|  |  |  |  |
| --- | --- | --- | --- |
| Marketing Requirements Document | | | [Company] |
|  |
|  |  | | |
| **Product name:** | | FES | |
| **Prepared by:** | | [Author] | |
| Modified date: | | 19.05.2015 | |
| **MDR Owner:** | | Gerbut Evgeny | |
| **Organization:** | | StartUp | |
| **E-Mail:** | | gekas@chacha.ua | |
| **Phone:** | | +38 (098) 725-25-34 | |

Table of Contents

[1 Executive Summary 4](#_Toc140998286)

[1.1 Business Objective 4](#_Toc140998287)

[1.2 Market Segmentation and Prioritization 4](#_Toc140998288)

[1.3 Financial Data 4](#_Toc140998289)

[1.4 Risks and Consequences 4](#_Toc140998290)

[2 Business Opportunity 4](#_Toc140998291)

[2.1 Business Objective 4](#_Toc140998292)

[2.2 Market Problem 4](#_Toc140998293)

[2.3 Market Solutions Available Today 4](#_Toc140998294)

[2.4 Value and Benefits to Customers 4](#_Toc140998295)

[3 Product Strategy 4](#_Toc140998296)

[3.1 Product Strategy & Direction 4](#_Toc140998297)

[3.2 Product Line Positioning Statement 4](#_Toc140998298)

[3.3 High-Level Pricing and Licensing Strategy 4](#_Toc140998299)

[4 Competitive Landscape 4](#_Toc140998300)

[4.2 Trends Impacting the Competitive Landscape 4](#_Toc140998301)

[4.3 Time Constraints 4](#_Toc140998302)

[5 Market Requirements 4](#_Toc140998303)

[5.1 Key Product Capabilities 4](#_Toc140998304)

[5.2 Performance Requirements 4](#_Toc140998305)

[5.3 Internationalization Requirements 4](#_Toc140998306)

[5.4 Documentation Requirements 4](#_Toc140998307)

[5.5 Distribution (Routes to Market) Requirements 4](#_Toc140998308)

[5.6 Miscellaneous Market Requirements 4](#_Toc140998309)

[5.7 Market Requirements Summary Prioritization Table 4](#_Toc140998310)

[6 Target Market Segmentation & Prioritization 4](#_Toc140998311)

[6.1 Addressable Market Summary 4](#_Toc140998312)

[6.2 Description of Ideal Buying Organization 4](#_Toc140998313)

[6.2.1 TARGET BUYING ORGANIZATION CHARACTERISTICS 4](#_Toc140998314)

[6.2.2 TARGET BUYER CHARACTERISTICS AND BEHAVIORS 4](#_Toc140998315)

[6.2.3 GEOGRAPHIC MARKET PRIORITIES 4](#_Toc140998316)

[6.2.4 VERTICAL INDUSTRY BUYING PRIORITIES 4](#_Toc140998317)

[7 Business-Oriented Customer Use Cases 4](#_Toc140998318)

[7.1 Business-oriented Use Case #1 4](#_Toc140998319)

[7.2 Business-oriented Use Case #2 4](#_Toc140998320)

[8 Financial Data 4](#_Toc140998321)

[8.1 Sales and Revenue Forecast 4](#_Toc140998322)

[8.2 Cost and Budget Estimates 4](#_Toc140998323)

[8.2.1 PRODUCT DEVELOPMENT COSTS 4](#_Toc140998324)

[8.2.2 MANUFACTURING AND DISTRIBUTION COSTS 4](#_Toc140998325)

[8.2.3 SALES AND MARKETING COSTS 4](#_Toc140998326)

[8.2.4 SUPPORT AND TRAINING COSTS 4](#_Toc140998327)

[8.2.5 GENERAL AND ADMINISTRATIVE COSTS 4](#_Toc140998328)

[8.3 Other Costs 4](#_Toc140998329)

[9 Risks and Consequences 4](#_Toc140998330)

[10 Supporting Data 4](#_Toc140998331)

[10.1 MRD Assumptions 4](#_Toc140998332)

[10.2 Research Information 4](#_Toc140998333)

[10.3 Product Diagram 4](#_Toc140998334)

# Executive Summary

Provide a concise report of the specific objectives for this Market Requirements Document (MRD), along with pertinent facts, assumptions, and recommendations noted throughout the document. Typically, it’s best to complete this section after all the other parts of the MRD document are finalized.

## Business Objective

Summarize section 2.1.

## Market Segmentation and Prioritization

Summarize section 6.

## Financial Data

Summarize section 8.

## Risks and Consequences

Summarize section 9.

# Business Opportunity

## Business Objective

The system of accounting student’s educational progress is the improvement of traditional method of accounting student’s educational life. FES is an automatic system which keep’s our time and support all customer’s needs.

The products allow students to see all their marks, subscribe to university’s events. In addition, it is oriented on providing suggest of ways to improve study process. The product allow university administration to make changes on schedule, lists of students and send other business notifications. Students and administration’s application synchronize all changes in time.

It is expected that product will cover all aspects of student’s needs. It will exclude all problem of traditional system. There will be also mobile application, it will promote to momentary notifications.

## Market Problem

The simple system of accounting schedule changes and study progress is notifications on the walls and by teacher. Therefore, we can say that it is not exist. This situation must be corrected. The product solve this problems.

Conclusions of analysis the problem is that there are not such unique services. All similar systems has no such cover. This idea sparked interest from university administration, teachers and students. Expects that it will also be interesting to highest education authorities.

Customer’s expectations include:

1. Easy in use;
2. Informative and comfortable;
3. Data personalizing;
4. Cross-platform;
5. Wide functional;
6. Product update to customers needs;
7. Stability of product.

## Market Solutions Available Today

Currently administration has to handle the problem of changing data in schedule by using social networks, through the teachers and steward. This process takes a lot of time and it is wearying.

The concurrent solve is eduApp. The differences are in functional covering. Our system is more functionalize and include more solutions, for example:

1. Event notification;
2. Offer the ways to improve study progress.
3. Provide relationship between students and teachers/administration via in time notifications;

## Value and Benefits to Customers

Among benefits of FES project are:

1. Access to all information via one system;
2. Private data;
3. Exist of notification function;
4. Cross-platform;
5. Suggest offering system.

This benefits rate out system more than similar projects.

# Product Strategy

## Product Strategy & Direction

The first release will occur on June 15th. It will implement mainly high-priority system capabilities of the product and any program modifications can be carried out at that point. The final release takes place on August 1th and will include low-priority functions, revisions, debugging and testing, verification and validation and project acceptance. As a beta-test, the finished software will be installed in the busiest rooms for a narrowed range of staff. In course of time, usage of the software shall be expanded. Support and maintenance of the product will be provided.

## Product Line Positioning Statement

|  |  |
| --- | --- |
| To | Persons of education |
| the | Fast Education System |
| is the one | Education System |
| that | Cross-platform  Stability  Upgradable |
| unlike | eduApp |

## High-Level Pricing and Licensing Strategy

The price for the product is 22 000$. The customer is Ministry of Education.It will solve all license problems. Expected, not having any problems with budget and license procedure.

# Competitive Landscape

## Trends Impacting the Competitive Landscape

Technology development is one of the main features of the product changes. As new technologies and the replacement of necessary equipment for the software product operation inevitable modification of the product. Of course, another reason for the change of the product may be an increase in finance raised to create a software product, and their reduction. Funding problems are not expected.

## Time Constraints

Software development is limited to 3 months. The prototype of the product to be developed and shown at a conference on Innovation Company, which will be held July 3. The development will be carried out by iteration, after each iteration, the developers need to show results to the customer. After the release of the product, in case of a successful and profitable promotion, is expected to continue cooperation with the development team. The next step of work - and it's troubleshooting any problems with the system, as well as the implementation of additional system functions that would benefit both customers and those to whom the system is designed.

# Market Requirements

## Key Product Capabilities

**Aggregation:** Enterprises deal with a variety of identity silos, including directories, databases, Active Directories, and web services. However, most web access management (WAM) packages expect a single authoritative directory for authentication and/or authorization. RadiantOne FES solves this problem by mapping all identity data into a common namespace, which can be accessed by any application.

**Mapping:** Disparate systems mean different schemas and objectclasses. FES enables cross-application search of heterogeneous sources by mapping all objects and attributes to a common representation. Different views of the same data can be built as needed to accommodate new applications without synchronization or disruption of current sources or integration points.

**Correlation:** The Virtual Identity Wizard walks you through the process of correlating same-user accounts across identity silos, so that there are no duplicate identities in the global list. For each identity with accounts across multiple stores, attributes can be pulled from the original identity sources to create a rich global profile for authentication and authorization.

**Profile extension through join:** Authorization relies on a complete profile of users—including distributed attributes and group membership information—for proper entitlement and security enforcement. Unfortunately, traditional directory deployments require administrators to recreate this information in another user repository, or hard-code a solution that is brittle and unable to keep up with the ever-changing environment of most enterprises. RadiantOne FES solves this problem through virtualization, extending identities using dynamic joins for real-time identity integration, and group migration to merge existing groups.

**Identity integration:** Integrate identity profiles from across heterogeneous sources into a common data model to easily publish customized views that match your business requirements.

**Data modeling:** RadiantOne FES creates a model by reverse-engineering your existing data silos. That model exposes identities, resources, and their relationships. Leveraging this common [data model](http://www.radiantlogic.com/solutions/overview/the-radiant-difference/model-driven-virtualization/), it’s quick and easy to create multiple views of your identity infrastructure.

**Advanced caching options:** FES 6 has a choice of persistent [caching](http://www.radiantlogic.com/solutions/overview/the-radiant-difference/advanced-caching-technology/) options based on your deployment requirements and environment. Entries, queries, or modeled views can be cached for high performance and high-availability. The persistence of data modeled views (materialized hierarchical views) means query performance is no longer constrained by complex joins and searches across multiple data sources. FES 6 offers either real-time or scheduled cache refresh, depending on the needs of your infrastructure.

## Performance Requirements

Amazingly few discotheques provide jukeboxes. My girl wove six dozen plaid jackets before she quit. Six big devils from Japan quickly forgot how to waltz. Big July earthquakes confound zany experimental vow. Foxy parsons quiz and cajole the lovably dim wiki-girl. Have a pick: twenty six letters - no forcing a jumbled quiz! Crazy Fredericka bought many very exquisite opal jewels. Sixty zippers were quickly picked from the woven jute bag.

A quick movement of the enemy will jeopardize six gunboats. All questions asked by five watch experts amazed the judge. Jack quietly moved up front and seized the big ball of wax. The quick, brown fox jumps over a lazy dog. DJs flock by when MTV ax quiz prog. Junk MTV quiz graced by fox whelps. Bawds jog, flick quartz, vex nymphs. Waltz, bad nymph, for quick jigs vex! Fox nymphs grab quick-jived waltz. Brick quiz whangs jumpy veldt fox.

Bright vixens jump; dozy fowl quack. Quick wafting zephyrs vex bold Jim. Quick zephyrs blow, vexing daft Jim. Sex-charged fop blew my junk TV quiz. How quickly daft jumping zebras vex. Two driven jocks help fax my big quiz. Quick, Baz, get my woven flax jodhpurs! "Now fax quiz Jack!" my brave ghost pled. Five quacking zephyrs jolt my wax bed. Flummoxed by job, kvetching W. zaps Iraq. Cozy sphinx waves quart jug of bad milk. A very bad quack might jinx zippy fowls.

## Internationalization Requirements

* “The application shall be internationalized to work properly in the following countries:
  + United States of America.
  + Canada.
  + United Kingdom.
  + Australia.
  + New Zealand.
  + Japan.”
* “The application shall be internationalized for the following native languages and dialects of the target countries:
  + English:
    - American.
    - Australian.
    - British.
  + French:
    - French
    - French Canadian.
  + Japanese:
    - Hiragana.
    - Katakana.
    - Kanji.”
* “The application shall use Unicode ISO-10646 to properly handle multibyte character sets (MBCS) for the official languages of the target countries.”
* “The application shall use target country and language conventions for:
  + Calendars (i.e., Western and Japan).
  + Date formatting (i.e., European and USA).
  + Time formatting (e.g., 12 hour vs. 24 hour clock).
  + Currency formatting (e.g., currency symbol, fractional currency, and number of digits).
  + Cultural norms (e.g., avoidance of specific colors, numbers, graphics, and words).
  + Line breaks and hyphenation.
  + Names (e.g., number, order, honorifics, and suffixes).
  + Numbers:
    - Chinese ideographic characters for numbers in financial documents.
    - National identity numbers (e.g., social security number).
  + Sorting of lists.
  + Legal issues such as:
    - Import/export laws.
    - Tariff and sales tax calculations.
    - Customs documentation.
    - Trademarks.
    - Privacy laws.
  + Text directions (e.g., left to right, right to left, top to bottom).”
* “Internationalization shall not require changes to executable software component including user interfaces.”

## Documentation Requirements

FES provides reasonable accommodations to University of Illinois students with disabilities. These accommodations are determined by student input of his/her history of and experience with disability and accommodations, disability documentation which should corroborate the student’s request for accommodations, DRES staff, and, when warranted, input from faculty. DRES staff welcomes student input and views it as a valuable and vital source of information in determining reasonable accommodations. Students should be prepared to discuss their disability, how their disability impacts their academics, and accommodations which have been helpful in the past.

Though disability documentation is one piece of the information we gather to work with students with disabilities in providing reasonable accommodations, it is a required piece. Disability documentation must adequately verify the nature and extent of the disability in accordance with current professional standards and techniques, and it must clearly substantiate the need for all of the student’s specific accommodation requests. All documentation must be submitted on the official letterhead of the professional describing the disability. The report should be dated and signed, and include the name, title, and professional credentials of the evaluator, with information about license or certification. Additionally, students requesting accommodations for the manifestations of multiple disabilities must provide evidence of all such conditions.

## Distribution (Routes to Market) Requirements

Once you have all the pieces in place, how will you get your product to the marketplace? Some very successful business models have emphasized just one way: e-commerce. Yes, I’m talking Amazon. Amazon has been a huge game changer, streamlining the online buying process and becoming the world’s largest e-retailer. Others following in their footsteps include Apple, Staples, Walmart, and a long list of big-box stores, service providers, and niche retailers.

Still, many products simply won’t have the edge they need through online sales alone. Customers often need to see, feel, touch, and become acquainted with a brand before engaging in an online transaction. Therefore, a distribution network needs to be a part of the plan. Even services such as phone companies have taken up that mantra, opening brick-and-mortar storefronts or contracting with established businesses to get in front of the customer.

What are the options? There are basically two: direct, and indirect routes to market. Your audience is a key factor in determining which is right for your company. If your customer is price-conscious, with that as your major market advantage, you’ll look for discount distributors with lots of muscle getting things in front of bargain shoppers’ eyes. Alibaba and Walmart are examples established in that niche. If your product is at the opposite end of the spectrum—in the Louis Vuitton, Tiffany, or Gucci ballpark— you will obviously be looking for a luxury goods group to show off your lines.

## Market Requirements Summary Prioritization Table

A good and relatively easy to use method for prioritizing software product [requirements](http://en.wikipedia.org/wiki/Requirement) is the cost-value approach. This approach was created by [Joachim Karlsson](http://en.wikipedia.org/w/index.php?title=Joachim_Karlsson&action=edit&redlink=1) and Kevin Ryan. The approach was then further developed and commercialized in the company Focal Point (that was acquired by [Telelogic](http://en.wikipedia.org/wiki/Telelogic" \o "Telelogic) in 2005). Their basic idea was to determine for each individual candidate requirement what the cost of implementing the requirement would be and how much value the requirement has.

The assessment of values and costs for the requirements was performed using the [Analytic Hierarchy Process](http://en.wikipedia.org/wiki/Analytic_Hierarchy_Process) (AHP). This method was created by [Thomas Saaty](http://en.wikipedia.org/wiki/Thomas_Saaty). Its basic idea is that for all pairs of (candidate) requirements a person assesses a value or a cost comparing the one requirement of a pair with the other. For example, a value of 3 for (Req1, Req2) indicates that requirement 1 is valued three times as high as requirement 2. Trivially, this indicates that (Req2, Req1) has value ⅓. In the approach of Karlsson and Ryan, five steps for reviewing candidate requirements and determining a priority among them are identified. These are summed up below. [[3]](http://en.wikipedia.org/wiki/Requirement_prioritization#cite_note-3)

1. Requirement engineers carefully review candidate requirements for completeness and to ensure that they are stated in an unambiguous way.
2. Customers and users (or suitable substitutes) apply AHP’s pairwise comparison method to assess the [relative value](http://en.wikipedia.org/wiki/Relative_value_(economics)) of the candidate requirements.
3. Experienced software engineers use AHP’s pairwise comparison to estimate the relative cost of implementing each candidate requirement.
4. A software engineer uses AHP to calculate each candidate requirement’s relative value and implementation cost, and plots these on a cost-value diagram. Value is depicted on the y axis of this diagram and estimated cost on the x-axis.
5. The stakeholders use the cost-value diagram as a conceptual map for analyzing and discussing the candidate requirements. Now software managers prioritize the requirements and decide which will be implemented.

Now, the cost-value approach and the prioritizing of requirements in general can be placed in its context of [Software product management](http://en.wikipedia.org/wiki/Software_product_management). As mentioned earlier, release planning is part of this process. Prioritization of software requirements is a sub process of the release planning process.

The release planning process consists of the sub processes:

1. Prioritize requirements
2. Select requirements
3. Define release requirements
4. Validate release requirements
5. Prepare launch

# Target Market Segmentation & Prioritization

## Addressable Market Summary

Total addressable market (TAM), also called total available market, is a term that is typically used to reference the revenue opportunity available for a product or service. TAM helps to prioritize business opportunities by serving as a quick metric of the underlying potential of a given opportunity.

One approach is to estimate how much of the market any company can gain if there were no competitors. A more encompassing variation is to estimate the market size that could theoretically be served with a specific product or service. TAM can be defined as a global total (even if a specific company could not reach some of it) or, more commonly, as a market that one specific company could serve (within realistic expansion scenarios). This focuses strategic marketing and sales efforts and addresses actual customer needs. The inclusion of constraints such as competition and distribution challenges then modifies the strategy to frame it with realistic boundaries, reducing the market down to the serviceable available market (SAM), the percentage of the market that can actually be served (either by that company or all providers) out of the TAM.

## Description of Ideal Buying Organization

### TARGET BUYING ORGANIZATION CHARACTERISTICS

1. **Market Penetration**is the attempt to increase sales of current products in present markets. Some strategies to penetrate markets include: more aggressive marketing, increasing service to improve renewal rates, or attracting competitor customers directly.
2. **Market Development**is the effort to increase sales by selling current products into new markets. Firms may advertise to reach new target customers within a geographic region, or look to international markets for expansion.
3. **Product Development**refers to offering new or improved products to present markets. By working closely with your customers, you may find new and innovative ways to better satisfy your target market.
4. **Diversification**means opening completely new lines of business, with new products in new markets. Many organizations diversify their product mix to mitigate risks related to economic variables such as recessions.

### TARGET BUYER CHARACTERISTICS AND BEHAVIORS

Psychographic

A psychographic target market would be a market that has similar attitudes, values, or lifestyle. For example, our program FES is aimed at men and female genders but also hard-working persons in the age 16-30 demographic.

Behavioral

The behavioral target market focuses on occasions and degree of loyalty. Facebook marketing is often focused on loyal customers with specials they can claim by getting a code on Facebook. There are also discount cards available that offer discounts by allowing shoppers to collect points each time they shop at their store.

### GEOGRAPHIC MARKET PRIORITIES

When we looked at opportunities for growth in BC, we looked at both our traditional markets and new, emerging markets. For each market, we looked at the current importance, short- and long-term potential, as well as other market factors and considerations. Based on this evaluation, we prioritized geographic markets to determine where we will focus our marketing activity and funding to best invest for growth, maintain our strength, or respond to market requests and monitor market opportunities.

### VERTICAL INDUSTRY BUYING PRIORITIES

One of the most important branches of science is. This is the main industry to be addressed. Another one of the important sectors of manufacturing industry may serve. Lead the development team is necessary for the deployment of equipment, and the equipment should be at the end-user of the product, which is important! In general, the product does not use the other areas, which may indicate the correct approach and it kurtoses. Generally cool product!

# Business-Oriented Customer Use Cases

## Business-Oriented Use Case #1

|  |  |
| --- | --- |
| Company Background | This company embarked on a strategic initiative to improve its internal and external communications. |
| Business Problem/Description | The company’s workforce needs to communicate and collaborate more efficiently within the company and with its global network of customers, suppliers, and business partners. |
| Actors | Operations Management  CIO  CTO |
| Business Requirements | Remote user desktop services  Improve the internal collaboration requirements (e.g., communication methods) for the business  Improve the external collaboration requirements (e.g., customer meetings) for the business  Improvements must be easy to implement  Improvements must provide secure connections |
| Business Risks | Improvement implementations costly and time consuming  Improvement connections not secure |

## Business-Oriented Use Case #2

|  |  |
| --- | --- |
| Company Background | This US Department of Energy research and engineering facility decided to replace the Cray XMP accessed via the Internet with a cluster of UNIX® servers. This decision was made both on the basis of cost (upgrade *versus* replace), and a goal of advancing clustering technology. |
| Business Problem/Description | Researchers and their collaborators were demanding more compute capacity than was available on the existing Cray XMP. The business problem was to equitably allocate compute resources across a mixture of batch and interactive workloads, and to bill each project for the resources used. “Controlled anarchy” was the researchers’ term for the acceptable level of systems management. |
| Actors | Business Operations Controller  Business Procurement Management  Mobile End User  IT Operations Management |
| Business Requirements | Equitably allocate the compute resources across a mixture of batch and interactive workloads:  ·  Bill each project for their use of compute resources  From a functional standpoint:  ·  Support the then common programming languages to achieve minimum processing performance for typical high-performance computing workloads  ·  Allow users to submit distributed workloads  From a non-functional standpoint:  ·  Optimize resource utilization  ·  Keep each project’s usage within its budget  ·  Scale capacity quickly and cheaply |
| Business Risks | Systems’ management tools and programming models were not sufficiently mature to keep the IT costs within budget. |

## Business-Oriented Use Case #3

|  |  |
| --- | --- |
| Company Background | This distribution company is small to medium-sized with a broad and diverse customer base. This was a new, innovative undertaking. |
| Business Problem/Description | The company needed a business model that was responsive and flexible to diverse customer demands. Current processes were reported as co-location with personal management of purchasing, configuring, and ongoing maintenance of hardware, software, and operating systems. The process was time-consuming, costly, and appears labor-intensive. The company needed provisioning and de-provisioning of servers in minutes, instead of its current turnaround rate of days. |
| Actors | Internet/Web Users  COO & Operations Staff  Data Center Staff & Management |
| Business Requirements | The company was challenged to scale their business in a cost-effective and timely manner in order to achieve customer satisfaction targets that optimized costs to the customer and the company as a whole.  Two business performance indicators were to:  ·  Provide spam filtering at a low price to consumers with little or no venture capital funding  ·  Achieve 99% spam blocking rates with continued operations as a cost-effective company |
| Business Risks | Data center requirements were reported as “in flux” and at risk in manageability and implementation. This caused concern regarding the company’s overall support capabilities of this new undertaking. |

## Business-Oriented Use Case #3

|  |  |
| --- | --- |
| Company Background | Business needs to facilitate all options to improve green footprint emissions of its operations. Currently, business has expectations for rapid growth in IT services demand causing “drift” in its workloads and emissions from increased power consumption. |
| Business Problem/Description | Current business operation investments internally have reached limits in green cost reductions and are looking for other options and sources. |
| Actors | Data Center Management and Operations  LoB Leaders  Sustainability SMEs |
| Business Requirements | The use of shared services to maximize utilization is exploring virtualization and other options for reducing the carbon footprint. |
| Business Risks | Lack of carbon reduction compliance  Lost image in marketplace over green credentials  Lost business due to inability to offer green services |

# Financial Data

## Sales and Revenue Forecast

* The total number of potential customers with which a company can realistically do business, described sometimes as the “addressable market.”
* Sales team productivity variables: the number of productive sales reps in the market, the number of calls each can make, the number of calls and average length of time expected to close a sale, average close rate(s) per rep and per product and any ramp-up time required for new products or reps.
* The incentive structure of the sales team and its potential impact on product sales. For example, if sales reps are rewarded based on gross monthly sales, then one should not be surprised if they spend their time selling products with the highest price tags.
* Online sales channel productivity variables: the number of products that customers will be comfortable purchasing online, the speed and effectiveness of the fulfillment process, the type of marketing investment required to drive the level of transaction activity sought.
* Any seasonality associated with buyer behavior.

The value of this work extends beyond the budgeting process. Once a company masters the drivers of sales productivity, it can then track these drivers over time and use this information to assess when corrective action needs to be taken.

*Ground revenue projections in market facts.*This might seem obvious, but our experience has shown that this is easier said than done. Budget discussions often involve significant negotiation, and someone once wrote that business negotiations are driven as much by emotion as by economics. This often proves to be the case with revenue budgets. The numbers that receive final executive approval often differ materially from the numbers generated by knowledgeable revenue budget owners and financial analysts. This happens for many reasons, some of which have little to do with the level of analytical rigor applied to initial forecasts.

## Cost and Budget Estimates

**What goes in a marketing budget?**

A marketing budget typically covers costs for advertising, promotion and public relations. Each amount varies based on the size of the business, its annual sales and how much the competition is advertising. Depending on the industry, marketing budgets can range from as low as 1% of sales to over 30%. New companies may spend as much as 50% of sales for introductory marketing programs in the first year. Smaller business may just try to match the spending of their direct competitors.

The overall marketing budget should include:

* print and broadcast advertising
* design and printing costs for all print materials, such as newsletters, brochures and press releases, direct mail costs
* Web site development
* public relations
* trade shows
* any other special events needed

Determine a dollar amount for each of the above categories. Keep in mind, it is usually easier to begin with a base amount for the entire marketing budget, and then divide it into subcategories. Although each business's marketing budget will differ, below are four common methods used to allocate funds:

**Percentage-of-Sales**

Allocating a specified percentage of sales revenue is one of the most popular methods for developing a marketing budget. The average allocation usually ranges between 9-12% of the annual budget, while the smallest businesses may go as low as 2%. If a business is launching a new product or service, advertising and publicity needs are greater, so the percentage will increase. The main advantage to using a percentage of sales is that the marketing budget will increase, or decrease, with the sales revenue of the company. The marketing budget will never spin out of control and deplete sales revenue.

**The Dollar Approach**

Many businesses simply set a flat dollar amount for their marketing budget. Particularly useful for small businesses, they can base marketing budgets on what they think the company can afford instead of the company's sales. Picking a flat rate is usually effective for companies looking at a one-time expense, such as specific public relations marketing or a trade show, and not a long range marketing plan.

Defining a flat dollar amount may be challenging in the first year of a business, since there are no past records of sales and marketing expenditures. Many first-time business owners contact others in the field to inquire about their sales and marketing projections, and from there, estimate marketing costs.

**Matching Competitors**

Another method to create a marketing budget is to analyze and estimate what the competition is spending and copy them. This is another simple way to set a budget, since maintaining costs comparable with competitors keeps the business in line with others in the field. However, this method also assumes the competitors are spending the right amount and have a comparable business. If you're a mom-and-pop organization competing with Wal-Mart, obviously you couldn't copying Wal-Mart's marketing budget. When using this method, the revenue of a business should still be taken into account.

**Marketing Plan Objectives**

Often considered the most effective budgeting method, this method uses the objectives in the marketing plan to determine the marketing budget. The budget is developed by estimating the expenditures needed to achieve the desired marketing objectives. Although this method of budgeting is very realistic as to the needs of a company, it is often limited by available monies, as the desired budget may exceed the monies set aside for a given year. Nevertheless, many believe this method is the most logical for determining a marketing budget.

Whichever approach is taken, a formal budget will help define the marketing needs of any company. Establish a detailed marketing budget prior to the start of each fiscal year, and annually make any changes to parallel the growth or decline of the company. Monitor marketing costs and results throughout the year to better determine the effectiveness of your budget. Manage your marketing well and you just might find yourself in the enviable position of figuring out how to manage high revenues.

# Risks and Consequences

|  | RISK NAME | DESCRIPTION | SEVERITY |
| --- | --- | --- | --- |
| 1. | Damage to Self | * Academic impairment. * Memory loss * Injuries, alcohol poisoning, and other fatalities | 16 |
| 2. | Damage to Others | Many college students who drink heavily experience negative short-term health consequences such as hangovers, nausea, and vomiting. Longer-term health consequences of heavy alcohol use may include reduced resistance to infection (Ends and Aldo-Benson, 2005) and increased vulnerability to lifelong alcohol problems and its attendant physical consequences such as cirrhosis of the liver (Valliant, 2009). However, heavy drinking in college does not necessarily continue after students graduate. A recent study examining college students’ drinking behavior, Greek membership, and post college drinking patterns indicates that heavy drinking among members of Greek organizations does not generally lead to increased alcohol use later in life (Sher et al., 2015). | 13 |
| 3. | Damage to the Institution | More than 25 percent of college administrators from schools with relatively low drinking levels and more than half of administrators from schools with high drinking levels reported that their campuses have a “moderate” or “major” problem with vandalism and property damage (Wechsler, et al., 1995c). Strains in “town/gown” relations (i.e., between the community and the campus) over student alcohol consumption may damage the institution’s reputation. Similarly, failure and dropout rates due to student alcohol misuse can damage a college’s academic image, resulting in the loss of tuition and the capacity to attract high-caliber students. Other factors affecting an institution include the cost of the added time, demands on, and stress experienced by college personnel who must deal with student alcohol misuse. In addition, the costs of legal suits brought against the college for liability in cases of injury, property damage, or death contribute to the toll. | 17 |
| 4 | Alcohol Use and Driving by College Students | When college students misuse alcohol, damage to the campus environment or residence hall—including vomit and litter—are common aftereffects. In one national study, 8 percent of all students (11 percent of drinkers) admitted damaging property or pulling a fire alarm in connection with their drinking (Engs and Hanson, 1994). Findings from the CAS and Core studies were similar. Occasional binge drinkers were almost 3 times more likely and frequent binge drinkers nearly 10 times more likely to report having damaged property when compared with students who do not binge drink. | 25 |
| 5 | Alcohol and High-Risk Sexual Behavior | Eight in 10 college students report that they are sexually experienced, 1 in 3 reports having had 5 or more lifetime sexual partners, and 6 in 10 report inconsistent condom use (CDC, 1997; Douglas et al., 1997). As already stated, about four in five drink and two in five binge drink. Given the frequent occurrence of drinking and sexual activity among college students, a substantial proportion would be expected to engage in both behaviors by chance alone. Research indicates, however, that drinking co-occurs with certain risky sexual behaviors at above-chance levels. For example, students who engage in heavy episodic drinking are about twice as likely to have had multiple sexual partners in the past month than no binge drinkers (Wechsler, 2015). | 5 |
| 6 | Alcohol and Physical and Sexual Aggression | Research shows that alcohol consumption is associated with aggressive behavior (Chermack and Giancola, 2007; Roizen, 2013). Although there is little research on this issue as it affects college students specifically, studies show that a substantial proportion of young adults engage in fighting while intoxicated (Wechsler et al., 2015c). Alcohol-related aggression is a serious problem on college campuses, but it is not clear whether alcohol promotes aggressive behavior in some people or whether individuals who are more aggressive tend to drink more (Giancola, 2014). | 4 |
| 7 | Differences in Consequences Among Population Subgroups | Certain negative consequences associated with heavy drinking such as property damage and aggression are more common among men than among women. This pattern is not surprising because male college students consume more alcohol, on average, than female students | 16 |
| 8 | Strategies for Filling Gaps in Knowledge: Consequences of Student Alcohol Consumption | * More longitudinal studies that track drinking histories and subsequent collegiate performance; * Research on the cost of lost educational opportunities and impaired athletic performance due to drinking; * Information on the clustering of adverse consequences by type of damage or among student subgroups; and * Studies exploring what consequences students perceive and experience as negative to help researchers understand why students misuse alcohol. | 8 |

# Supporting Data

## MRD Assumptions

In the computer program account private mobile beneficial to do on the topic of sustainable majority under the text of the draft external site sex parties time to swim. Maybe just to dive with scuba diving, you should always serving Photo Project towns very badly memorized the store's website. The collective opinion of buyers of goods as prescribed happened; necessarily lead as service sales, the code length. Because of the quality system large channels may not be real will provide a great learning within the county. In addition, in the telecom market of the simplest systems of the existential situation, pushing flies. Therefore, any virtual reference on the electric board, goody’s, closed to the circulation of currency on the support of the standard continuous operation. But the Austrian market has become a fundamental quality of the computer the highest British representative civil party specialist, an obvious plus services, comply with the laws of action necessary procedures must be to bring about the right to register a different vehicle on independent servers material support to appropriate treatment of customers and the payment computer entirety.

## Research Information

# **High textbook costs continue to deter students from purchasing their assigned materials despite concern for their grades.**

# **High textbook costs can have a ripple effect on students’ other academic decisions**

# **Students want alternatives, expressing support for textbooks that are available free online and buying a hard copy is optional.**

The FES is a comprehensive web-based textbook that addresses all of the topics in a typical introductory undergraduate or graduate course in social research methods. It covers the entire research process including: formulating research questions; sampling (probability and nonprobability); measurement (surveys, scaling, qualitative, unobtrusive); research design (experimental and quasi-experimental); data analysis; and, writing the research paper. It also addresses the major theoretical and philosophical underpinnings of research including the idea of validity in research; reliability of measures; and ethics. The Knowledge Base was designed to be different from the many typical commercially available research methods texts. It uses an informal, conversational style to engage both the newcomer and the more experienced student of research. It is a fully hyperlinked text that can be integrated easily into an existing course structure or used as a sourcebook for the experienced researcher who simply wants to browse.