

## **The Scenario:**

Acme Health Innovations (AHI) primarily provides advanced skin care products. Their product line includes advanced technology solutions, such as beautification wands, massagers, facial treatment devices, infusers, spot treatment lights, wrinkle removers, and a variety of other different facial treatment devices. These products are of high quality. However, they must keep pace in a growing and competitive market.

## **Key Corporate Contacts:**

- CEO: Mary Lin
  - Key project advocate and supporter
- Sponsor (Marketing): Mary Smithers
  - Project approval and funding
- Project Manager (Marketing): Cary Manning
- IT: Priya Service
  - IT lead
- Marketing Director: Ram Samuels
  - Operational lead, advisor, Subject matter Expert (SME)
- Finance Director: Oscar Money
  - Manage and control funds disbursements.
- Project Core Team (Marketing): Keiko Tanaka and Jose Garcia
- Product Owner (PMO): Cal Hamer
  - Product backlog management, Voice of the Customer (VOC)

The leadership team at AHI recently launched a strategic initiative to improve its understanding and analysis of its target market on a real-time basis. AHI has a robust marketing department. However, marketing analytics depends on numerous disconnected systems to provide the information needed to adapt to a changing competitive and technological environment.

The corporate team reviewed and approved a business case for developing an app for internal and external customers. This app will solicit, collect, and analyze information and data in critical areas and provide real-time analytics and information. The initial app will perform the following functions:

- Identify, understand, and address current and developing segments and target markets (External)

- Facilitate easier customer access to AHI products and pricing (External)
- Enable secure invoicing and order processing (External)
- Track current market trends in the skin care industry in real-time (Internal)
- Monitor customer interest and preferences for AHI products based on opinion analysis (Internal)
- Generate competitive analysis data by analyzing global sales data (Internal)
- Calculate AHI market share and trends by product category (Internal)
- Identify competitor products with the largest market share (Internal)

## **Benefits**

AHI believes the design and implementation of this app will provide the following initial benefits:

- Enable faster introduction of new and updated products to the target market
- Improve the overall AHI customer experience
- Enable better positioning to be worked out through analysis of individual product sales
- Enable better business decisions
- Accelerate the testing of new product concepts
- Gain insights into current shoppers and demographics
- Enable improved brand tracking

## **Marketing Process**

AHI uses a five-step marketing process. The leadership of AHI believes that this process can be improved as follows:

### **Step 1: Analyze opportunities:**

- Get a better understanding of the customer needs.
- Get an improved analysis of competitive products.
- Analyze the market trend and estimate the long-term product feasibility.

### **Step 2: Select target market:**

- Get accurate and real-time buyer demographics.
- Analyze potential market size and economic value

**Step 3: Segment the market:**

- Determine the demographic characteristics of buyers.
- Distinguish among different market segments.
- Target the segments and position products more effectively

**Step 4: Determine market strategies:**

- Make more 4-P decisions product, price, place, and promotion.

**Step 5: Evaluate results and realign:**

- Evaluate the sales data.
- Evaluate the financial data.
- Evaluate the market share data

**The functions and stakeholders with their expectations from the app:**

Stakeholder	Needs
C-Suite	<ul style="list-style-type: none"><li>• Identify and understand current and evolving segments and target markets and engage with them</li></ul>
Marketing research	<ul style="list-style-type: none"><li>• Identify competing products with the largest market share</li></ul>
Marketing strategy	<ul style="list-style-type: none"><li>• Track current market trends in the skin care industry on a real-time basis</li><li>• Monitor customer interest and preferences for AHI products based on opinion analysis</li><li>• Generate competitive analysis data by analyzing global sales data</li><li>• Calculate AHI market share and trends by product category</li></ul>
Finance	<ul style="list-style-type: none"><li>• Enable secure invoicing and order processing</li></ul>
IT	<ul style="list-style-type: none"><li>• Financing of hardware and software</li><li>• Financing of app security</li></ul>

Stakeholder	Needs
	<ul style="list-style-type: none"> <li>• Financing of additional storage capability</li> <li>• Two new hires (technicians)</li> </ul>
Customer (focus group)	<ul style="list-style-type: none"> <li>• Facilitate customer access to AHI products and pricing (external)</li> <li>• Enable secure invoicing and order processing</li> </ul>

**Initial cost estimates:**

Cost	Estimate
App development	\$180,000
IT software and hardware	\$15,000
IT storage	\$15,000
Data feeds	\$5,000
App security upgrades	\$20,000
IT personnel (HR)	\$15,000