

Marketing

WHAT YOU WILL LEARN

- The value of a well planned marketing strategy.
- How to identify your marketing objective.
- How much you should spend.
- How to budget your expenditures.
- How to track your marketing results.
- How to design your own ads.
- How to create a powerful customer loyalty program.
- How to plan a wide range of marketing activities.

You can have a great store with terrific product and wonderful staff ... but if nobody knows about you, does it really matter?

Before discussing the process of developing your powerful marketing strategy, there is something very important that you must recognize. Quite simply, you can have the greatest marketing campaign in the world, but if the rest of your retail concept and strategy is a flop, then it just doesn't matter how good the marketing is. You see, marketing is just one element, albeit very important, of your entire retailing strategy.

Having said that, you will begin to realize over the

next few pages that the process and management of marketing is as highly formatted and organized as any other part of the business. While there certainly exists an element of creativity that is essential to marketing success, your overall strategy will rely on analysis and planning.

Marketing is designed to support your store concept, so it must tie into your business plan. It must be aimed at, and recognized by, your identified target customer base. If you know who your customers are and what they want from you, designing an effective marketing campaign becomes much simpler.

WHAT IS YOUR OBJECTIVE?

To be effective, marketing requires a clearly stated objective. If you know what you want to accomplish, you will be more successful in your efforts.

For example, if your store concept is very promotion-driven, you will need an aggressive campaign focused on drawing customers to the store. If, on the other hand, you are non-promotional by nature, a program designed to attract and retain loyal customers by focussing on awareness, concept and image is required.

From the list of objectives below, identify those that are applicable to your store:

- Build short-term sales.
- Develop or reinforce your image and store concept.
- Provide information about your services or products.
- Increase customer traffic.
- Create interest and demand for unique/private label brands.

HOW MUCH SHOULD YOU SPEND?

Once clearly defined objectives have been established, the next step is to set a dollar budget for your marketing program. In the absence of a budget, retailers tend to lose focus on the need to market, or worse, spend far more than they should.

How much you'll need to spend is tied to a number of factors:

✓ **Tip**

If business is tough, consider increasing your advertising budget by 50% this year in an effort to boost store traffic.

1) Store Location

A high traffic location, like a mall, requires less advertising than a location on the outskirts of town.

2) Consumer Awareness

If you have achieved "top of mind" awareness amongst consumers in your marketplace, you'll need to advertise less than if you were the new kid on the block trying to make a name for yourself.

3) Competition Level

If the competition is fierce in your market, you'll need to increase your advertising. However, if you're the "only game in town", the need to advertise is potentially diminished.

4) Price Emphasis

If your store concept is based on being a price leader or running continual sale promotions, you'll need to advertise extensively.

Most retailers set their budgets as a percentage of sales. For example, if you were a camera shop selling \$300,000 annually and you set a budget of 3% of sales, you would spend \$9,000 on marketing for the year.

The following table identifies statistics on average marketing expenditures by retailers, as provided by

the Retail Council of Canada:

Advertising Expenditures As A % Of Sales

Category	%	Category	%
Auto repair	2.5	Bakeries	1.6
Banks	1.3	Beauty Shops	2.0
Bicycle Shop	2.0	Book Stores	1.7
Camera Stores	3.0	Computer stores	3.7
Department Stores	3.0	Discount Stores	2.7
Drug stores	1.5	Florists	1.5
Food Chain	1.3	Furniture store	7.1
Gift store	3.7	Hardware	2.3
Jewellery	6.2	Fashion store	3.1
Office supplies	1.3	Opticians	7.0
Pet stores	3.7	Shoe store	2.0
Sporting goods		2.5 Tire dealers	2.2
Travel agents	5.0	Variety stores	2.2

BUDGETING YOUR EXPENDITURES

*Shoot when
the ducks are
flying.*

*Or, advertise
when
customers are
ready to buy.*

As in any other part of your business, proper planning is required to be successful in marketing. If you wait until a "good" opportunity comes along, it's probably going to be too little, too late. You must create an annual marketing plan.

Most retailers allocate their marketing dollars by month and by department. The easiest and perhaps most logical approach to assigning these expenditures is on a straight-line basis.

For example, if March represents 10% of annual projected sales, then March would also receive 10% of your annual marketing budget. In the same way, if Department A represents 25% of sales/profits, it should receive 25% of the marketing dollars. The following chart offers a good example of allocating dollars by period.

Annual Marketing Budget and Allocation Plan

	January			February			March		
	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual
Sales	96000	120000		72000	90000		72000	105000	
% of year's total	8%	8%		6%	6%		6%	7%	
Marketing	1200	3600		2500	2700		0	3150	
% of sales	1.3%	3%		3.5%	3%		0	3%	
% of year's total	5.5%	8%		11.6%	6%		0	7%	

	April			May			June		
	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual
Sales	84000	105000		96000	120000		84000	105000	
% of year's total	7%	7%		8%	8%		7%	7%	
Marketing	1000	3150		2900	3600		2500	3150	
% of sales	1.2%	3%		3%	3%		3%	3%	
% of year's total	4.6%	7%		13.4%	8%		11.6%	7%	

	July			August			September		
	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual
Sales	72000	90000		96000	120000		120000	150000	
% of year's total	6%	6%		8%	8%		10%	10%	
Marketing	2500	2700		0	3600		3000	4500	
% of sales	3.5%	3%		0	3%		2.5%	3%	
% of year's total	11.6%	6%		0	8%		13.9%	10%	

	October			November			December		
	Actual	Plan	Actual	Actual	Plan	Actual	Actual	Plan	Actual
Sales	96000	120000		144000	180000		168000	195000	
% of year's total	8%	8%		12%	12%		14%	13%	
Marketing	0	3600		2000	5400		4000	5850	
% of sales	0	3%		1.4%	3%		2.4%	3%	
% of year's total	0	8%		9.3%	12%		18.5%	13%	

Total Planned Sales \$1,500,000

Total Marketing Budget \$45,000

3% of Sales

Note: In this example, we've used a straight-line approach to budgeting our marketing dollars, relative to our sales. In your store, you may opt to weight your monthly expenditures differently.

BUDGETING YOUR MEDIA ALLOCATIONS

You should follow a similar budgeting process to effectively allocate marketing dollars to various media options.

The chart below is an effective tool to assist you in planning and tracking your expenditures.

Media Allocation Budget

	Month		Month		Month	
	Prior Year	This Year	Prior Year	This Year	Prior Year	This Year
Newspaper	1,200	1,500				
Radio						
Direct mail						
Flyers		1,500				
E-mail						
In-store signage		300				
Display supplies		300				
Salaries (direct)						
TOTAL	\$1,200	\$3,600				

	Month		Month		Month	
	Prior Year	This Year	Prior Year	This Year	Prior Year	This Year
Newspaper						
Radio						
Direct mail						
Flyers						
E-mail						
In-store signage						
Display supplies						
Salaries (direct)						
TOTAL						

MAJOR MARKETING EVENTS

✓ **Tip**

Source clearance products from your suppliers for your major marketing events. That way you can offer an item on sale and still get a decent margin.

Most retailers stage two to four major marketing events each year. Others are more inclined to have only one year-end clearance, and there are those who prefer a monthly blitz to pound their message into the marketplace. Whatever your approach, it will work far better if you plan it in advance.

Consider the following benefits of long term planning:

- You have an opportunity to buy specifically for the event, perhaps focusing on manufacturer's specials or end-of-lines.
- A greater chance of supplier support exists if they are given time to work with you on the event.
- Ad allocation to media sources is more thoroughly analyzed.
- Creative copy gets better when it's not rushed.
- Featured merchandise is more likely to be on hand with more notice.
- Staff has the opportunity to be trained properly for the event.
- A smoothly run event looks more professional and better serves the customer.

Focus your major events on times when the greatest opportunities exist. These are your busiest selling periods. Obvious occasions include Christmas, Boxing Day, Easter, Mother's Day and Back to School.

Create a checklist to ensure nothing gets overlooked. Staff, signage, media, press, prizes and facilities all need to be carefully prepared. A well-planned event results in a better return on your investment. If you take the "seat of your pants" approach, you'll be wasting ad dollars and time ... especially the

customer's.

TRACKING YOUR RESULTS

50% of your advertising works and 50% doesn't. The challenge is knowing which is which.

Wasted ad dollars don't do any good at all. Yet, when it comes to marketing, we continue to throw good money after bad because we fail to measure the results of our campaigns. Using your "gut feel" as a way to assess your marketing effectiveness just doesn't cut it.

There are a number of professional methods of tracking marketing results. One of them is to use a Check Sheet. Store personnel simply record where customers heard about the store or what made them decide to come in. The sample Check Sheet below gives you an idea of how it works.

Marketing Check Sheet

Dates: _____

	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL
Newspapers								
Radio								
Direct Mail								
Flyers								
E-mail								
Yellow Pages								
Referral								
Repeat Customer								

Other								
Total								

As an alternative, you could use any of the following methods, where appropriate:

- If you issued coupons, count the number of coupons redeemed.
- If the customer was prompted to phone in, record the number of calls received.
- Measure the traffic flow and compare it to previous weeks, years or events.
- Calculate how many items featured in the ad were actually sold.
- Compare your sales to prior years, weeks or events.

You can then calculate the marketing cost required to capture each customer as follows:

$$\text{Mktg. cost per customer sold} = \frac{\text{Marketing \$ spent}}{\text{\# of customers sold}}$$

Once you compare the relative cost effectiveness of various media types and marketing approaches, you will know which ones work best for your store. Quickly eliminate those that don't and increase those that do.

COOPERATIVE MARKETING SUPPORT

Winning Fact
A significant portion of your suppliers' coop advertising

Cooperative marketing comes in two forms:

- 1) Vertical
- 2) Horizontal

The most common form is vertical. This is where

budget goes unclaimed each year because retailers don't step up to the plate to claim it.

suppliers share the cost of marketing campaigns with the retailer in exchange for featuring their products. For some clever retailers, as much as 50% of their marketing budget comes from co-op programs with their suppliers.

Declining to use these opportunities is like throwing money away. Many manufacturers and suppliers establish co-op guidelines and budgets and are waiting to be approached by retailers with solid marketing ideas. Get on the phone to your suppliers and find out how you can work with them to make your marketing more successful.

Horizontal co-op plans are those where two or more retailers share the cost of an advertisement. Typical examples are mall marketing programs and events sponsored by downtown retail merchants. The advantage here is in the shared cost, which can save you money or allow you to increase your marketing efforts. Pursue these joint-venture opportunities with complementary stores and your neighbours.

DESIGNING YOUR ADS

✓ **Tip**
As a rule of thumb, less is more in your ads.

You don't have to be a high priced ad executive to design effective ads (but it does help). You just need to understand the basic principles of design. And even if you forget the principles, just look at the ads in magazines or your local newspaper and decide which ones you like, and why. The format they use can be adapted to your own ad campaign. Nobody ever said you had to reinvent the wheel. Just make it fit your store.

Here are a few ideas to work with:

✓ **Tip**
Most independent retailers aren't large enough to engage in

- Get to the point. Avoid using too many words that the customer isn't going to read anyway. Make every word count.
- Develop a "look" for your ads that is so consistent, readers will know it's your ad without even seeing your name on it.

engage in "image" advertising. They are better served by advertising specific products or events.

- The simpler the better. It makes the design process easier and increases readability.
- Use illustrations of the featured product whenever possible. It's even better if the picture shows your product in use.
- Feature your best items. Unless you've got dollars to spare, there's no sense trying to make a winner out of a marginal product.
- Include the price or the price range. Customers are in a hurry and need information. If you're embarrassed that your price is too high ... then lower it!
- As obvious as it sounds, make sure your name and address are displayed.

COMMUNITY INVOLVEMENT

Winning Fact
Retailers who are good community citizens not only attract more customers, they also have an easier time attracting good staff.

People buy from people they know and like. Let's be honest ... if you only chase the almighty dollar, you're sure to lose the game.

Be a strong community citizen who provides support and involvement whenever possible. Donate your time or your money. Sponsor the kids' hockey team or figure skating club.

It is generally accepted that whatever you put into the community, you get back time and time again. Your customers need to identify with more than just your products. By getting outside of your store, you can begin to put a real face and personality out front for everyone to see. You'll not only get results, you'll also feel a lot better about yourself.

SALES PROMOTIONS

Promotion refers to the entire range of activities, (including advertising) that you use to market your business. Relying only on advertising isn't usually enough. You need to implement a wide range of promotional ideas.

Here are just a few for your consideration:

- Coupons
- Contests
- Prizes
- Referral gifts
- Fashion shows
- Birthday cakes or cards
- Gift with purchase (e.g. free gift with any purchase over \$25)
- Reduced purchase with purchase (e.g. buy one item, get the next one at 50% off)
- Frequent shopper programs

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

CRM (Customer Relationship Management) has created a lot of “buzz” in the retailing world in the last couple of years.

What Is It and What Does It Mean?

The term is nothing new ... it just means something different today.

It used to mean gathering data about your customers for one-to-one marketing campaigns. Today, this has expanded to include the ability to customize product offerings for each individual customer visit. CRM attempts to make our best customers (the ones who spend the most) more loyal to our store, while making our marginal customers more profitable and less costly to maintain.

Winning Fact

20% of your customer base can account for 80% or more of your sales.

Customer Statistics

Consider these critical statistics about your customer base:

- For most retailers, a small portion of their customers account for the majority of their total sales and an even larger percentage of total profit. In fact, it's not unusual to have 20% of your customer base providing 80% or more of your sales and profit.
- Most retailers are very aware that it is far more cost effective to retain an existing customer than to acquire a new one.
- It's quite common that your average customer spends less than 50% of his or her total category spending in your store.
- Most retailers lose up to 25% of their customers every year.

With statistics like this, you should identify your best customers and develop strategies that will keep them longer, while increasing the value of their annual business. To identify these customers, you need to track their purchases. Before you can do that, however, you must get their permission. The best way to do that is to initiate a customer loyalty program that rewards them for shopping in your store(s).

Customer Loyalty Programs

The basic concept of a loyalty program is to reward customers for allowing retailers to track their purchases. To assist in the process, technology plays a key role in almost every program of this type. In fact, it's almost impossible to develop an effective program without a computerized POS system that has a Customer Loyalty module (see chapter # 12, Retail

Information Systems).

Most loyalty modules work on the basis of converting a percentage of the customer's purchases into "points". These points are then redeemed by the shopper for various types of products, services or other incentives. It's most economical to develop your program around an existing, proven loyalty module, as custom programs are very expensive to develop.

Elements of a Loyalty Program

1) Customer Types

Who are you trying to target with the program? Who is eligible? What are the demographics, purchasing behaviors and geographical elements of this target group?

2) Program Elements

What are you going to offer as a reward -- points, instant discounts, or products? Can you offer any service elements or enhancements to the loyalty group (e.g. free alterations, special gifts)?

3) Reward Offerings

What is the cost to revenue ratio? In other words, what will the reward cost you for each dollar of eligible purchases spent by a member? Do loyalty program members have to hit certain plateaus to receive rewards?

4) Redemption Strategies

What is the process for claiming rewards? When and where? Are they mailed to customers, or do they pick them up at a store?

5) Test the Concept

Take a small sample group of the customers you are

Winning Fact

20% of your customer base can account for 80% or more of your sales.

targeting. Explain the program to them and get their feedback. Is it simple and meaningful enough? Would they want to participate?

6) Review POS Systems

As mentioned above, make sure the POS system has a Customer Loyalty module that can accommodate your program. A key element in most successful loyalty programs is that the POS has the ability to print the customer's "points" on each sales receipt.

7) Implementation Mechanics

- Communication plan: How are you going to get the word out about your loyalty program?
- Enrolment forms and entering the customer data: Who? When? How?
- ID cards: The program works best when loyalty customers identify themselves at the point of sale.
- Reporting requirements: How many points were issued and redeemed this week? Who are your best customers?
- Implementation time frame: Develop a critical path to launch the program.

8) Return on Investment Goal

Program expenses are easier to calculate than the extra revenue that may be generated. The biggest cost is the rewards, but in most programs 50% of the points issued are never redeemed. Remember, too, that any preferred customer discount programs you currently have in place will be discontinued when the loyalty program is launched.

As for revenue, a well designed and executed loyalty program increases both member spending and the number of yearly visits. It also helps reduce that 25% customer defection rate!

✓ **Tip**
50% of most loyalty points are never redeemed.

Case Study: "Bill's Bait & Tackle"

To illustrate how a simple loyalty program might work, let's take a look at Bill's Bait & Tackle Shop (fictitious). His newly installed POS system has a loyalty module and that module comes with a Canada CD phone interface. Now when Bill enters a new customer into the system, he just asks for a home phone number and "voila" -- the name, address and postal code comes up (no data entry required).

The POS salesman gave Bill good advice, telling him to keep it simple. So Bill's program is very straightforward -- for every purchase members make, no matter what the product and whether it's on sale or not, they get 5% of the purchase value converted to Billy Bucks. One Billy Buck is equivalent to a Canadian dollar.

For example, say a member buys \$100 worth of merchandise and the POS system prints on the bottom of the sales bill "You have 5 Billy Bucks in your account." Bill allows members to cash in their Billy Bucks at any time for store products.

Bill had a cute little plastic key fob printed up with his logo on the front and a sequential bar code on the back, which members put on their key chain. The bar code is simply scanned when presented and the system attaches each sale to the customer's file. Billy Bucks are then credited accordingly.

Bill figures that since launching the program he is seeing his better customers more often and they tend to be spending more. They're also showing their Billy Bucks key fob because they want the rewards.

Next winter, Bill is planning a direct mail campaign aimed at this loyalty group. He's targeting his top 50 customers to show them how much he values their business.

SUMMARY

- 1) Your marketing success will be directly linked to your efforts at planning an effective strategy.
- 2) Plan all marketing efforts in advance and budget your expenditures accordingly.
- 3) Track the success, or failure, of your marketing efforts so that you know what to do, and what not to do, again.
- 4) Source marketing support from your suppliers.
- 5) Create an powerful customer loyalty program to further develop and reward your best customers.
- 6) Realize that your marketing efforts won't work if the rest of your retail strategies are poorly executed. Retail success comes when you get every piece of the puzzle in place.

CASE STUDY: MARKETING

Now let's get back to the challenges at Jackson's Department Store. In this segment, you will focus on creating a marketing budget and allocation plan.

CHAPTER 4: MARKETING

Finally, we've arrived at month four. With the framework for a more focused retail strategy in place, the buying department "rests on its ear", still trying to manage the shock of the newly implemented changes. As the "outsider," you begin to notice people's behavior change when you walk into a room. Could they really be talking about you?

For a split second, a thought crosses your mind: maybe you shouldn't leave your lunch in the fridge unattended! "Oh, well." you think to yourself; "That's just the price you'll have to pay for your greatness." (At least, that's what each of us likes to think!)

Much to her credit, Susan looks bright, alert and not the least bit frazzled. In fact, she carries herself with more grace, confidence and determination than you've ever seen before. Wow, it's amazing what success does to a person! Even the smallest wins produce tidal waves of renewed enthusiasm and passion for one's business. That passion keeps us moving forward (and also keeps us from going insane!).

This month's challenge is daunting to the entire team. You must completely overhaul the marketing budget and plan. With respect to advertising, both you and Susan agree the advertisement's "creative" work needs to be done by someone outside the office. Neither of you possesses a creative bone in your collective bodies. In fact, you both exhibit less creative talent than a child needs to win a colouring contest!

Everyone on the Jackson's team agrees that past approaches to marketing have been really haphazard. Typically, ads got placed at the last minute on Fridays, usually only minutes before press time. Likewise, the contents of the ad were thrown together just as haphazardly, with some type of promotional pricing offer. This approach netted little success ... so it has to stop!

Susan spent the weekend looking over last year's marketing costs. She discovered that they totaled \$21, 600 out of sales of \$1.2 million. That's only 1.8% of sales. Therefore, the team decided to spend much more money on marketing to reposition itself and to attract new customers.

After calls to both retail associations and friends in the business, Susan determined that, in contrast to Jackson's, most junior department stores spent between 2.7% and 3.0% of yearly sales on marketing.

See page 3 in this chapter of "Winning Retail", for industry averages.

After talking with you, Susan agreed to increase the marketing budget to 3% of sales for the upcoming year. Although Jackson's was losing money and couldn't

afford the increased expense, she believed the improved and increased marketing would be worth it. Jackson's would somehow find the money, even if it meant a short-term loan from dear old Dad.

Susan's first step? Creating both a 12-month marketing budget and an allocation plan. She acknowledged the importance of planning as a means to ensure the most effective campaign possible. Besides, she knew she wouldn't have time for this each and every month, especially with all the other changes taking place. She thought to herself, "who does?"

Annual Marketing Budget and Allocation Plan

	January			February			March		
	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual
Sales	96000	120K		72000	90000		72000	105K	
% of year's total	8%	8%		6%	6%		6%	7%	
Marketing	1200	3600		2500	2700		0	3150	
% of sales	1.3%	3%		3.5%	3%		0	3%	
% of year's total	5.5%	8%		11.6%	6%		0	7%	

	April			May			June		
	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual
Sales	84000	105K		96000	120K		84000	105K	
% of year's total	7%	7%		8%	8%		7%	7%	
Marketing	1000	3150		2900	3600		2500	3150	
% of sales	1.2%	3%		3%	3%		3%	3%	
% of year's total	4.6%	7%		13.4%	8%		11.6%	7%	

	July			August			September		
	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual
Sales	72000	90000		96000	120K		120000	150K	
% of year's total	6%	6%		8%	8%		10%	10%	
Marketing	2500	2700		0	3600		3000	4500	
% of sales	3.5%	3%		0	3%		2.5%	3%	
% of year's total	11.6%	6%		0	8%		13.9%	10%	

	October			November			December		
	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual	1997 Actual	1998 Plan	1998 Actual
Sales	96000	120K		144K	180K		168K	195K	
% of year's total	8%	8%		12%	12%		14%	13%	
Marketing	0	3600		2000	5400		4000	5850	
% of sales	0	3%		1.4%	3%		2.4%	3%	
% of year's total	0	8%		9.3%	12%		18.5%	13%	

Total Planned Sales \$1,500,000
Sales

Total Marketing Budget \$45,000

3% of

Susan's Notes:

- We've chosen to use a straight-line approach in allocating our marketing funds for each period. As the year progresses, we may need to make some modifications to the monthly allocations. Either way, we will **not** exceed 3% of total annual sales.

Putting the number crunching exercises behind us, we can decide how to allocate our \$45,000 marketing budget. We must all recognize that achieving the targeted sales increase will require a meticulous marketing campaign.

The majority of this campaign will be driven by the first review of the "Major Marketing Events" for the coming year. By planning these events as much as 12 months in advance, the Jackson's team can begin to realize significant benefits:

- They can buy for specific marketing events, allowing them to "shop" for special promotional purchases.
- Suppliers are more likely to work with them on events that are planned well in advance.
- The more time they allow for marketing, the better the creative elements.
- Staff can be prepped well in advance.
- Their time and money well-spent, they will enjoy a professional campaign, rather than a ragged affair.

MAJOR EVENTS PLANNER

EVENT	DATES	PRODUCT	CREATIVE	MEDIA	STAFF	OTHER
January Clearance Sale	Jan. 4 to 22	Store wide Focus on House wares	Outside assistanc e	Newspap er (\$1500) Flyers (\$1500)	Standar d	Source clear-outs in Oct/Nov
Spring Clean - Up	March 10 - 29	Liquidate all old / dead stock	Outside assistanc e	Newspap er (\$2000) Flyers (\$1500)	Special T-shirts	Need liquidate list by Jan. 31
68 th Anniversary Sale	Augus t 2 to 14	Women's Casual Children's	Outside assistanc e	Radio (\$2000) Flyers (\$1500)	Thank you dinner	Inquire about roof balloon
Back To School	Augus t 15 to Sept. 10	Youth Children Sportswear	Outside assistanc e	Radio (\$1500) Newspap er (\$1500) Flyers (\$1500)	Sales Training Special Hats and T-shirts	Inquire about local school promo.
Christmas Wishes	Nov. 20 to Dec. 24	Store wide values	Outside assistanc e	Newspap er (\$2000) Flyers (\$1500)	Sales Training Pre-Xmas Party	Focus on under \$20 Get Santa!
Boxing Week	Dec. 26 to 31	Store wide Special buys	Outside assistanc e	Radio (\$2000)	Survival Kit (aspirin, insoles, nature music)	Must buy for this week

When compiling the "Major Events Planner," it was hard to decide which media projects Jackson's needed select. Keep in mind that, at this stage, these choices are only tentative. As the year progresses, the store will track (and with a vengeance, I might add!) how the various elements of the marketing campaign are succeeding.

Susan will also track Jackson's sales performance during each individual ad campaign. Several media types may be used simultaneously, so the management group created the "Advertising Check Sheet" (ACS). This tracks where customers come from and which media brought them to Jackson's.

Now, don't worry; no one needs an M.B.A to understand how this process works! But you do need to commit to using your ACS. Without one, you can't successfully track your hard-earned advertising dollars to find out which ones work for you and which don't. Some of those ad dollars may just be circling around in orbit and be of better use in another venue.

ADVERTISING CHECK SHEET

Dates: _____

	MON	TUE	WED	THUR	FRI	SAT	SUN	TOTAL
News-Papers								
Radio								
Flyers								
Yellow Pages								
Direct Mail								
Email								
Referral								
Repeat Cust.								
Other								
Total								

Whether it was something you said or the fact that you may not look busy enough, Susan just dropped another project on your desk! At moments like these, you cringe and scoff ... just keep telling yourself Susan is (was?) a nice person!

Before Susan can wrap up her Marketing Plan, she needs you to complete the Media Allocation Budget (just wonderful!). It's pretty straightforward, but might require you to find a few more hours in your day to complete. Either way, you'll be fine. Oh, and by the way, Susan's proved her decency and loyalty by completing the first month for you.

Upon arriving at your parked car (with full intentions of leaving office work behind), you notice a nasty little Post-It note (darn!) attached to your window. It reads as follows:

“Don't forget to talk to all of our suppliers about their co-op ad programs. Let's get them to pay as much as possible. The more they pay, the more we can advertise. Also, try to find some time to investigate how we can get more involved in our community. It's great PR.

Susan.”

Why did you take this job again? Oh, that's right -- the fun and excitement of it all! Well, once again, good luck!

MEDIA ALLOCATION BUDGET

	JANUARY		FEBRUARY		MARCH	
	1997	1998	1997	1998	1997	1998
Newspaper	1,200	1,500				
Radio						
Flyers		1,500				
Direct Mail		0				
Email		0				
In-store signage		300				
Display supplies		300				
Salaries (direct)						
TOTAL	\$1,200	\$3,600				

	APRIL		MAY		JUNE	
	1997	1998	1997	1998	1997	1998
Newspaper						
Radio						
Flyers						
Direct Mail						
Email						
In-store signage						
Display supplies						
Salaries (direct)						
TOTAL						

	JULY		AUGUST		SEPTEMBER	
	1997	1998	1997	1998	1997	1998
Newspaper						
Radio						
Flyers						
Direct Mail						
Email						
In-store signage						
Display supplies						
Salaries (direct)						
TOTAL						

	OCTOBER		NOVEMBER		DECEMBER	
	1997	1998	1997	1998	1997	1998
Newspaper						
Radio						
Flyers						
Direct Mail						
Email						
In-store signage						
Display supplies						
Salaries (direct)						
TOTAL						