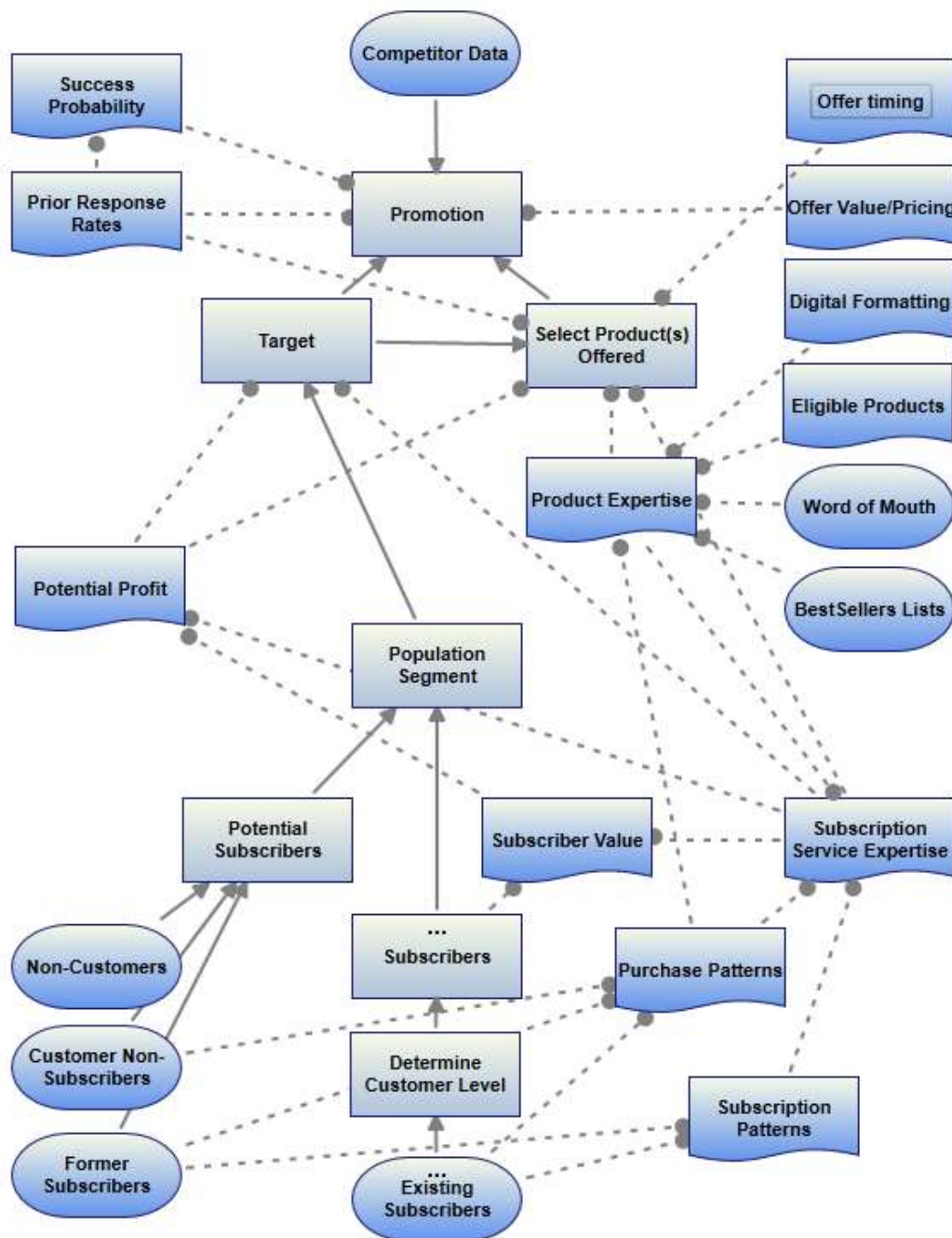


Promotion Decision

Decision Requirements Diagram

Book subscriptions have shown growth in the shifting publishing market. Which promotional should be made to retain current and attract new subscribers?



Decision	Target	The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?
Decision	Promotion	Promotion offered over what length of time and to whom.
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trials, etc.
Decision	Potential Subscribers	Promotion for non-subscriber groups
Decision	Subscribers	Promotion offer available to subscribers
Decision	Population Segment	To which subset of the population will the promotion be offered?
Decision	Determine Customer Level	A = loyal customer, B = possible A, C = baseline
Data Source	Existing Subscribers	Existing subscribers already utilizing the subscription service.
Data Source	Customer Non-Subscribers	Individuals and organizations who have made purchases but are not subscribers.
Data Source	Bestsellers Lists	Bestsellers lists are published weekly by Publisher's Weekly (Nielsen), the New York Times, and USA Today providing sales data and book popularity data.

Data Source	Word of Mouth	Books become popular by word of mouth. Data can be collected from Goodreads, Facebook, Google to identify what books are being talked about.
Data Source	Non-Customers	Individuals and organizations that are not subscribers and may or may not have made purchases (if purchases were made data was not collected).
Data Source	Former Subscribers	Individuals/organizations who subscribed in the past but are no longer participants including reason for subscription cancellation where applicable.
Data Source	Competitor Data	Competitor subscription rates and promotional offers.
Know How	Prior Response Rates	Knowledge about successful promotional campaigns and customer subsets attracted.
Know How	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).
Know How	Subscription Patterns	What factors promote or detract from subscription membership?
Know How	Offer Value/Pricing	What offers can be made by the company at low cost with high customer value?
Know How	Potential Profit	Based on current subscription membership and likelihood of new subscriptions, what subset of the population maximizes potential profit?

Know How	Subscriber Value	Value of each subscription membership over a given period of time.
Know How	Purchase Patterns	What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?
Know How	Eligible Products	Promotional items eligible for offer.
Know How	Success Probability	Successful prior marketing campaigns that have led to increased subscriber membership.
Know How	Digital Formatting	E-books come in several different formats. Formats must be compatible with potential subscriber hardware and software.
Know How	Product Expertise	Industry experience.
Know How	Offer timing	Time of year offer will be available. Considerations may be start of school year or holiday season, event-based date ranges, periods of time when disposable income is likely (tax returns, employment bonuses, student loans).

Target

Strategic Decision

The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?

Question: Which population segment is the target for the promotion offer?

Answer Type Value from explicit list

Answers

Default Answer:

Supporting Information:

Requirements Network

Requires		Description
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).
Knowledge Source	Potential Profit	Based on current subscription membership and likelihood of new subscriptions, what subset of the population maximizes potential profit?
Decision	Population Segment	To which subset of the population will the promotion be offered?

Required by		Description
Decision	Promotion	Promotion offered over what length of time and to whom.
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trials, etc.

Properties

Name	Value	Description
Volume	High	
Complexity	Medium	
Repeatability	High	
Variability	High	
Measurability	High	
Time to outcome	Short	
Decision Value Decay	High	

Objectives

Influences Objectives	Impact	Notes
Determine Marketing Tactics		

Organizations

Owned by
Marketing

Relationships

Used by Processes
Create Promotion
Implemented in Systems
Customer Database

Promotion

Strategic Decision

Promotion offered over what length of time and to whom.

Question: Which promotional offer or product(s) will be offered to which subset?

Answer Type Other

Answers

Default Answer:

Supporting Information:

Requirements Network

Requires		Description
Decision	Target	The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?
Knowledge Source	Prior Response Rates	Knowledge about successful promotional campaigns and customer subsets attracted.
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trials, etc.
Knowledge Source	Offer Value/Pricing	What offers can be made by the company at low cost with high customer value?

Requires		Description
Knowledge Source	Success Probability	Successful prior marketing campaigns that have led to increased subscriber membership.
Input Data	Competitor Data	Competitor subscription rates and promotional offers.

Properties

Name	Value	Description
Complexity	Medium	
Variability	High	
Volume	High	
Repeatability	High	
Measurability	High	
Time to outcome	Short	
Decision Value Decay	High	

Objectives

Influences Objectives	Impact	Notes
Increase customer loyalty		
Increase subscription membership		

Organizations

Owned by
Marketing
Impacts
E-Books, Inc.

Relationships

Used by Processes
Create Promotion
Triggered by Events
Deployment planning

Select Product(s) Offered

Strategic Decision

E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trials, etc.

Question: What product(s) should be offered to increase subscription membership?

Answer Type Value from explicit list

Answers

Default Answer:

Supporting Information:

Requirements Network

Requires		Description
Decision	Target	The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?
Knowledge Source	Prior Response Rates	Knowledge about successful promotional campaigns and customer subsets attracted.
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).
Knowledge Source	Potential Profit	Based on current subscription membership and likelihood of new subscriptions, what subset of the population maximizes potential profit?
Knowledge Source	Product Expertise	Industry experience.
Knowledge Source	Offer timing	Time of year offer will be available. Considerations may be start of school year or holiday season, event-based date ranges, periods of time when disposable income is likely (tax returns, employment bonuses, student loans).

Required by		Description
Decision	Promotion	Promotion offered over what length of time and to whom.

Properties

Name	Value	Description
Variability	High	
Complexity	Low	
Volume	Medium	
Repeatability	High	
Measurability	High	
Time to outcome	Short	
Decision Value Decay	High	

Objectives

Influences Objectives	Impact	Notes
Determine Marketing Tactics		

Organizations

Owned by
Marketing

Relationships

Used by Processes
Create Promotion
Triggered by Events
Deployment planning
Implemented in Systems
Product database

Potential Subscribers

Strategic Decision

Promotion for non-subscriber groups

Question: Will the promotion be provided to non-subscribers?

Answer Type Yes/No

Answers

Default Answer: No

Supporting Information:

Requirements Network

Requires		Description
Input Data	Customer Non-Subscribers	Individuals and organizations who have made purchases but are not subscribers.

Requires		Description
Input Data	Non-Customers	Individuals and organizations that are not subscribers and may or may not have made purchases (if purchases were made data was not collected).
Input Data	Former Subscribers	Individuals/organizations who subscribed in the past but are no longer participants including reason for subscription cancellation where applicable.

Required by		Description
Decision	Population Segment	To which subset of the population will the promotion be offered?

Properties

Name	Value	Description
Volume	High	
Variability	High	
Complexity	Medium	
Measurability	High	
Repeatability	High	
Time to outcome	Medium	
Decision Value Decay	Medium	

Objectives

Influences Objectives	Impact	Notes
Increase subscription membership		

Organizations

Owned by
Marketing

Relationships

Used by Processes
Create Promotion
Implemented in Systems
Customer Database

Subscribers

Strategic Decision

Promotion offer available to subscribers

Question: Will the promotion be offered to existing subscription members?**Answer Type** Yes/No**Answers****Default Answer:** No**Supporting Information:** Existing subscription groups (A=loyal, B=potential A, C=baseline)**Requirements Network**

Requires		Description
Decision	Determine Customer Level	A = loyal customer, B = possible A, C = baseline

Required by		Description
Knowledge Source	Subscriber Value	Value of each subscription membership over a given period of time.
Decision	Population Segment	To which subset of the population will the promotion be offered?

Properties

Name	Value	Description
Volume	Medium	
Complexity	Low	
Variability	Medium	
Repeatability	High	
Measurability	High	
Time to outcome	Short	
Decision Value Decay	Medium	

Objectives

Influences Objectives	Impact	Notes
Increase customer loyalty		

Organizations

Owned by
Marketing
Impacts
E-Books, Inc.

Relationships

Implemented in Systems
Customer Database

Population Segment

Strategic Decision

To which subset of the population will the promotion be offered?

Question: Will the promotion be offered to a subset of the population?

Answer Type Yes/No

Answers

Default Answer: No

Supporting Information: Whole population, students, dieters, data professionals, exercise enthusiasts, political party members, etc.

Requirements Network

Requires		Description
Decision	Potential Subscribers	Promotion for non-subscriber groups
Decision	Subscribers	Promotion offer available to subscribers

Required by		Description
Decision	Target	The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?

Properties

Name	Value	Description
Variability	High	
Complexity	High	
Repeatability	High	
Volume	High	
Measurability	High	
Time to outcome	Medium	
Decision Value Decay	High	

Objectives

Influences Objectives	Impact	Notes
Increase subscription membership		
Increase customer loyalty		

Organizations

Owned by

Marketing

Relationships

Used by Processes

Create Promotion

Determine Customer Level

Operational Decision

A = loyal customer, B = possible A, C = baseline

Question: What group does subscription member belong to?

Answer Type Value from explicit list

Answers

Default Answer:

Supporting Information:

Requirements Network

Requires		Description
Input Data	Existing Subscribers	Existing subscribers already utilizing the subscription service.

Required by		Description
Decision	Subscribers	Promotion offer available to subscribers

Properties

Name	Value	Description
Complexity	Low	
Volume	Medium	
Variability	Low	
Repeatability	High	
Measurability	High	
Time to outcome	Medium	
Decision Value Decay	Low	

Objectives

Influences Objectives	Impact	Notes
Increase subscription membership		

Relationships

Implemented in Systems

Customer Database

Existing Subscribers

Internal, Structured Input Data

Existing subscribers already utilizing the subscription service.

Requirements Network

Required by		Description
Knowledge Source	Subscription Patterns	What factors promote or detract from subscription membership?
Knowledge Source	Purchase Patterns	What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?
Decision	Determine Customer Level	A = loyal customer, B = possible A, C = baseline

Customer Non-Subscribers

Internal, Structured Input Data

Individuals and organizations who have made purchases but are not subscribers.

Requirements Network

Required by		Description
Decision	Potential Subscribers	Promotion for non-subscriber groups
Knowledge Source	Purchase Patterns	What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?

Bestsellers Lists

External, Structured Input Data

Bestsellers lists are published weekly by Publisher's Weekly (Nielsen), the New York Times, and USA Today providing sales data and book popularity data.

Requirements Network

Required by		Description
Knowledge Source	Product Expertise	Industry experience.

Word of Mouth

External, Semi-structured Input Data

Books become popular by word of mouth. Data can be collected from Goodreads, Facebook, Google to identify what books are being talked about.

Requirements Network

Required by		Description
Knowledge Source	Product Expertise	Industry experience.

Non-Customers

External, Structured Input Data

Individuals and organizations that are not subscribers and may or may not have made purchases (if purchases were made data was not collected).

Requirements Network

Required by		Description
Decision	Potential Subscribers	Promotion for non-subscriber groups

Former Subscribers

Internal, Structured Input Data

Individuals/organizations who subscribed in the past but are no longer participants including reason for subscription cancellation where applicable.

Requirements Network

Required by		Description
Decision	Potential Subscribers	Promotion for non-subscriber groups
Knowledge Source	Subscription Patterns	What factors promote or detract from subscription membership?
Knowledge Source	Purchase Patterns	What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?

Competitor Data

External, Structured Input Data

Competitor subscription rates and promotional offers.

Requirements Network

Required by		Description
Decision	Promotion	Promotion offered over what length of time and to whom.

Prior Response Rates

Know how– Expertise

Knowledge about successful promotional campaigns and customer subsets attracted.

Requirements Network

Required by		Description
Decision	Promotion	Promotion offered over what length of time and to whom.
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trails, etc.
Knowledge Source	Success Probability	Successful prior marketing campaigns that have led to increased subscriber membership.

Subscription Service Expertise

Know how– Expertise

Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).

Requirements Network

Required by		Description
Decision	Target	The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trails, etc.

Required by		Description
Knowledge Source	Potential Profit	Based on current subscription membership and likelihood of new subscriptions, what subset of the population maximizes potential profit?
Knowledge Source	Subscriber Value	Value of each subscription membership over a given period of time.

Depends on		Description
Knowledge Source	Subscription Patterns	What factors promote or detract from subscription membership?
Knowledge Source	Purchase Patterns	What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?
Knowledge Source	Product Expertise	Industry experience.

Subscription Patterns

Know how– Analytic Insight

What factors promote or detract from subscription membership?

Requirements Network

Required by		Description
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).

Depends on		Description
Input Data	Existing Subscribers	Existing subscribers already utilizing the subscription service.

Depends on		Description
Input Data	Former Subscribers	Individuals/organizations who subscribed in the past but are no longer participants including reason for subscription cancellation where applicable.

Offer Value/Pricing

Know how– Expertise

What offers can be made by the company at low cost with high customer value?

Requirements Network

Required by		Description
Decision	Promotion	Promotion offered over what length of time and to whom.

Potential Profit

Know how– Analytic Insight

Based on current subscription membership and likelihood of new subscriptions, what subset of the population maximizes potential profit?

Requirements Network

Required by		Description
Decision	Target	The target of the promotion needs to be selected based on the desired outcome of the promotional offer. Is the bookseller looking to increase subscriptions or increase the satisfaction of existing subscribers? Which is more profitable long-term?
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trials, etc.

Depends on		Description
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).
Knowledge Source	Subscriber Value	Value of each subscription membership over a given period of time.

Subscriber Value

Know how–

Value of each subscription membership over a given period of time.

Requirements Network

Required by		Description
Knowledge Source	Potential Profit	Based on current subscription membership and likelihood of new subscriptions, what subset of the population maximizes potential profit?

Depends on		Description
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).
Decision	Subscribers	Promotion offer available to subscribers

Purchase Patterns

Know how– Analytic Insight

What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?

Requirements Network

Required by		Description
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).
Knowledge Source	Product Expertise	Industry experience.

Depends on		Description
Input Data	Existing Subscribers	Existing subscribers already utilizing the subscription service.
Input Data	Customer Non-Subscribers	Individuals and organizations who have made purchases but are not subscribers.
Input Data	Former Subscribers	Individuals/organizations who subscribed in the past but are no longer participants including reason for subscription cancellation where applicable.

Eligible Products

Know how– Best Practice

Promotional items eligible for offer.

Requirements Network

Required by		Description
Knowledge Source	Product Expertise	Industry experience.

Success Probability

Know how–

Successful prior marketing campaigns that have led to increased subscriber membership.

Requirements Network

Required by		Description
Decision	Promotion	Promotion offered over what length of time and to whom.

Depends on		Description
Knowledge Source	Prior Response Rates	Knowledge about successful promotional campaigns and customer subsets attracted.

Digital Formatting

Know how– Expertise

E-books come in several different formats. Formats must be compatible with potential subscriber hardware and software.

Requirements Network

Required by		Description
Knowledge Source	Product Expertise	Industry experience.

Product Expertise

Know how– Expertise

Requirements Network

Required by		Description
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trials, etc.
Knowledge Source	Subscription Service Expertise	Industry expertise on E-book subscriptions including retention rate, reason for cancellation, customer satisfaction influencers, average subscription length, split by subscription type (monthly/annual).

Depends on		Description
Input Data	Bestsellers Lists	Bestsellers lists are published weekly by Publisher's Weekly (Nielsen), the New York Times, and USA Today providing sales data and book popularity data.
Input Data	Word of Mouth	Books become popular by word of mouth. Data can be collected from Goodreads, Facebook, Google to identify what books are being talked about.
Knowledge Source	Purchase Patterns	What factors promote or detract from purchases? What segments purchase the greatest volume of books (by format)?
Knowledge Source	Eligible Products	Promotional items eligible for offer.
Knowledge Source	Digital Formatting	E-books come in several different formats. Formats must be compatible with potential subscriber hardware and software.

Offer timing

Know how– Expertise

Time of year offer will be available. Considerations may be start of school year or holiday season, event-based date ranges, periods of time when disposable income is likely (tax returns, employment bonuses, student loans).

Requirements Network

Required by		Description
Decision	Select Product(s) Offered	E-books that will attract subscribers at a low cost to the company used to increase subscription membership; discounted subscription packages; free trails, etc.