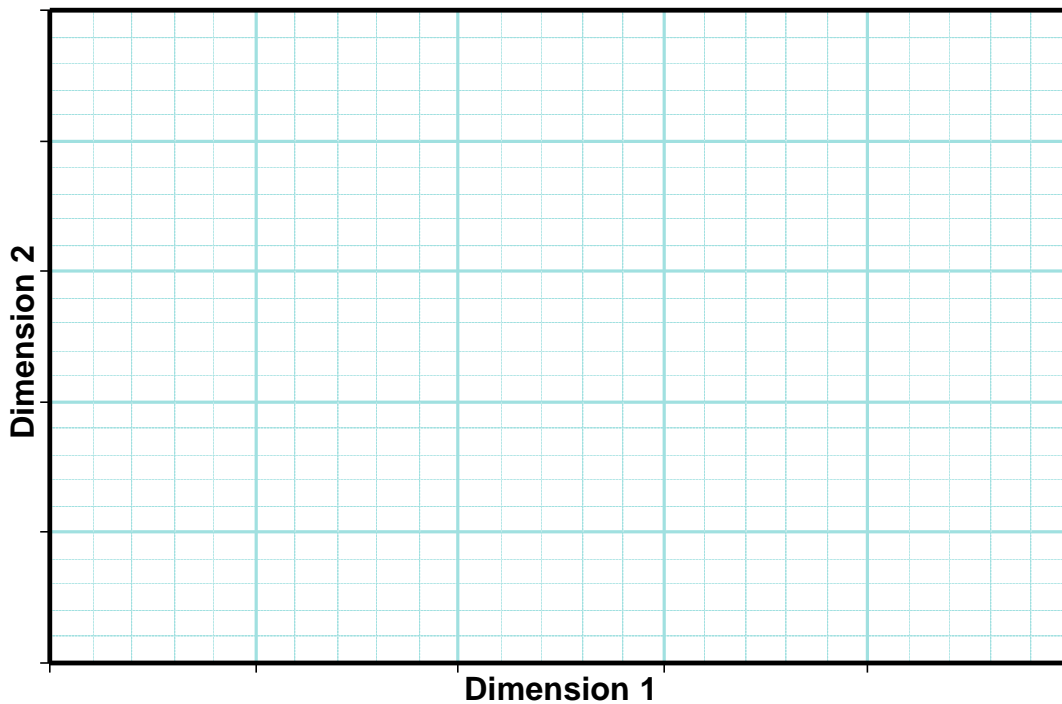
### 3. Position

#### b. Benefit Map

**How can we view our overall product attribute position, compared to competition in terms of product performance?**

A benefit map can be used to describe the relative performance of competing products in terms of the impact on customer benefits. Various techniques are used to show the benefits covering the large number of variables. Indicate any perceptual or benefit maps that have been constructed.

#### Benefit Map



#### 4. The Benefit Package

**What are the key benefits that we wish customers to associate with our offering?**

**How would we wish to state those benefits?**

Market Segment

Benefit

Benefit Statement

**C. Position Statements**

**5. Alternative Positions**

**What are alternative benefit sets that could be associated with our offering?**

<u>Market Segment</u>	<u>Alternative Benefit</u>	<u>Alternative Benefit Statement</u>
-----------------------	----------------------------	--------------------------------------

## C. Position Statements

### 6. Competitive Position

**What are the key benefits and costs our key competitors wish customers to associate with our offering?**

**How might they wish to state those benefits and costs?**

Markets are active. Not only will this business try to position its products, but competitors will try to position their products and if possible, yours. Indicate how the competitors would like to reposition your products for their best interest.

Market Segment

Benefit/Cost

Benefit/Cost Statement

## C. Position Statements

### 7. New Offering Opportunities

**What are potential new offering opportunities based on unmet needs and product positions?**

New businesses can be derived from unmet needs and unfilled product positions. Indicate if such potential opportunities exist.



**D. Names****1. Group Names**

**What products are grouped together for promotional purposes?**

**What names do we wish associated with those product groups?**

**Why have those names been chosen?**

Product names are critical for customer recognition and for conveying product benefits. If user loyalty or a "user franchise" is to be developed and maintained, it usually focuses on the product name. The product group name usually sustains the identification of the product and business. Indicate the group name, the products to be associated with it, and the reason for selection. Indicate where the name has been registered as a trademark.

ProductsGroup NameReasons for SelectionTrademark Registration

## D. Names

### 2. Product Names

**What names do we wish associated with the individual products?**

**Why have those names been chosen?**

Product names differentiate products within a group or from competitive products. Indicate the product name, the product to be associated with it and the reason for selection. Indicate where the name has been registered as a trademark.

Products

Product Name

Reasons for Selection

Trademark Registration

## D. Names

### 3. Variant Names

**What names do we wish associated with variations in the products?**

**Why have those names and designations been chosen?**

Variations of products are made to differentiate the product, comply with customer needs, or to improve specific properties. A variant name may be a simple code or completely new name. Indicate the product name, the variant to be associated with it, and the reason for selection. Indicate where the name has been registered as a trademark.

Variants

Variant Name

Reasons for Selection

Trademark Registration

## D. Names

### 4. Concerns

**What are the concerns regarding the use of those names and designations?**

Group, product, and variant names can be used globally and in many applications. No name is without some limitations and concerns. Indicate the concerns regarding each of the key group, product and variant names used in this business.

Name

Concerns

## II. PROMOTION

Promotional activities are key to an effective marketing effort. In this section the various elements of advertising and promotion are described. The promotional campaigns impact the sales and marketing programs as well as marketing and strategic analysis. Issues discussed here are tied to those discussed in the *Marketing and Sales Plans Workbook* and in the *Strategic and Competitive Plan Workbook*.

As noted above, the promotional program impacts the sales effort. It is critical that the sales force has impact in the development of the promotional programs. We recommend that and the field sales force be involved in completing this section.

## A. Overall Objective

**What is the overall objectives and goals for the promotion and communications program?**

Indicate the overall objectives and the mission of the promotion and communications program. Indicate the overall strategy in relation to the sales effort and the production and distribution programs.

### Promotional Mission

### Objectives

### Coordination with Sales

### Coordination with Production

### Coordination with Distribution

## B. Communication Segments

**How are the customers to be grouped together for advertising and communications?**

Customers are grouped as market segments to accomplish various aims. Communications segments are formed based on the ability to communicate with them.<sup>1</sup>

Segment

Mode of Communications

---

<sup>1</sup> Market segmentation is a key concept in business planning. Various approaches to segmentation should be used. Segmentation is covered in the *Product Offering & Quality Workbook*, the *Marketing & Sales Plan Workbook*, the *Operations & Quality Plan Workbook* and the *Strategic & Competitive Plan Workbook*. Each has a somewhat different perspective. For section is concerned with communications issues. The method of segmentation here may be different than used in the other workbooks.

## C. Advertising

### 1. Trade Advertising

**What are the specific objectives for trade advertising?**

Trade advertising consists of the use of journals and publications targeted to an industry, trade, or business. This may include dealers and distributors as well as users of the product. Indicate the specific objectives, the time frame, and measures of accomplishment for those objectives, for advertising to the trade.

Objectives

Measures of  
Accomplishment

Time  
Frame



## 1. Trade Advertising

### a. Message

**What is the message in the advertising for each campaign?**

**How is the validity of the message to be verified?**

Indicate what the message for the trade advertising is going to be. Discuss how this message was selected. The validity of the message refers to the determination of how meaningful the message is to the receiver. Describe how the validity of the message will be verified.

- |    | <u>Campaign</u> | <u>Message</u> |
|----|-----------------|----------------|
| 1. |                 |                |
| 2. |                 |                |
| 3. |                 |                |
| 4. |                 |                |
| 5. |                 |                |

## 1. Trade Advertising

### b. Target Audience

**Who is the specific audience for each campaign?**

The target audience consists of the people to whom we wish to speak or whom we wish to influence. Indicate who is the target for the promotional campaign and why.

- |    | <u>Campaign</u> | <u>Target Audience</u> |
|----|-----------------|------------------------|
| 1. |                 |                        |
| 2. |                 |                        |
| 3. |                 |                        |
| 4. |                 |                        |
| 5. |                 |                        |

**1. Trade Advertising**

**c. Media Selection**

**What media will be used?**

**Why?**

The range of media for trade communications is more broad today than ever before. While most trade communications is done through traditional trade journals, other modes may be available, cost effective, and less susceptible to clutter. Indicate the specific media selected. Identify the expected coverage and frequency of the target audience. Identify the source of the information.

If mass communications is planned, indicate the reach and share for the target audience and the source of those estimates.

	<u>Campaign</u>	<u>Media</u>	<u>Why?</u>
1.			
2.			
3.			
4.			
5.			

## 1. Trade Advertising

### d. Responsibility

**Who is responsible for the trade advertising program?**

**What agencies and suppliers have been chosen?**

Identify who is responsible for selection and "sign off" on trade advertising. Identify the agencies and suppliers that will handle the trade communications. Indicate the criteria used for the selection of agencies and suppliers.

	<u>Campaign</u>	<u>Agency/Supplier</u>	<u>Responsibility</u>
1.			
2.			
3.			
4.			
5.			

## 1. Trade Advertising

### e. Direct Mail

**What direct mail programs are to be undertaken?**

**What are the objectives and measures of success?**

**What are the criteria for selecting the people to be solicited?**

Direct mail campaigns consists of mailing literature directly to potential customers or influencers. Indicate the direct mail programs that are to be undertaken and the objectives that they are intended to accomplish. Identify the measures by which the success of the campaign will be determined.

Selection of the people to be sent information is critical to the success of this type of campaign. Indicate how those people will be selected and the source of the mailing list.

Campaigns

Objectives

Success Measures

Selection Criteria

## 1. Trade Advertising

### f. Catalogues

**What catalogue programs are to be undertaken?**

**What are the objectives and measures of success?**

Catalogues consist of all listings and descriptions of the products to be sent to potential customers or influencers. Indicate the nature and extent of the catalogue programs that are to be undertaken and the objectives that they are intended to accomplish. Identify the measures by which the success of the campaign will be determined.

Campaigns

Objectives

Success Measures

Selection Criteria

## 1. Trade Advertising

### g. Publications

**What articles are to be solicited to promote these products?**

**What control has been imposed to assure results?**

Articles are written either by users of the product or by academics and consultants and act as an evaluation. While they usually are not an explicit endorsement of the product, they tend to be favorable and act as examples of reduction to practice of the product.

Indicate the nature and extent of activities to support and solicit publications and articles. Indicate what program is in place to help assure positive results from this effort.

### 1. Trade Advertising

#### h. Resource

**What resources have been allocated for all trade advertising activities?**

Indicate all costs of all trade promotion campaigns, including advertising, direct mail, catalogues, and publications. Breakdown the costs by use and by source. Indicate separately agency charges and those from External Affairs Department.

<u>Campaign</u>	<u>Agency Production</u>	<u>Agency + Execution</u>	<u>Agency + Supplier Measurement</u>
1.			
2.			
3.			
4.			
5.			
6.			
7.			



## C. Advertising

### 2. Consumer, End-User Advertising

**What are the specific objectives for consumer advertising?**

Consumer and mass advertising are intended to convey a marketing message to the general public. This is either directed at reinforcing existing trade communications or to educating the end-user to the existences and attributes of the product. Indicate the specific objectives, the time frame, and measures of accomplishment for those objectives.

	<u>Campaign</u>	<u>Objective</u>	<u>Timing</u>	<u>Measurement</u>
1.				
2.				
3.				
4.				

## 2. Consumer, End-User Advertising

### a. Message

**What is the message in the advertising for each campaign?**

**How is the validity of the message to be verified?**

Indicate the messages for the mass communications campaigns. Discuss how these messages were selected. The validity of the message refers to the determination of how meaningful the message is to the receiver. Describe how the validity of the message will be verified.

- |    | <u>Campaign</u> | <u>Message</u> |
|----|-----------------|----------------|
| 1. |                 |                |
| 2. |                 |                |
| 3. |                 |                |
| 4. |                 |                |

## 2. Consumer, End-User Advertising

### b. Target Audience

**Who is the specific audience for each campaign?**

The identification of the target audience is critical for effective mass communications. Indicate the criteria for selecting the audience and the characteristics for each of the mass communications campaigns.

	<u>Campaign</u>	<u>Criteria</u>	<u>Target Audience Characteristics</u>
1.			
2.			
3.			
4.			

## 2. Consumer, End-User Advertising

### c. Media Selection

#### What media will be used?

#### Why?

Indicate the expected coverage and frequency of contact with the target audience. Identify the source of the information.

If mass communications are planned, indicate the reach and share for the target audience and the source of those estimates.

	<u>Campaign</u>	<u>Frequency</u>	<u>Reach/Share</u>
1.			
2.			
3.			
4.			

**2. Consumer, End-User Advertising**

**d. Responsibility**

**Who is responsible for the consumer-advertising program?**

**What agencies and suppliers have been chosen?**

Responsibility must be in depth, covering the agency, corporate communications (External Affairs) and the business. Campaigns, media, and copy need to be approved. Lines of responsibility must be clear and personnel available to assure prompt and effective programs. Indicate the individuals and organizations responsible for consumer promotion campaigns. Indicate the criteria used for the selection of agencies and suppliers.

	<u>Campaign</u>	<u>Agency/ Suppliers</u>	<u>Corporate Responsibility</u>	<u>Business Responsibility</u>
1.				
2.				
3.				
4.				

## 2. Consumer, End-User Advertising

### e. Resources

**What resources have been allocated for all consumer-advertising activities?**

Breakdown the costs by use and by source. Indicate separately agency charges and those from External Affairs Department.

	<u>Agency Production</u>	<u>Agency + Execution</u>	<u>Agency + Supplier Measurement</u>
1.			
2.			
3.			
4.			

**C. Advertising**

**3. Cooperative Advertising**

**What cooperative advertising program has been/is to be used?**

**What conditions are required for reimbursement?**

**What control procedures are implemented to assure compliance?**

Cooperative advertising consists of programs whereby a supplier shares the cost of advertising his product by the reseller. These programs are traditional in many consumer-oriented industries. They act to promote the product, as rebates to the reseller, and as a means of assuring point-of-sales promotion support. Indicate the cooperative advertising programs that are to be undertaken, their objectives, the conditions for reimbursement, and the control procedures.

	<u>Program</u>	<u>Objective</u>	<u>Conditions</u>	<u>Control Procedures</u>
1.				
2.				
3.				

## C. Advertising

### 4. Testing

**What procedures and standards have been established to pre-test advertising materials?**

**What procedures have been established to track the effectiveness of the advertising campaigns?**

**What resources have been allocated to support the testing program?**

Advertising material can be both useful and detrimental to a business. It is important to verify that the advertising materials will do the job before committing to using them. Further, it is critical to determine if the materials have been effective. Indicate the methods for pretesting and post-testing advertising materials. Indicate what measures of effectiveness will be used.<sup>2</sup>

Procedure

Measure

Resources

Pretesting

Post-Evaluation

<sup>2</sup> Testing of advertising and marketing research is covered in the *Information Plan Workbook*. For more details consult that document.



## C. Advertising

### 5. Financial Control

**What control procedures are used to assure that the business obtains the best prices on advertising space and promotional resources?**

Space costs vary greatly depending on the total quantity of purchased space and other agreements with the publishing organization. Corporate purchasing and that through the various advertising agencies may produce different rates. Indicate what control procedures will be used to assure the best price.

## D. Packaging

**How are the products to be packaged for the user?**

**How are the products to be packaged for distribution?**

Packaging a key element in the promotional and advertising mix as well as provide functional performance. Indicate how the product is to be packaged for use and for trans-shipment. Several types of packaging may be used in trans-shipment. Indicate unique packaging conditions. Reusable trans-shipment containers or pallets should not be included.<sup>3</sup>

For Use

For Trans-shipment

---

<sup>3</sup> Packaging for customers and distribution is discussed in the *Operations & Quality Workbook*.

## D. Packaging

### 1. Labeling

**What labels are required on and with the packaging?**

Labeling requirements are both critical for identifying the product, legal constraints on the products' use, and safety requirements. Indicate what labeling requirements are imposed on this product for both use and trans-shipment packaging.<sup>4</sup>

For Use

For Trans-shipment

---

<sup>4</sup> Labeling is covered in the *Operations and Quality Plan Workbook*. Consult that document for general information.

## D. Packaging

### 2. Image

**What image and message should be conveyed by the packaging?**

Indicate the objective in package design and the message that is to be conveyed by the package.

For Use

For Trans-shipment

## D. Packaging

### 3. Design

**What designs and packaging innovations are being planned for the packaging?**

**What competitive advantage is obtained by these designs?**

Packaging can give unique competitive advantage. Indicate what designs and packaging innovations are planned and how we intend to protect the uniqueness of the packaging.

For Use  
Designs

Competitive Advantage

Protection

For Trans-shipment  
Designs

Competitive Advantage

Protection

**D. Packaging**

**4. Construction**

<p><b>What special conditions are required for packaging construction?</b></p> <p><b>How will the packaging be constructed?</b></p>
---

For Use

For Trans-shipment

**D. Packaging****5. Team Responsibility**

**Who has overall responsibility of packaging?**

**Who has design responsibility?**

**Who is responsible for manufacturing?**

Responsibility includes people who must approve the packaging as well as those responsible for proposals, design, and execution. Indicate all individuals or groups responsible for packaging.

---

Responsibility

Overall

Design

Manufacture

For Use

For Trans-shipment

## E. Sales Aids

### 1. Sales Presentations

#### a. Major Presentations

**What major sales presentations are planned using professionally prepared materials?**

Major presentations may be prepared as "canned" talks for the sales force or as formal presentation by business or corporate management. Preparation of these materials can involve significant effort. Indicate what materials will be prepared.

Presentation

Topic

For Whom

Date



## 1. Sales Presentations

### b. Automated Demonstrations

**What is the goal for automated demonstrations and sales aids for this business?**

**What specific automated sales aid systems are to be developed?**

Automated demonstrations and sales aids consists of computer driven presentations and shows. These are often used for "Desk Top" exhibits, in trade shows or for use by the sales<sup>5</sup> force. Indicate the objective of the systems, and the date needed.

Presentation

Topic

For Whom

Date

---

<sup>5</sup> Automated sales aids using computer systems are detailed in the *Information Plan Workbook*.

## 1. Sales Presentations

### c. Audio/Video Presentations

**What audio and video presentations are to be prepared for distribution?**

**What competitive advantage is obtained using these systems?**

Indicate specifically what audio and video presentations were be prepared, how they will be distributed and what equipment will be needed to use them. Identify control procedures for distribution.

Presentation

Topic

Competitive Advantage

Date

**1. Sales Presentations**

**d. Responsibility and Resources**

**Who is responsible for determining what support  
should be available for presentations?**

**What resources are available?**

Responsibility

Resources

Major  
Presentations

Automated  
Demonstrations

Audio/Video  
Presentations

## 2. Product Information

### a. Product Specification Sheets

**What product information sheets need to be prepared?**

**How often do we expect to update these sheets?**

Product information consists of all published or compiled specifications and application data regarding products. This information is usually made available in the form of "tear sheets" or separate pages for the selected information and as packets of data sheets, application books and manuals. In addition, the data may be supplied as an automated retrieval system for use with a "hot line". Indicate the product information sheets that are needed; what information must be contained; and how often they will be updated.

Data Required

Publications

Update Frequency

## 2. Product Information

### b. Certifications

**What certifications and registrations are needed for these products?**

**How are they going to be obtained?**

Certification and registration are often required by localities and/or by application. Indicate the types and nature of certifications and registrations required by the product. Identify the localities and applications that will be covered. Indicate how they will be obtained.

Type

Locality

Application

Path Forward

**2. Product Information**

**c. Responsibility**

<p><b>Who is responsible for certifications and registration?</b></p> <p><b>Who is responsible for determining the validity of the product sheets?</b></p>
--

Certification & Registration

Product Specification/  
Information Sheets

## E. Sales Aids

### 3. Point of Sales

**What point of sales promotional aids are needed?**

**What resources have been allocated for them?**

Point of sales includes all activities to promote sales at the dealer location. These include point of sales promotional tools: Counter Cards, Banners/Posters, and Displays/Racks. Indicate a competitive advantage conveyed by this activity. Identify resources and conditions necessary to make this activity effective. Include inspection of dealers to assure that the point of sales aids are being used and encourage programs for their use.

## F. Sales Force Training

### 1. Professional Development

**What special skills and information are required for our sales force?**

**How are they going to be trained?**

Sales force training is critical to assure consistent information to the customers and for effective marketing. Identify the special information and training requirements for the sales force. Indicate how the sales force will be trained and the materials needed.<sup>6</sup>

Skill/Information

Path Forward

Materials Needed

---

<sup>6</sup> Sales force training is covered in more detail in the *Marketing and Sales Plan Workbook*. This section focuses on the need for preparation of materials and sales meeting.



## F. Sales Force Training

### 2. Sales Meetings

#### **What sales meetings are planned?**

#### **What are the objectives of each?**

Sales meetings are used to train, inform, and encourage the sales force. These are viewed as a means of simulating the field groups, an exchange of information, and a method of developing cohesion within the organization. Sales meetings can also function as a reward for achievements. Identify the sales meetings that are planned. Include global, national, and regional meetings if appropriate. Indicate the objectives for these meeting and who will attend.<sup>7</sup>

Sales Meeting

Attendees

Objectives

---

<sup>7</sup> Sales meetings are covered in the *Marketing and Sales Plan Workbook*. This section focuses on the need for preparation for those meetings.

## F. Sales Force Training

### 3. Schedule and Resources

**What is the schedule for the sales meetings?**

**Where will they be held?**

**What resources have been allocated?**

Indicate the dates, location, resources allocated and the who is responsible for its preparation and financial control.

<u>Meeting</u>	<u>Date</u>	<u>Location</u>	<u>Resources</u>	<u>Responsibility</u>
----------------	-------------	-----------------	------------------	-----------------------

## G. Trade Shows & Exhibits

**In which trade shows and exhibits will the business participate?**

**What are the objectives for participating in trade shows and exhibits?**

**What competitive advantage will be obtained by participating?**

Trade shows offer opportunity to test new concepts as well as to "sell" the products and the firm. Participation in these shows and exhibits may be targeted to sell or to "show the flag". Identify the trade shows and exhibits that this business will participate. Indicate the objectives for participation and the competitive advantage that will be derived.

Trade Show

Objective

Competitive Advantage

**G. Trade Shows & Exhibits**

**1. Target Audience**

<p><b>Who is the target audience for the tradeshow and exhibits?</b></p> <p><b>What programs will be undertaken in connection with participation in the show?</b></p>
---

Trade Show

Target Audience

Programs

## G. Trade Shows & Exhibits

### 2. Materials

**What materials must be prepared for the trade show?**

**Who is responsible for space planning and utilization?**

**What agency or suppliers have been chosen for preparing exhibit materials?**

Trade Show

Materials

Responsibility

Agency

**G. Trade Shows & Exhibits**

**3. Resources & Responsibility**

<p><b>Who is responsible for the participation decision?</b></p> <p><b>What resources have been allocated for the trade shows and exhibits?</b></p>
---

Trade Show

Resources

Responsibility

## H. Public Relations

### 1. Programs

**What public relations programs will be undertaken?**

Public relations programs include news releases, bylined articles, featured stories, case histories, and press conferences. Indicate range of responsibility of public relationships for this business. Include the scope of responsibility over plants, acquisitions, product information, and litigation. Indicate the specific public relationships programs, objectives, and message.

Scope of Responsibility

Who is Responsible

Program

Objectives

Message

## H. Public Relations

### 2. Press Releases

**Who is responsible for releasing news to the media?**

**How will news regarding this business be released to the public?**

New releases regarding plant operations are usually handled by plant management. However other procedures may be in order. Indicate how news regarding this business and all plant sites involved in this business is intended to be release. Include issues of emergencies and plant closings as well as new product and capability announcements. Indicate whether and how press kit will be prepared.

Responsibility for Press Releases

Procedure for New Product Press Releases

Procedure for Preparation of Press Kits

Procedure for Emergency Information Press Releases



## I. Special Programs

### 1. Promotional Campaigns

**What special promotional campaigns are planned for this business?**

**What competitive advantage will they give?**

**What resources have been allocated?**

**How will effectiveness be measured?**

Special campaigns are used to target market segments or to support new or revitalized products. Identify the special promotional campaigns planned, the competitive advantage that will be derived, and the measure of effectiveness that will be used. Resources are sometimes derived from redirecting effort into the campaign from other activities. Indicate what resources will be used and if appropriate, what other activities will be reduced to allow for the concentration of force.

<u>Campaign</u>	<u>Competitive Advantage</u>	<u>Resource</u>	<u>Measure of Effectiveness</u>
-----------------	------------------------------	-----------------	---------------------------------

**I. Special Programs**

**2. Business Tests**

<p><b>What business tests are planned?</b></p> <p><b>What are the objectives?</b></p> <p><b>What resources have been allocated?</b></p> <p><b>How will the results be monitored?</b></p> <p>Business tests include concept and as well as a full scale market tests. Identify the business or product concept to be tested; tests planned; and their objectives and resources required. Indicate how success will be identified.</p>
--

Product/  
Business

Test

Objective

Resources

Method of Determining Results

**I. Special Programs**

**3. Other**

<p><b>What additional special programs are planned?</b></p> <p><b>What are the objectives?</b></p> <p><b>How much will they cost?</b></p>
---

Program

Objective

Resources

## J. Promotion Cost Summary

### What is promotion activities going to cost?

Indicate the resources allocated to each promotional activity internal to the business, to External Affairs Department, and out-of-pocket.

	<u>Internal</u>	<u>Out-of-Pocket</u>	<u>Total</u>
Trade Advertising			
Direct Mail			
Catalogues			
Consumer Advertising			
Cooperative Advertising			
Packaging			
Labeling			
Sales Presentations			
Product Information			
Registration/Certification			
Point of Sales Displays			
Sales Force Training			
Sales Meetings			
Trade Shows/Exhibits			
Public Relations			
Promotional Campaigns			
Business Tests			
Other			

### III. DISTRIBUTION

Distribution in general includes the supply of materials for products as well as the distribution of product to the market. This section focuses on the distribution channel to the customer only. Supply issues are covered in the *Operations & Quality Plan Workbook*. This section is intended to track in general the principles of *Supply Chain Management*.

This section involves activities of manufacturing, marketing, as well as any specific distribution function. Therefore, we recommend that the total business team be involved in filling out this section.

## A. Distribution Quality

**What are the objectives of the distribution system?**

**What are the determinants of distribution quality?**

There are a number of functions that the distribution system can deliver. These include prompt delivery of materials at minimum costs with a minimum of inventory requirements. Not all of these objectives may be of equal importance. Indicate the function of the distribution system and their relative importance. Identify how quality of the distribution is to be determined.

Objectives

Importance

Measures of Quality

---

<sup>1</sup> Quality issues are covered in the *Product Offering and Quality Workbook* and the *Operations and Quality Plan Workbook*. Consult those workbooks for details on the Quality program.

## A. Distribution Quality

### 1. Product Storage Requirements

**What are the requirements for storing products?**

**What are the conditions for storage?**

Products often require special conditions and pose special hazards. Indicate what requirements are needed to store the products and under what conditions they need to be stored.

Product

Requirements

Conditions

## A. Distribution Quality

### 2. Market Requirements

**How much and what types of products does the market need?**

**What conditions does the market demand?**

Supply is not merely the delivery of products, but the timing and conditions that must be met. These supply chain requirements are design to assure that the products get to the customer when needed and in the form desired. Indicate the supply needs for the various markets, timing of delivery and conditions.<sup>2</sup>

Market/Product

Supply

Timing

Conditions

<sup>2</sup> Quality issues are covered in the *Product Offering and Quality Workbook* and the *Operations and Quality Plan Workbook*. Consult those workbooks for details on the Quality program.



## A. Distribution Quality

### 3. Production Locations

**Where are the products made?**

**When and where does distribution have control of the product?**

Products are often produced in several locations. Intermediate products are shipped between plant sites. Often packaging is done separately. Indicate where the products are made and where and when they are considered finished products for delivery to customers.<sup>3</sup>

Product

Where it is Available

When in Process

<sup>3</sup> Products may be available in different levels of manufacture. Technical grades of product may be sold as well as formulations and finished parts or compositions. Therefore, there may be several locations where the product becomes a deliverable.

## B. Transportation

**How are the products transported among the warehouses, distributors, agents, dealers, and customers?**

Products are transferred from one level of the distribution chain to the others. Indicate the modes of transportation that are available and allowed. It should be noted that not all levels of the distribution chain may be used. In some cases product may be shipped directly from the plant site to the end user. The mode of transportation usually is dictated by the point of origin.<sup>4</sup>

From Plant Sites

From Warehouses

From Distributors

From Dealers

---

<sup>4</sup> Quality issues are covered in the *Product Offering and Quality Workbook* and the *Operations and Quality Plan Workbook*. Consult those workbooks for details on the Quality program.

## B. Transportation

### 1. Conditions & Requirements

**What are the condition and requirements for transportation?**

Include both safety requirements as well as that necessary to assure product quality and prompt delivery. Indicate the specific products needing special conditions.

From Plant Sites

From Warehouses

From Distributors

From Dealers

## B. Transportation

### 2. Cost Structure

#### **How are transportation costs determined?**

Include issues regarding full and partial truck loads as well as distance calculations. Any special costs such as pick-up charges should be discussed.

## B. Transportation

### 3. Other Conditions

**What other conditions impose on the selection of transportation mode and schedule?**

Include in these conditions, are the efforts to achieve operating efficiencies by combining transportation programs with those of other company businesses and any other desirable business relations. For example, distributors may have their own transportation system. It could be desirable to use it as a means of providing a improved distributor relationship.

## C. Distribution Structure

### 1. Distribution Channel

#### **How is the distribution channel organized?**

Indicate who sells what to whom. How do materials get to the ultimate user. If several distribution channels are being used, describe each and indicate the fraction of each key product that goes through them.<sup>5</sup>

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<sup>5</sup> The structure of the distribution channel is discussed in the *Operations & Quality Workbook*. If that workbook has been completed recently, the appropriate section should be reviewed.

## C. Distribution Structure

### 2. Value Chain

**How is value distributed along the distribution channel?**

Product moves along the distribution channel because there is value in that movement. Indicate the source and level of value that is obtained by each organization to encourage the movement of product. For independent organization indicate the profits and costs associated with the transfer.<sup>6</sup>

Warehouses

Agents

Distributors/Wholesalers

Dealers/Resellers

---

<sup>6</sup> The value chain the distribution channel is discussed in the *Operations & Quality Workbook*. If that workbook has been completed recently, the appropriate section should be reviewed.

## D. Warehouses & Agents

**How much product is to be stored in warehouses before distribution?**

Product stored in warehouses and by agents is owned by the firm. Inventory control is the responsibility of the business. Identify the finished product inventory that must be warehoused by type.

Identify the use of this inventory and the competitive advantage gained from keeping it in warehouses.

Product

Inventory Use

Competitive Advantage



## D. Warehouses & Agents

### 1. Requirements

**What are the requirements to store products at warehouses and by agents?**

Include both safety requirements as well as those necessary to assure product quality and prompt delivery. Indicate the specific products needing special conditions.

Product

Requirements

## D. Warehouses & Agents

### 2. Number & Location

**How many warehouses and agents will be used?**

**At what locations will product be stored?**

**Which warehouses have been selected?**

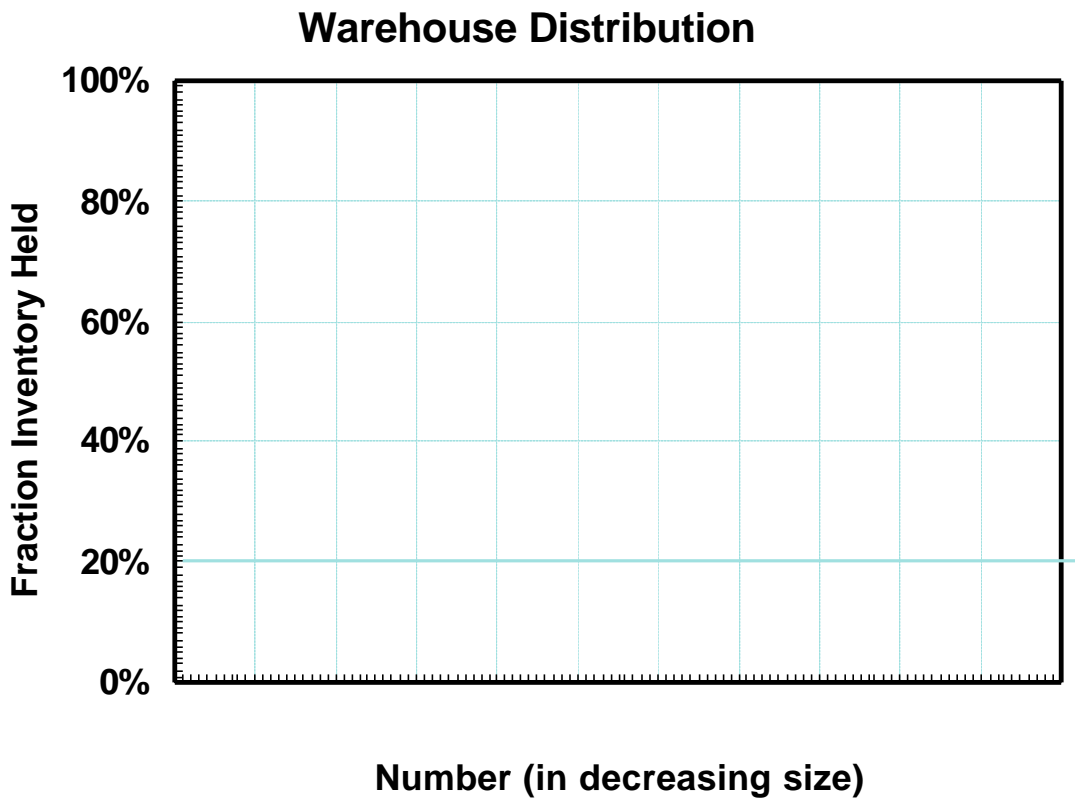
<u>Product</u>	<u>Number of Warehouses</u>	<u>Location</u>	<u>Number of Agents</u>	<u>Location</u>
----------------	---------------------------------	-----------------	-----------------------------	-----------------

### D. Warehouses & Agents

#### 3. Size Distribution

**What is the distribution of inventories at the warehouses?**

Not all warehouses and agents are of equal size or importance. Indicate the distribution of inventories by warehouses and agencies. These inventories are owned by the business and should be under the control of the business.



## D. Warehouses & Agents

### 4. Costs & Inventory Control

**What will the inventory cost to store?**

**How will inventory and shipments be controlled?**

Indicate the costs associated with inventory storage. Describe the control procedures needed to store and maintain inventory.

<u>Product</u>	<u>Inventory Quantity</u>	<u>Storage Costs</u>	<u>Control Procedure</u>
----------------	-------------------------------	--------------------------	------------------------------

## E. Distributors

**What is the function of distributors for this business?**

**How much of the product will pass through distributors?**

A distributor may be any middleman between the business and the dealer or retailer who, in turn, sells the product to the user or customer. The distributor's major functions are to resell the product or make minor changes such as packaging or formulation. Unlike warehouses and agents, distributors take possession of the product. In addition to storing materials, distributors may be active in the marketing process and may sell additional products from other suppliers or proprietary products of their own.

### Product Mix of the Distributors

### Marketing Function of the Distributions

### Relationship to Dealers/Resellers/Users

### Credit and Inventory Function

---

<sup>7</sup> The distributors may own or work closely with a group of dealers and resellers or in turn may be owned by users, for example as part of a cooperative.

## E. Distributors

### 1. Arrangements

**What pricing and delivery arrangements have been made with distributors?**

**What additional fees will the business pay the distributors?**

**What rights and exclusive arrangements, if any, have been made?**

Distributors are usually organized into firms and corporations. Arrangements are usually on a corporate basis. Indicate what arrangements or contractual conditions exist with the distributor companies.

Distributor  
Company

Arrangement

Fees

## E. Distributors

### 2. Number & Location

**How many distributors will be used?**

**What are the locations of the distributors?**

Indicate the number of distributor locations that will be used and their locations. Since single distributor companies may have several locations, Indicate each.

Distributor  
Company

Number of  
Locations

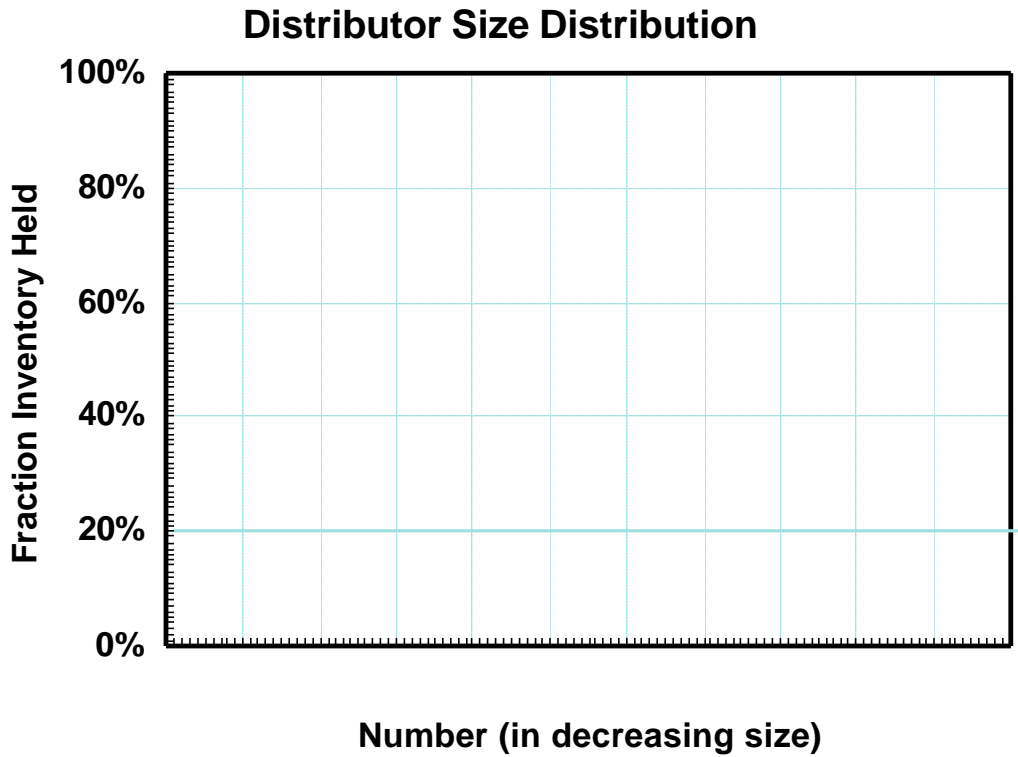
Locations

### E. Distributors

#### 3. Size Distribution

**What is the distribution of sales among the distributors?**

Not all distributors and wholesalers are of equal size or importance. Indicate the distribution of sales by distributors.





## E. Distributors

### 4. Consignments, Warranties and Guarantees

**How much material is by consignment; owned by the business?**

**What warranties and guarantees have been made for return of unsold product?**

Consignment product is owned by the business, but held by others. The business receives returns for the sale of the product or may be charged a holding fee for product not sold in a period of time. Alternatively, the product may be returned to the business at its request and at the business' expense. Alternatively the business may offer the option of returning unsold product. These are often unconditional warranties on saleable product. Indicate consignment and conditional warranties agreements with distributors.

#### Consignments

#### Return Conditions

## F. Retailers & Dealers

**What is the function of the dealers and retailers for this business?**

**How much of the product will pass through dealers and retailers?**

Dealers, resellers and retailers are any middlemen who sell the product to the user or customer. Their major functions are to resell the product or make minor changes such as packaging or formulation. The alternative for the company is to sell the product directly to the customer.

### Product Mix of the Dealers

### Marketing Function of the Dealers

### Relationship to Dealers/Resellers/Users

### Credit and Inventory Function

## F. Retailers & Dealers

### 1. Arrangements

**What pricing and delivery arrangements, if any, have been made with the dealer and retailers?**

**What additional fees will the business pay the dealers and retailers?**

**What rights and exclusive arrangements, if any, have been made?**

Dealers are often organized into firms and corporations. Arrangements are usually on a corporate basis. Indicate what arrangements or contractual conditions exist with the dealer companies.

Dealer  
Company

Arrangement

Fees

## F. Retailers & Dealers

### 2. Number & Location

**How many dealers will be used?**

**What are the locations of the dealers?**

Indicate the number of distributor locations that will be used and their locations. Since single distributor companies may have several locations, indicate each.

Dealer  
Company

Number of  
Locations

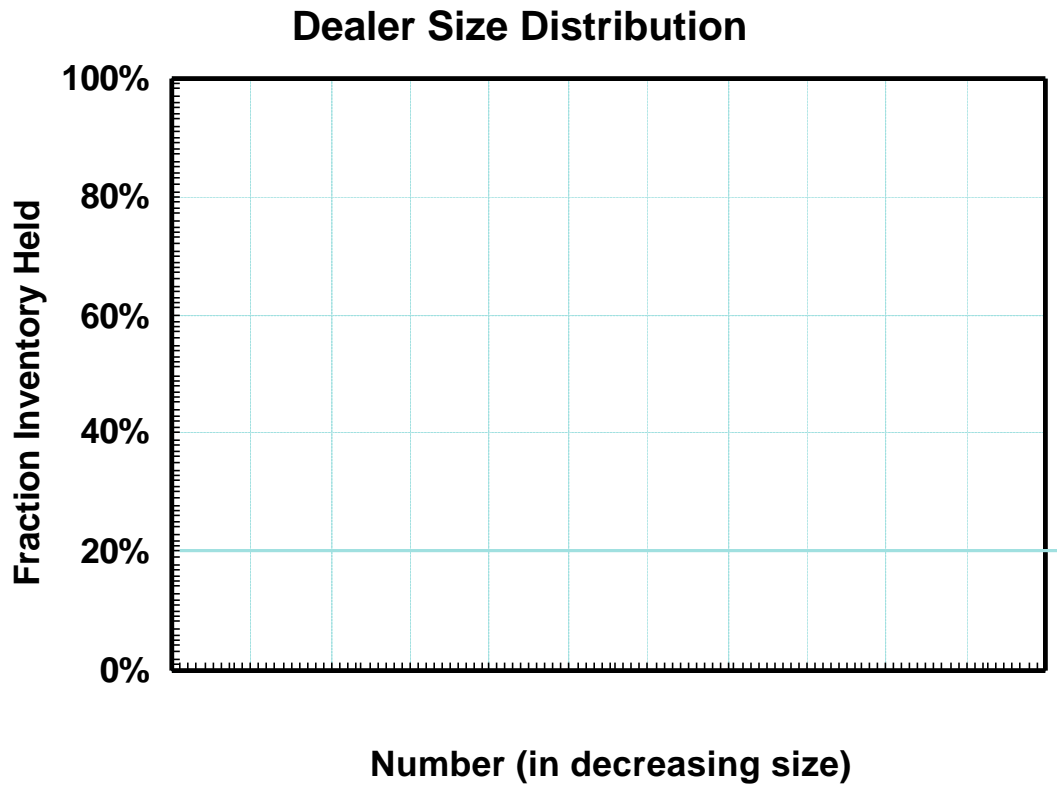
Locations

### F. Retailers & Dealers

#### 3. Size Distribution

**What is the distribution of sales among the dealers and retailers?**

Not all dealers and resellers are of equal size or importance. Indicate the distribution of sales by dealers and retailers.



## F. Retailers & Dealers

### 4. Consignments, Warranties and Guarantees

**How much material is by consignment; owned by the business?**

**What warranties and guarantees have been made for return of unsold product?**

Consignment product is owned by the business, but held by others. The business receives returns for the sale of the product or may be charged a holding fee for product not sold in a period of time. Alternatively, the product may be returned to the business on its request and at the business' expense. Alternatively the business may offer the option of returning unsold product. These are often unconditional warranties on saleable product. Indicate consignment and conditional warranty agreements with dealers.

#### Consignments

#### Return Conditions

### G. Overall Inventory Requirements

**What is the total quantity of product held in inventory along the distribution channel?**

Products

Warehouses/  
Agencies

Distributors

Dealers

## H. Loss Sales Due to Insufficient Product

**How much sales will be lost because of insufficient product at location?**

**How sensitive are sales to availability of product?**

**How long a delay in delivery would be sufficient to lose sales?**

Sales can be lost due to insufficient product at the dealer or along the distribution channel. Indicate the sensitivity of sales to supply. Indicate the potential loss and the permanence of such losses.



## I. Training Programs

**What training programs are planned for the members of the distribution channel?**

**How much will they cost?**

**What is the competitive advantage of instituting these programs?**

Programs

Objective

Cost

Warehouses

Agents

Distributors

Dealers

## J. Communications Systems

**What communications systems will be establish  
along the distribution channel?**

**Who will support those systems?**

**How much will they cost?<sup>8</sup>**

Communications  
System

Who will  
Support

Cost

Warehouses

Agents

Distributors

Dealers

---

<sup>8</sup> Communications systems are discussed in the *Information Plan Workbook*. Consult that workbook, if it has been completed, for further details.

**K. Total Distribution Cost**

<b>What is the total cost of distribution?</b>
--

<u>Storage</u>	<u>Transportation</u>	<u>Fees</u>	<u>Programs</u>	<u>Total</u>
----------------	-----------------------	-------------	-----------------	--------------

Warehouses

Agents

Distributors

Dealers

## SUMMARY

### I. PRODUCT POSITION

#### A. MARKET SEGMENTS

#### B. THE OFFERING

##### 1. *Competition*

- a. In-kind
- b. Functional

##### 2. *Customer Attributes*

- a. Customer Benefits
- b. Customer Needs

#### C. POSITION STATEMENTS

##### 1. *Supplier Attributes*

- a. Competitive Position
- b. Perceptual Map

##### 2. *Quality*

- a. Competitive Quality Position
- b. Quality Map

##### 3. *Position*

- a. Competitive Position
- b. Benefit Map

##### 4. *The Benefit Package*

##### 5. *Alternative Positions*

##### 6. *Competitive Position*

##### 7. *New Offering Opportunities*

#### D. NAMES

##### 1. *Group Names*

##### 2. *Product Names*

##### 3. *Variant Names*

##### 4. *Concerns*

### II. PROMOTION

#### A. OVERALL OBJECTIVE

#### B. COMMUNICATION SEGMENTS

#### C. ADVERTISING

##### 1. *Trade Advertising*

- a. Message
- b. Target Audience
- c. Media Selection
- d. Responsibility
- e. Direct Mail
- f. Catalogues
- g. Publications
- h. Resource

## SUMMARY, Continued

### 2. *Consumer, End-User Advertising*

- a. Message
- b. Target Audience
- c. Media Selection
- d. Responsibility
- e. Resource

### 3. *Cooperative Advertising*

### 4. *Testing*

### 5. *Financial Control*

## D. PACKAGING

### 1. *Labeling*

### 2. *Image*

### 3. *Design*

### 4. *Construction*

### 5. *Team Responsibility*

## E. SALES AIDS

### 1. *Sales Presentations*

- a. Major Presentations
- b. Automated Demonstrations
- c. Audio/Video Presentations
- d. Responsibility and Resources

### 2. *Product Information*

- a. Product Specification Sheets
- b. Certifications
- c. Responsibility

### 3. *Point of Sales*

## F. SALES FORCE TRAINING

### 1. *Professional Development*

### 2. *Sales Meetings*

### 3. *Schedule and Resources*

## G. TRADE SHOWS & EXHIBITS

### 1. *Target Audience*

### 2. *Materials*

### 3. *Resources & Responsibility*

## H. PUBLIC RELATIONS

### 1. *Programs*

### 2. *Press Releases*

## I. SPECIAL PROGRAMS

### 1. *Promotional Campaigns*

### 2. *Business Tests*

### 3. *Other*

## J. PROMOTION COST SUMMARY

## SUMMARY, Continued

### III. DISTRIBUTION

- A. DISTRIBUTION QUALITY
  - 1. *Product Storage Requirements*
  - 2. *Market Requirements*
  - 3. *Production Locations*
- B. TRANSPORTATION
  - 1. *Conditions & Requirements*
  - 2. *Cost Structure*
  - 3. *Other Conditions*
- C. DISTRIBUTION STRUCTURE
  - 1. *Distribution Channel*
  - 2. *Value Chain*
- D. WAREHOUSES & AGENTS
  - 1. *Requirements*
  - 2. *Number & Location*
  - 3. *Size Distribution*
  - 4. *Costs & Inventory Control*
- E. DISTRIBUTORS
  - 1. *Arrangements*
  - 2. *Number & Location*
  - 3. *Size Distribution*
  - 4. *Consignments, Warranties and Guarantees*
- F. RETAILERS & DEALERS
  - 1. *Arrangements*
  - 2. *Number & Location*
  - 3. *Size Distribution*
  - 4. *Consignments, Warranties and Guarantees*
- G. OVERALL INVENTORY REQUIREMENTS
- H. LOSS SALES DUE TO INSUFFICIENT PRODUCT
- I. TRAINING PROGRAMS
- J. COMMUNICATIONS SYSTEMS
- K. TOTAL DISTRIBUTION COST

## GLOSSARY

Many of the terms used in this workbook have broader definitions than are intended here. The following definitions refer to this *Product Position, Promotion and Distribution Plan Workbook*.

<b>Agents</b>	Agents act as resellers, but do not take ownership of product. Under most circumstances, they function as either distributors or dealers other than owning product.
<b>Attributes</b>	Attributes are characteristics of the offering. They are usually associated with either the product in terms of its performance or with the supplier in terms of service.
<b>Catalogues</b>	Catalogues or product manuals are often supplied to the distribution channel both as promotional material and for product information. Generally these contain of specifications, labeling information, and procedures for ordering product.
<b>Certifications</b>	Products (particularly, foods, cosmetics, drugs, medical supplies, agricultural chemicals, and imported and exported products) generally require government registration and approvals. In addition, certain trades may respect organizational certification that may be useful in marketing the product.
<b>Channel</b>	Channels refer to the way things are transmitted from the original product producer to the end-user. In this workbook, we refer to the communications channels for advertising and promotion and the distribution channel for physical transfer of product.
<b>Communication Segments</b>	Communication segments consist of groups of potential customers with similar exposure to media. They are grouped to achieve effective advertising and promotional campaigns.
<b>Consignments</b>	Consignments consist of product held at distributors and dealers, but not owned by them. They are typically paid for storage and a commission for the sale of the product.
<b>Cooperative Advertising</b>	Cooperative advertising consists of joint advertising programs between members of the distribution channel. Typically this involves partial payment of local advertising done by dealers who mention the specific product and trademark.
<b>Dealers</b>	Dealers are resellers who sell to the users of the product.

<b>Desk Top Exhibits</b>	These are small tradeshows or exhibits were the total display could be shown on a small tabletop. See Exhibits.
<b>Direct Mail</b>	Direct mail or direct promotional campaigns consist of mailing product information and advertising directly to the ultimate customer. This is usually done without request by the receivers of the advertising.
<b>Distributors</b>	Distributors consist of resellers that service dealers. These are mainly wholesalers. They may also act as formulators and repackage product.
<b>Exhibits</b>	Trade shows and exhibits are held by most trade organizations. In many industries (particularly in textiles) these are the main method of exhibiting products and make sales and are referred to as "markets".
<b>Functional Competition</b>	Functional competition consist of any method by which the product is not needed or used. Usually only not-in-kind competition is considered. See In-kind Competition.
<b>Guarantees/ Warranties</b>	Guarantees and warranties in this workbook refers to allowances for returning product that has not been sold.
<b>Image</b>	Image in this workbook refers to supplier or product perception by the potential customer. It consists of the intangible attributes of the offering.
<b>In-Kind Competition</b>	In-kind competition consists of any competitive product that can be directly substituted for your product. Often a more restrictive definition of generically identical products is used. For this workbook, we focus on the customer who may not be able to differentiate the make up of the product. See Functional Competition.
<b>Labeling</b>	Labeling or product labeling consists of information that is packaged with the product for the user or for distribution. Labeling information is required by government for drugs and agricultural chemicals. The labeling information specifies the conditions of applications.
<b>Offering</b>	The term offering is an expansion of the idea of a product. It consists of all attributes of the product and the supplier that could impact the buyer. These attributes consists of both tangible product characteristics and intangible issues such as quality and image.
<b>Packaging</b>	Packaging in this workbook refers to all provisions for shipment and use along the distribution channel. It



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	includes packaging for the user and for transshipment.
<b>Perceptual Map</b>	A perceptual map is a graphic description of the relative position of your product versus competition as perceived by the user. It is often used as a generic for mapping benefits, perceptions, and quality elements. However, in this workbook, we separate those as independent maps.
<b>Point of Sales Promotion</b>	Point of sales promotion consists of displays located at the dealers for use in direct sales to customers. This is a standard consumer product marketing technique.
<b>Press Kits</b>	Press kit consists of sets of documents for distribution to members of the press. Usually these consist of background information and photographs that have been cleared for publication.
<b>Quality</b>	Quality in this workbook refers to meeting or exceeding customers' expectations
<b>Sales Meetings</b>	Sales meetings are conducted periodically to allow the sales force to meet each other and management.
<b>Target Audience</b>	The target audience are the individuals who we wish to be contacted with an advertising or communications campaign.
<b>Tracking Studies</b>	Tracking studies are market and marketing research programs to examine the change of sales or attitudes over time.
<b>Trade Advertising</b>	Trade advertising consists of advertising and promotional activities targeted at an industry usually through trade publications.
<b>Trade Publications</b>	Trade publications consist of industry specific and professional journals.
<b>Trademarks</b>	Trademarks are registered names and designations that are proprietary property of the registering firm.
<b>User Franchise</b>	User franchise is the situation where customers associate the product name, firm or trademark with a service.
<b>Warehouses</b>	Warehouses in this workbook refers to either public warehouses or plant storage of product owned by the firm.