

MKTG 4890 Section .001

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I. BUSINESS PROBLEM

Our team is here to help PARCO sell more bulletproof backpacks online and to lower their cost of acquisition. PARCO has used many different marketing methods to acquire customers such as: Search engines, direct sales via email, social media advertisement, and in-person events. PARCO is proud of being one of the lowest-priced bulletproof backpacks in the industry, but the marketing cost per unit is exceeding the profit earned per unit. This indicates a change in their marketing plan is needed. Since PARCO's history was in the construction industry, this indicates little to no equity in the retail industry. Our team is proposing a marketing plan to address this business problem over the next 3-4 months.

II. SITUATIONAL ANALYSIS

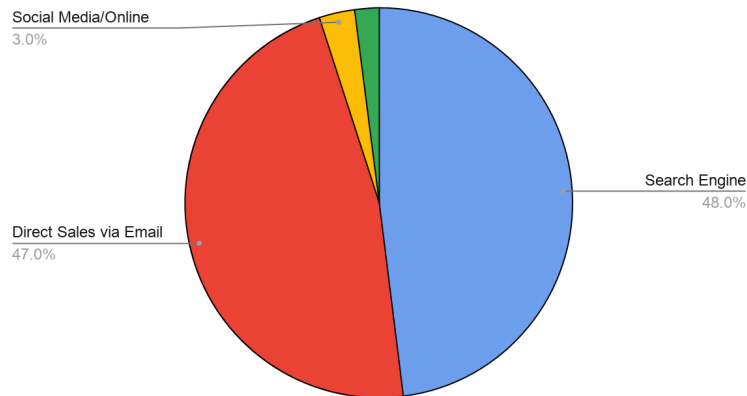
a) INTERNAL ANALYSIS

The general outlook on PARCO as an organization and the product it offers to consumers is positive despite the low amount of reviews and testimonials. Internally, however, the company is not performing at an acceptable level of productivity and efficiency that is sustainable to produce the desired margins of impact in the industry. First and foremost is that their marketing strategy is not garnering enough attention from consumers; they are expanding much of their resources on strategies that offer little to no return. Overall, for PARCO to become truly successful they must alter their strategies in a way that reduces the overall cost of their marketing campaigns, and at the same time pull equal amounts of consumers or increase their percentage of sales moving forward.

Sales & Profits

- The gross profit of PARCO Bulletproof Backpacks is \$49.30 with a total cost per unit being \$90.69 and the selling price from the website is \$139.99 (not including tax).
- The cost of acquisition per unit is \$62.05 from dividing total marketing cost by units sold. This represents that they are overspending on marketing since it is greater than their gross profit.
- From pie chart 1, we see search engines (SE) and direct sales via email generated the most units purchased; SE 58 units sold and email 56 units. These were the least costly promotions to acquire one customer; SE \$29.12 and email \$25.56.

Percent of Sales from Promotions (Pie Chart 1)



- In-person booths totaled at a cost of \$980 in-which selling only 5 units cost \$196 to acquire each customer.
- The least efficient promotional pull is social media; selling 4 units costing \$825.96 to acquire one customer.

Impressions

- Social Media's total impression is 280,781 with a breakdown of each social media: Facebook (217,682), Instagram (63,078), and Messenger (21).
- Social media impression to pull in one customer is 70,196.
- The total number of impressions broken down to the regions of the United States: West region (50,709), Midwest region (45,558), South region (148,239), and Northeast region (24,428).

Customer Surveys

- There are minimal customer reviews with the exception of Google and Facebook that shows a combined 5 reviews, all positive.
- On the main website, there is no area for customer testimonials, and other websites have not received any reviews either.
- The social media presence is wide, but with a follower total of around 4,000.

Sales

- PARCO backpacks are sold mainly on the company website, but they have also partnered with local stores and online mediums to carry their product to a wider array of consumers.

- Local stores include the Shady Oaks Gun Range in Cedar Park, Texas; online website mediums include, but are not limited to, the main PARCO website(\$139.99), Security Pro USA(\$249.00), Marine One Tactical(\$249.99), and Amazon(\$174.00). At a Texas State PTA convention, PARCO appeared and sold backpacks at \$199.99.
 - Over the course of the fiscal year 2019, PARCO has sold 119 backpacks.

Shipping

- In regards to shipping, the company is based in Buda, Texas. PARCO ships anywhere in the United States with the exception of Connecticut, as it is unlawful to sell any type of body armor online. They do not ship outside of the United States.
 - Different types of shipping are offered after purchase.
 - USPS Priority Mail (Express)
 - UPS (Ground, Next Day Air Saver, Next Day Air, Next Day Air Early)
 - Customers can also meet at the company headquarters and pick up their orders in person.

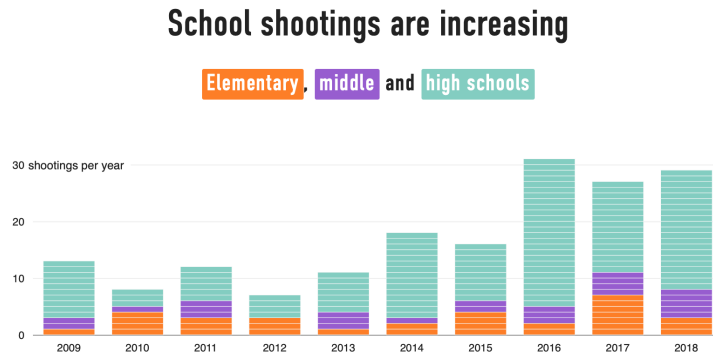
b) EXTERNAL ANALYSIS

Bulletproof backpacks have a bigger role in today's society with the spike in school shootings. It has sprouted fear among many parents for their children's lives for simply just going to school. That's why PARCO is playing a big role in this industry. The market is still fairly new since this is a new product. This means a lot of the people that break into the industry start at a higher price. PARCO does a great job at standing out with it being a family-friendly and local company that is offering bulletproof backpacks at a competitive price.

Bulletproof Market

- The two big applications for the bulletproof backpack are military and school use.
- Bar Graph 1 shows that high schools have the most school shootings (Walker, 2019).

Bar Graph 1



- Bulletproof backpacks increase in sales exponentially after mass shootings as mentioned by CNN, backpack sales increased 200% after the Virginia Tech shooting.
- The top key players in the market are Bullet Blocker, TuffyPacks, Guard Dog Security, ArmorMe, and Talos Ballistics.
 - Typical prices tend to range from \$200-\$500 per unit.

NAICS Code

- NAICS Code for backpack is 424990
- 424990 is titled “Other Miscellaneous Nondurable Goods Merchant Wholesalers”
- “Industry comprises establishments primarily engaged in the merchant wholesale distribution of nondurable goods.” (Classcodes, 2020)

National Institute of Justice (NIJ)

- NIJ established voluntary body armors standards and conducted testing to determine which level of ballistics performance the armor goes to (*National Institute of Justice, "Body Armor Performance Standards,"* 2018).
- NIJ classifies body armor based on their ability to stop specified rounds at specified velocities: Level IIA, Level II, Level IIIA, Level III and Level IV (Security Pro USA, 2016).
- “Mollie Timmons, a Justice Department spokeswoman, said that the institute — the DOJ's research, development and evaluation agency — does not test or certify the inserts or the backpacks themselves, and that ‘marketing that claims NIJ testing or certification for such products is false’”(Popken, 2019).
- PARCO, TuffyPacks, Guard Dog Security, and ArmorMe all claim Level IIIA NIJ Standard.
- “Bulletproof backpacks aren’t rifle-proof, Curren said. They can only protect against bullets from handguns and pistols, which typically aren’t as strong as rifles. Mass

shooters increasingly seem to prefer rifles like the AR-15, making bulletproof backpacks potentially less useful” (Langone, 2018).

Protective Gear Trends

- Military segment of body armor has the largest market share (*Body Armor Market*, n.d.).
- Military spending on protective gear is over 50% compared to civilian spending (*Body Armor Market*, n.d.).
- The Asia-Pacific body armor market is expected to hit the highest compound growth rate with the developing military in China and India (*Body Armor Market*, n.d.).
- Japan has a deficit in military power which will increase recruitment and lead to demand for body armor (*Body Armor Market*, n.d.).
- Different forms of protective gear are: Body vests, plate carriers, plates, helmets, bulletproof bags & backpacks, and bulletproof clothes (*Bulletproof Zone*, n.d.).
- Bulletproof apparel is not cheap, an assortment of bulletproof clothes range around \$100-\$6,000 (*Bulletproof Clothing*, n.d.).

Technology -Level is medium

- Body armor is made from many materials; these include Kevlar, Twaron and Spectra, which can be woven or nonwoven, and hard armor plates, which are made from ceramics, metals and other composite materials (Hiner, 2020).
- Weight reduction of the body armor has been a big focus over the last five years. Currently, it takes 31 pounds of armor to protect a soldier’s entire body (Hiner, 2020).
- BAE systems and the US Army Research Laboratory are focusing on a kevlar that puts fluid in between the polymers in the vest. The liquid armor will quickly absorb the energy of the impact (Hiner, 2020).

Economic

- In March of 2020, COVID-19 influenced the shutdowns of schools which later on were switched to online. This caused parents to purchase electronics such as laptops, headphones, webcams, etc. instead of shoes, clothing, and backpacks (Bhattarai, 2020).
- Companies are re-positioning their priorities for back to school products “Claire’s, the accessories chain popular among tween girls, has scaled back on backpacks but invested heavily in face masks in tie-dye and leopard print fabrics” (Bhattarai, 2020).
- Covid-19 has decreased imports from China in 2020 by 31.8% which affects the manufacturing of industry products (Rodriguez, 2020).

Barriers to Entry - Medium

- The marketplace is very concentrated because the military and law enforcement form confident contracts with well-established industry operators (Hiner, 2020).
- Quality control is very high and industry operators don't have room to cut costs because this product directly protects human lives (Hiner, 2020).
- With a decrease in funding from the US government, a lot of existing industry operators will have a greater share of the market. Unless there is a new material or production process increases from a competitor, it is going to be difficult to displace the current market (Hiner, 2020).

Competitors

- This industry (Backpack & Courier Bag Manufacturing) competes on quality, price, and brand reputation. The competition in the industry is medium and continues to increase (Rodriguez, 2020).
- "Several of the bulletproof backpack companies were started by people with law enforcement or military backgrounds" (Daniels, 2018).
- PARCO backpacks have many competitors within the industry. The top 3 competitors known are Tuffy Pack, Guard Dog Security, and Armorme.
- All companies share the same marketing plan which is to place ads throughout social media.
- As you refer to table 1, PARCO is the cheapest of the 3 competitors and comes with more value compared to the others.

Table 1	<u>PARCO</u>	<u>Tuffy Pack</u>	<u>Guard Dog Security</u>	<u>Armorme</u>
<u>Marketing Plan</u>	Social Media	Social Media	Social Media	Social Media
<u>Price</u>	\$169	\$189	\$189	\$179
<u>Purchase Accessibility</u>	Online/Department Stores	Online Only	Website/Home Depot	Website/Amazon
<u># of variety backpacks</u>	1	16	12	2
<u># of variety Bulletproof Panels</u>	1	10	N/A	N/A
<u>Panel Separation</u>	Yes	Yes	No	No
<u>Price match guarantee</u>	Yes	No	No	No
<u>Extra</u>	Secret Pocket	Offer themes on panels	Built-in charging bank	Double Bullet resistance panels

c) CUSTOMER ANALYSIS

i. Customer Internal Analysis

As the growing fear arises of another shooting in the United States, people are looking for what they can possibly do to protect themselves in an unfortunate event like so. Thus, the creation of Parco bulletproof backpacks. Based on the Facebook advertising reports and sales demographics given we have identified that PARCO's primary customer is the worrisome mother. Very often, this specific demographic is the one sending their child or spouse in areas that can potentially be in need for a bag like PARCO.

- PARCO's primary customer base is women between the ages of 30 and 49 years old.
- This particular target has accounted for over 45% of their sales.
- Two psychological characteristics of PARCO's customers is that they are focused on the safety and protection of their family and people who want to go to public safety.

- Three behavioral characteristics of PARCO's customers is that they are Responsible, Planners and Active.

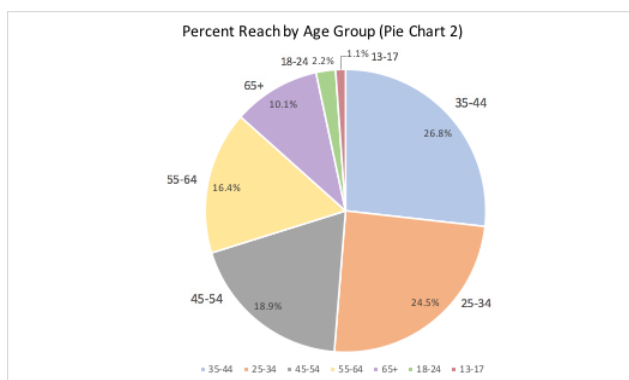
Customer Reviews of PARCO

- Amazon has two reviews from September of 2020 giving PARCO Backpack 5 stars. They both mention how the backpack can hold a good amount of material and the feeling of safety that it brought (Alsasua, 2020) (D., 2020).
- PARCO three testimonial on their website shows the perspective of different consumers that purchased the backpack: A frequent traveler, student, and a parent. The testimonials praise the details of the backpack and the feeling of security that brought them (*Parco Backpacks*, n.d.)
- Facebook includes four reviews between the years 2018-2019. Two of the reviews underline the point that people need/know about these types of backpacks while the other two reviews bring up the use in the workplace (Parco Protective Backpack, n.d.)
 - A Facebook post about winning a free PARCO Backpack attracted many comments from women, plus the comments would mention how many kids they had and their ages (Parco Protective Backpack, n.d.).

Facebook Reports

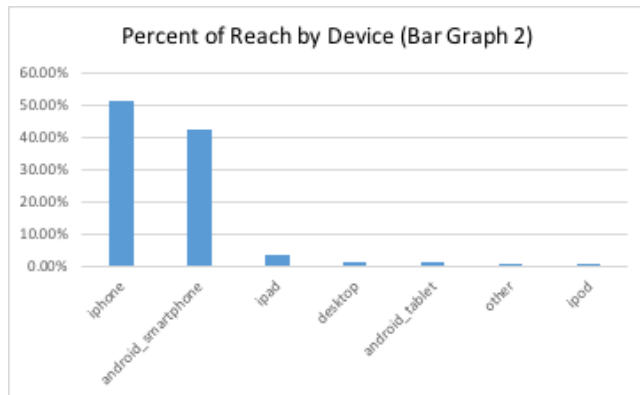
- Top 3 highest reach by age group, in order: 35-44, 25-34, and 45-55. (Pie chart 2)

Pie Chart #2



- Top 3 highest reach by region, in order: Texas, California, and Florida
- Top 3 highest reach by device, in order: iPhone, Android Smartphone, iPad (Bar graph 2)

Bar Graph 2



- 58% of the total reach was by women for the reporting year.

ii. Customer/Target External Analysis

The culture, environment, and different generations are all an influence on customers purchasing bulletproof backpacks. America has a high demand for bulletproof backpacks to ensure the safety of all individuals. Plus, a developing number of organizations are promoting bulletproof backpacks to guardians who are urgent to shield their children from shooters. The most recent cultural shift is the ongoing nationwide pandemic which has caused a delay and setbacks in sales of most ballistic backpacks.

Cultural Shifts

- The mass shootings in El Paso, TX, and Dayton, Ohio has influenced purchasing bulletproof backpacks “the sales of bulletproof backpacks have increased between 200-300% at some manufacturers”(Aguilera, 2019).
 - With the increase of school shootings, parents are willing to pay any price for bulletproof backpacks (Hermosillo, 2019).

Generational Issues

- Parents are buying backpacks for their children to ensure safety while at school but not all children know the importance of it or how to utilize it (Carlson Law Firm, 2019).
- In most schools, children do not have a backpack nearby at all times due to classroom rules and regulations (Carlson Law Firm, 2019).

- Prices of bulletproof backpacks are significant compared to regular backpacks forcing parents to first question if it is worth the money, "...knowing so many families can't afford to spend \$100 or more on a backpack" (Silverman, 2019).
- Others see these bulletproof backpacks as an upsetting indication of how willing Americans are to tolerate weapon brutality as the standard (Carlson Law Firm, 2019).

Bulletproof Gear

- Seller of bulletproof apparel describes his clients "range from 35 to 75 years of age and are primarily college-educated, professional men who stay abreast of the news and are concerned for their safety" and hypothesize that most of his customers own guns (Burton, By, & Burton, 2018).
- "Some companies that originally sold armor to law enforcement or military markets have since expanded into the schools market with personal protection products" (Daniels, 2018).

School Shootings

- The top three states with the most school shootings since 1970 to present date are California (164 shooting), Texas (135), and Florida (90) (*School Shootings by State 2020*, 2020).
- Data from Pew Research Center (Bar Graph 2) demonstrates that 57% of U.S. teens (13-17 years old) are worried about the possibility of a school shooting, and within that percentage, 25% are "very worried."
- "School shooting fears differ by gender as well: 64% of girls say they are very or somewhat worried about a shooting happening at their school, compared with 51% of boys"(Graf, 2020).
- Black and Hispanic students have a higher concern for school shootings seen in bar graph 2, "Roughly two-thirds (64%) of nonwhite teens, including 73% of Hispanics, say they are at least somewhat worried about this" (Graf, 2020).
- "The very existence of a bulletproof backpack forces parents to confront an uncomfortable reality, but it's a conversation many children are having in schools and an essential one for parents who want to protect them" (Andrew & Ries, 2019).
- "Demand for personal security products for kids has soared following several deadly school shootings this year" (Daniels, 2018).

Bar Graph 2

Majority of U.S. teens worry a shooting could happen at their school

% of teens saying they are ____ about the possibility of a shooting happening at their school

Very Somewhat NET

Customer/Target External Taste

- Parents buying backpacks for children should look into; 2 wide padded shoulder straps, a padded back, waist belt, multiple compartments, and a lightweight bag. (Dowshen, 2016)
- Business Travelers, care about: neutral colors, organization, comfort, security for valuables, and being waterproof (The Best, 2019).
- Bulletproof backpack companies tried selling inserts with Disney, Marvel superheroes, and Harry Potter characters but Disney shut down the use of their content “he was using licensed fabric for those items, but ‘there’s a stigma anytime you have ‘bullets’ and ‘kids’ in the same sentence.’”(Bhattarai, 2019).
- All ages use backpacks to carry personal items. Backpacks help distribute the weight of your items evenly, which is important for all ages. Along with the importance of kids needing 2 wide padded shoulder straps, that is also important for adults and teenagers to have as well.
- Backpacks are functional pieces that can be used in everyday life. These bags provide comfort when carrying personal items, organization, and are low maintenance when it comes to cleaning (Dawson, 2020).

Customer Reviews from Competitors

TuffyPacks

- Six reviews are advertise on the TuffyPacks website with titles fitting the review perfectly: “Recommend to Others,” “Well Designed,” “Good Peace of Mind,” “Excellent Workmanship,” “An Absolute must have for Everybody,” “More than Worth the Money” (Creative, 2019).
- On Bulletproof Zone website, TuffyPacks bulletproof shield has six reviews that all gave 5-stars reviews, and with a review mentioning keeping the shield in the car (*TuffyPacks 12*, n.d.).
- Facebook has no reviews, but three “sour” reviews at a post, “Thought you went out of business. Bought your products, never heard back from you” (Murdock, 2019).

Guard Dog Security

- Out of 12 total backpacks Guard Dog sells, 1 backpack had 1, 4 star review, 2 had 1, 5 star review. Totaling 3 reviews in total for all backpacks listed on their website. All used verbiage stating the customer bought for someone else, “My granddaughter”, “my daughter”, “picked this up for my oldest” (Bulletproof, n.d.).

- On the Bulletproof Zone website, the Guard Dog Proshield backpacks have 1 review mentioning the customer buying the backpack for his son, "...I'd have to purchase a bulletproof backpack for my son to go to school. Unfortunately, times have changed and my son feels safer going to school" (Guard Dog Proshield, n.d.).
- This brand has no reviews on Facebook and their page only contains content created by the brand.
- On the Home Depot website, there are varying reviews over the Proshield backpack. In total there are 13, with that 5 are 5 star reviews then there is one 4 star review, one 2 star review, and one 1 star review. The 4 and 5 star reviews used words such as "safety in school", "sending my kiddo to school with safety in mind", and "lightweight". The 2 and 1 star reviews "I won't buy this for my child", and "this bag is designed to be a feel good for parents" (Guard Dog Proshield, n.d.).

ArmorMe

- Facebook review consists of one review rating giving 3 stars, "this is important and everyone needs this[!]" (Kaye, 2020).
- The ArmorMe website does not have any reviews for their backpacks that they carry.
- There is one 5 star review on Amazon mentioning the weight of the bag, "...doesn't weigh more than regular backpacks..." (ArmorMe, n.d.)

III. STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS Analysis

a) INTERNAL FACTORS

Table 1

STRENGTHS - Buying PARCO supports a family business/ local business. - PARCO offers a low price for high-quality products. - PARCO's products are a neutral color. - PARCO's backpacks have a separate Bullet Proof Panel - PARCO has a secret pocket located on the backpack for extra security. - PARCO offers a price match guarantee for their customers.
WEAKNESSES

- PARCO only offers one color.
- PARCO currently has no brand loyalty.
- There is no brand recognition for PARCO in the backpack industry.
- The lower prices make the product reliability questionable.
- The backpack has a limited area of protection, to only the back.
- PARCO has a weak return on investments on social media.

Source: Internal Data provided by Data, analyzed by the team.

PARCO does a great job at promoting the family name unlike a lot of competitors like Bullet Blocker, TuffyPacks, Guard Dog Security, ArmorMe, and Talos Ballistics. PARCO also uses the same material as other competitors at a very competitive price (\$139.99). The backpack stands out with a neutral color, a separate bulletproof panel, and a secret pocket (*Parco Backpacks*, n.d.). One of the clear downsides that we saw is there is only one color on the backpack. There is no brand loyalty and no brand recognition since this is a brand new company that switched its focus from construction to bulletproof backpacks. PARCO uses a price match guarantee which none of the other competitors use (*Parco Backpacks*, n.d.). Though there is a lower price and it is made from the exact same material as our competitors, a lower price like that could have customers question its reliability. As mentioned in the IBIS, quality control is very high and industry operators don't have room to cut costs because this product directly protects human lives (Hiner, 2020). The military has to purchase this material at a higher price which in turn they are getting a safer product and ease of mind. A lot of people buying these backpacks may be willing to dish out more if it means that their family is going to be safe. The backpack is also limited to one area of protection, only protecting your torso and not other vital organs. Lastly, PARCO has a weak ROI on social media with them only selling 4 units at \$825.96 indicating that they are not targeting correct consumers online.

b) EXTERNAL FACTORS

Table 2

OPPORTUNITIES

- PARCO has the opportunity to ease the mind of parents/guardians.
- There is an opportunity to protect people from bullets.
- PARCO has the opportunity to obtain true classification NIJ III3A.
- An increase in school shootings in the U.S. gives an opportunity to increase sales.

- The bulletproof backpack can be used in everyday life.
- PARCO's backpack is functional for any age.

THREATS

- PARCO states they have a NIJ Level III3A classification, this claim is false.
- The bulletproof panel only protects from handguns 9mm.
- An alternative to bulletproof backpacks would be bulletproof clothes, which offer greater room for protection.
- Due to the increase in school shootings, there are more competitors entering the market. (oversaturation)
- There are negative associations with bulletproof backpacks.
- COVID-19 schools being shut down/turning to online.
- Importing products from China has become more difficult due to COVID-19

Sources: Cited sources for each item found in Situation Analysis

Many companies like PARCO have opportunities for their backpacks to do ultimately the same thing, protect their customers from bullets. However, no company has the NIJ III3A classification that they claim they have, including PARCO (Popken, 2019). While this currently is a threat, it could be turned into an opportunity. Obtaining the classification would make PARCO the only company to have a backpack that has been tested and approved to protect customers from bullets, leading PARCO to have a competitive advantage in the market for bulletproof backpacks. Along with this, it would allow for an increased opportunity for customers to have ease of mind and increase the usage of the bag (Creative, 2019). Having all these opportunities increased will lead to all ages purchasing backpacks for themselves and not only for their children.

The sales of bulletproof backpacks have increased due to the increase in school shootings over the past years (Aguilera, 2019). However, spring of 2020 schools began to shut down due to the virus COVID-19 leading many schools to turn to online learning (Bhattarai, 2020). Since children were no longer going to school in person or are going in person part-time this is causing a threat to the sale of bulletproof backpacks, as they are not necessarily needed at home. Along with schools being shut down, COVID-19 has also made an impact in the importation of the PARCO backpack itself. It has become much more difficult to import products from China due to global pandemic.

IV. Marketing Plan

a) Target Customer

We have chosen our target customer to be an adult woman with teenage kids in the Southern Region of the United States.

1. Demographic characteristics

- Age
 - Our target audience's age ranges from 30-49 years of age. We chose this age range because most adults are looking to buy bulletproof backpacks for their teenage children (Carlson Law Firm, 2019).
- Gender
 - Women are more likely to be afraid for themselves and their children which is why we went with females as our gender choice for our target audience (Vavra, 2019).
- Race
 - Mostly white schools tend to have mass shootings but families of all races and ethnicities are victims of shootings so we are not targeting a specific race (*10 years. 180 school shootings. 356 victims*).
- Marital status
 - It does not matter if women are married or single.
- Number of children
 - A woman with teenage kids around the ages of 13-17 because most school shootings happen in high school as seen in bar graph 2 (Walker, 2019).
 - Teenagers are more aware of the current situation of school shootings since Pew Research Center performed a survey calculating 57% are worried about the possibility of a school shooting.
- Occupation
 - We are not targeting a specific occupation for women. The occupation is insignificant as long as the woman has children.
- Annual income
 - Annual income for women ages 30 to 49 years old is \$877 weekly/\$45,604 annually (Emmiemartin, 2015).
 - Raising a family of 4 rounds up to be a cost of \$54,000- \$68,000 in most southern states. We want to target families in southern states of America with average incomes that can still afford PARCO backpacks for their teenage children. Here

are examples of a few states' cost of living to raise a family : Florida \$66,057, Georgia \$63,209, Louisiana \$61,643, Texas \$61,501 (Emmiemartin, 2019).

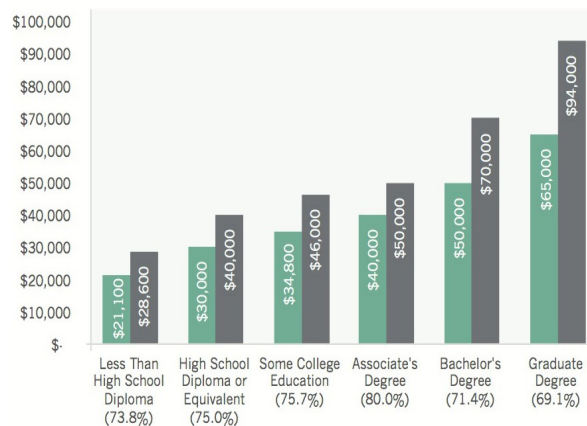
- Location

- Southern States consist of Alabama, Arkansas, Delaware, the District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia (The Editors of Encyclopaedia Britannica, 2020).

- Education level

- Bar graph 3 shows the Median Annual Earnings and the Gender Earnings Ratio for Women (green) and Men at Different Educational Levels (*Employment and earnings*, 2015).
- Median annual earnings for women with at least a bachelor's degree are highest in the District of Columbia -\$74,000 (*Employment and earnings*, 2015).

Bar Graph 3



- Living status (homeowner or renter)

- According to the U.S. Census Bureau, single women have outpaced men in homeownership since 1986 (*2019 Statistics on Women*, 2019).

2. Psychographic characteristics

- Personality

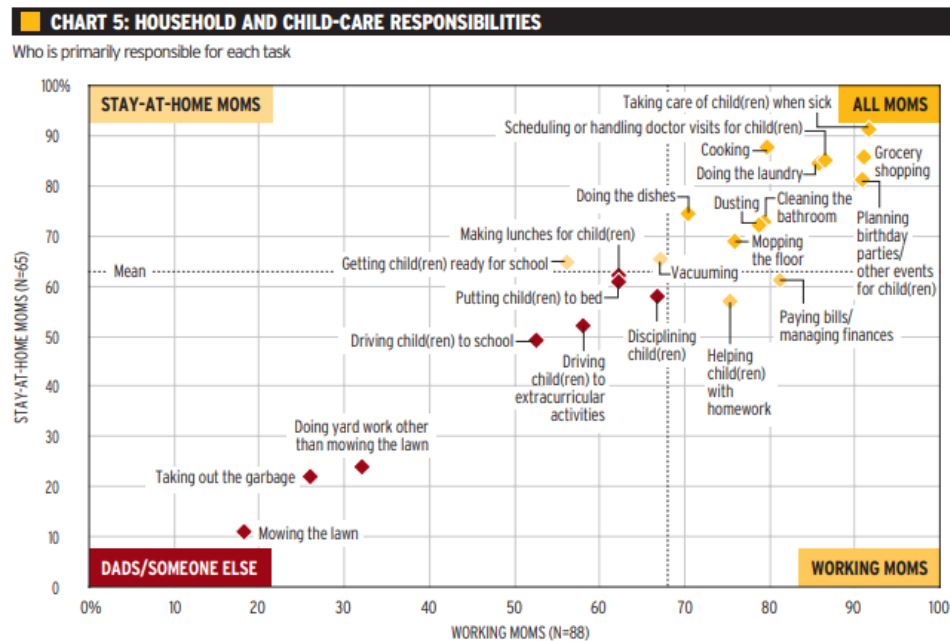
- Out of the traits in the 5-factor personality model, older women have been shown to be “moderately higher on neuroticism and agreeableness.” (Chapman, B. 2007)

Meaning they are likely to experience negative feelings such as depression and loneliness. On the other hand, they have positive behavioral characteristics by being kind, sympathetic, and considerate.

- Lifestyle
 - A mother has a variety of ‘traditional roles’ they may fill from being the family cook, housekeeper, conflict solver, event planner, teacher, chauffeur, finance manager, and even the family health care provider (John Salmon, 2016).

Graph 4 contains a comparison of roles of Working Moms versus Stay-at-home Moms from a study conducted by Advertising Age and JWT white paper “The Rise of the Real Mom” in 2009.

Graph 4



Source: Advertising Age and JWT white paper (July 7-14, 2009)

- An average mom has a variety of roles and tasks that can take precedence depending on the type of mom (working or stay at home) and the level of responsibility shared with another parent or guardian as shown in Graph 4 (Miley & Mack, n.d.).
- Interest
 - Reading and viewing online articles is an activity that older women indulge in.
 - Watching Netflix, television, and documentaries.

- Home & Indoor Hobbies such as cooking and gardening. (Human, H. 2020)
- Opinions, attitudes, and beliefs
 - The modern woman has evolved as well as their beliefs in what they can and have the right to achieve more than being just a mother or woman of the world.
 - Many of our target audience are working mothers who want “personal and professional fulfillment”
 - Mothers want products and services to provide aid for her and her family. That it does not matter that the product/service fills into roles that she is trying to achieve “she wants products and services that provide...and that give her permission to be imperfect and recognize her identity outside of being a mom” (Miley & Mack, n.d.).
 - Most middle-aged women in the U.S are deeply religious. (Religion in America, 2020)
 - “Parenting can be hard and exhausting, and religion can help you cope and get through the rough times” (Timsit, 2018).
- Values
 - “We found that women 30 and older, even those in the workforce, tend to value marriage and parenthood over career and education” (Miley & Mack, n.d.).
 - Women have a strong sense of doing right. (Chapman B., 2007)
 - “Religion emphasizes moral codes designed to instill values such as self-control and social competence” (Bartkowski, 2019)

3. Behavioral Characteristics

- Purchasing Behavior
 - The goal of our target market is to buy a product that gives them the most confidence in their decision and reduce any dissonance when compared to the other available alternatives.
 - Women account for 85% of all consumer purchases.
 - 92% of women pass along information about deals or online recommendations to others.
 - 44.4% of women say social media is a good way to keep up with the latest content. With it they share content with family and friends (40.9%), share personal opinions or comments (26.7%), and see what other fans or followers are saying about the content (25.4%). (The Purchasing Power of Women: Statistics, n.d.)

- Benefit Sought
 - Protection from the possibility of a school shooting or another scenario in which a form of protection is needed from an active shooter.
 - Women are into how the product speaks to them and what it offers to them on a more emotional aspect; what does Parco offer as a brand, its lifestyle, and how the product makes them feel (Women vs. Men – Gender Differences in Purchase Decision Making, 2015).
- Buyer Journey Stage
 - Three Stages (Hintz, 2018)
 - Awareness Stage: The recognition of a problem
 - Consideration Stage: Buyer defines their problem and researches the various options to solve it
 - Decision Stage: The buyer chooses a solution
 - Our market is in the consideration stage as they have yet to identify their preferred brand or product.
 - Women tend to try products at a much higher rate, quicker to make a purchase, as well as make more impulse purchases than (E-Commerce: Men spend more than women, n.d.)
- Usage
 - Our target market includes middle-aged women generally in the period of time in which they have one or two children who will therefore have a need for backpacks specifically for school.
 - In response to school shootings, parents are fearful for their child to be caught without some form of protection should the situation present itself.
 - Our market is light users as they are not familiar with the brand and typically bulletproof backpacks, on average, last around 5 years (Langone, 2018).
- Occasions and timing
 - Backpack purchases typically peak in response to tax-free weekend and back to school shopping for school ages K-12.
 - Most customers are influenced by pay dates throughout the month and generally spend more at the beginning of the month and the end.
 - Women are deal shoppers; therefore, peak times of the day and year for deals are Black Friday and the post-Christmas shopping period of discounts in January.
 - The peak period of sales, in general, is the time leading up to Christmas (Charlton, 2020).

- The purchasing of the Parco Bulletproof backpack is therefore for Universal Occasions as they can be bought at relatively any time for any reason.
 - Customer Loyalty
 - Emotions play an important role in a woman's purchasing decisions and brand loyalty. It is not based upon the best value for their money; their choice is driven by an emotional connection (The Purchasing Power of Women: Statistics, n.d.).
 - User Status
 - Our target market is relatively new in the aspect that bulletproof backpacks do not have such a large following.
 - In general, our specific target market of 30-49 year old women with children means that they are prospective users as they do not have an established opinion of the Parco backpack; our market needs to learn why they should choose Parco as a brand and product over other alternatives.
4. Total Estimated Count of people in this Target described
- Criterias
 - Location - Southern Region (Texas, Oklahoma, Arkansas, Louisiana, Tennessee, Alabama, Georgia, South Carolina, Florida, North Carolina, Virginia, Kentucky, Delaware, Maryland, Mississippi, and West Virginia)
 - Gender - Female
 - Age - 30 to 49
 - Household income \$45,000 - \$60,000
 - Behavioral Characteristic: Religion

Female Census 2020

Females in the southern region (Texas, Oklahoma, Arkansas, Louisiana, Tennessee, Alabama, Georgia, South Carolina, Florida, North Carolina, Virginia, Kentucky, Delaware, Maryland, Mississippi, and West Virginia) (Census, 2020)	63,619,372
Females between age of 30 - 39 (Census, 2020)	13.2%

Females between age of 40 - 49 (Census, 2020)	12.6%
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Females between ages 30-49

$$63,619,372 * .258 = \underline{16,413,798}$$

Females who gave birth to at least 1 child between age of 30 - 39 (Census, 2020)	5.8%
Females who gave birth to at least 1 child between age of 40 - 49 (Census, 2020)	2.7%

Females who gave birth between 30 - 49

$$16,413,798 * .085 = \underline{1,395,173}$$

“Believe in God; absolutely certain” (Pewform, 2020)	71%
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Woman aged 30-49 in the southern region with a household income of \$45,000 - \$60,000 and is religious

$$1,395,173 * .71 = 990,573$$

Our potential target is the 990, 573 women aged 30-49 in the southern region with a household income of \$45,000 - \$60,000 and are religious.

Woman aged 30-49 in Texas with a household income of \$45,000 - \$60,000 and is religious

$$164,949 * .71 = \underline{117,823}$$

Our reachable target is the 117,823 Women aged 30-49 in Texas with a household income of \$45,000 - \$60,000 and are religious.

b) Product

The team recommends PARCO keeping the same product but with changes that include:

- Table 3 shows the original PARCO feature name and the team's recommended new name for the same feature.
- Image 1 shows examples of the team's recommended additional and different colors of the backpack available.

Table 3

Current Feature Name	New Feature Name
Ballistic grade exterior (840D) provides 2x durability of the average backpack	N/A
Protective NIJ Level-IIIA panel (included)	N/A
Custom-designed pouch for panel with zipper for easy removal	N/A
3 main internal compartments for storage	N/A
15+ storage compartments/pockets in all	N/A
4 pen holders	N/A
15" laptop storage (fleece-lined)	N/A
1 tablet-storage sleeve (fleece-lined)	N/A
1 key hook	N/A
2 mesh compartments (1 zippered)	N/A
1 document-holder sleeve	N/A
1 secret (hidden) pocket for storage security	N/A

1 custom pocket for sunglasses (fleece-lined with zipper)	1 custom pocket for utilities
2 external holders for hanging sunglasses (on shoulder straps)	2 external holders
1 cell phone pocket	N/A
1 pocket for wallet/credit cards	N/A
1 water-bottle holder (expandable)	N/A
Reinforced, extra-comfortable carrying handle	N/A
Ergonomic, adjustable shoulder straps	N/A
Adjustable cross-straps for stability and comfort	N/A
Enhanced back padding for added comfort	N/A
Bright, colorful interior (yellow)	N/A
Easy-glide zippers	N/A
Water-resistant	N/A
TSA friendly for easy travel	N/A
Size: 17" x 14"	N/A
Weight: Less than 4 pounds with the protective panel inside	N/A

PARCO Backpacks

Below are the available colors for PARCO Backpacks:

Image 1



Costs

The same costs are expected by this marketing plan:

Backpack cost to PARCO = \$39.55 per unit

Bullet-proof panel cost to PARCO = \$51.14 per unit

Benefits

As stated before, our target market is adult women with teenage children in Texas. Part of the attraction to the product stems from the functionality of the backpack with its many compartments, as well as the peace of mind offered with its protective capabilities. Adult women

with teenage children generally look for products that offer the most variety for the price. Thus, to better attract our target market and ensure they experience the most value for the price we changed the name of a few features to put across more universal and unlimited capabilities of the product. We introduced three additional new colors, shown in image 1, to allow our product to be set apart from the competitors. Plus, this allows our target market to have more choices in their purchases. The product offers the two components that motivate buyers in our target: functionality and variety in design and protection from a scenario becoming more common amongst school-age children and teens.

c) Price

PARCO Backpacks will sell at \$169.99 for our target market, mothers with teenage children living in the South with a religious background. PARCO will have a Gross Margin of \$79.30 since the cost of the backpack and shield totals up to \$90.69. Women in our target market make around \$45,000 - \$60,000 a year in-which data shows they would spend around \$8,760 - \$9,970 per child (Myers, 2017). Specifically, for back to school shopping “Families with children in elementary school through high school plan to spend an average of \$696.70...” (Mitra, 2019). With the new price, we still continue to offer one of the cheapest prices amongst all the competitors. We continue to offer the benefits of peace of mind towards mothers for their children in school and have one of the lightest bulletproof backpacks. Religious mothers in the south will love our product especially with the price we offer it at and the benefits that come along with it.

d) Placement

PARCO is selling the backpacks through the Amazon website.

Amazon

Amazon is a good place to continue the sale of PARCO backpacks. Using Amazon is a cost-efficient way to get your product and name out there to consumers if being utilized correctly. The cost of having an Amazon business account is free, however, Amazon offers a business prime account at separate price points. Having an Amazon business account could lead to PARCO getting more recognized and noticed than on other platforms, for a lot less money. PARCO having their product for sale on Amazon would be beneficial because 55% of shoppers start their shopping journey by using Amazon and 206 million people visit Amazon’s website every month (20 Eye-Opening, August 2020). Due to this PARCO could benefit from continuing with their Amazon account to help increase their brand recognition. Although PARCO could benefit from having their Amazon account, having a business prime account could lead to further benefits. Since PARCO is a small, family-owned business the company could benefit from

having the “Essential” or “Small Business” accounts. There is not a huge difference between the 2 accounts besides the number of people that can access the data and price.

- The essential account costs \$179 a year allowing 3 readers for the account (Amazon, n.d.).
- The small business account costs \$499 a year allowing 1 author and 10 readers for the account (Amazon, n.d.).

The most useful aspect of having a business prime account is the visibility of data that is provided to the company. The data would allow PARCO to analyze their consumers for a better opportunity to identify more places to be able to market their product.

Receiving, Fulfillment, and Shipping

We decided to not use Amazon for shipping with PARCO because the cost of storage using their warehouses, as well as their shipping costs, would add up long term (*Amazon Calculator*, 2020). Using USPS click-n-ship business pro, PARCO can print off shipping labels where they ship off their product. This feature is free for small to medium-sized businesses (USPS, n.d.). PARCO will ship from their location to fulfill Amazon orders since they only need to worry about the USPS shipping cost that depends on the location of customers. The customer on the Amazon website would have the options (PARCO, n.d.):

- USPS Priority mail (2 business days)
- USPS Priority Mail Express (1 business day)

For example, a customer located in Atlanta, Georgia can have their backpack shipped through USPS Priority Mail for \$13.25 or Priority Mail Express for \$65.69. Shipping to Denton, TX the prices would be USPS Priority Mail for \$10.68 and USPS Priority Mail Express for \$41.04. This would be beneficial to the target audience as a worrisome mother would want a product that is easy to purchase and quick to be shipped.

e) Promotion

i. How

We decided to have two separate ad images for PARCO backpack to use during different times of the year. PARCO plans on advertising from July 5th to August 31st to target back to school shoppers and then again from September 1st to December 31st to target holiday shoppers. From July 5th to August 31st we are using Image 2 to target and grab the attention of the mothers with the bulletproof panel. From September 1st to December 31st we are using Image 1 to target the

attention of holiday shoppers. The bulletproof panel in the back to school advertisement will incite the need for a mother to protect their children before they go back to school. The plan drives up sales and helps PARCO differentiate among other backpack brands in a saturated market. Below we have the two images shown on Amazon.

Image 1

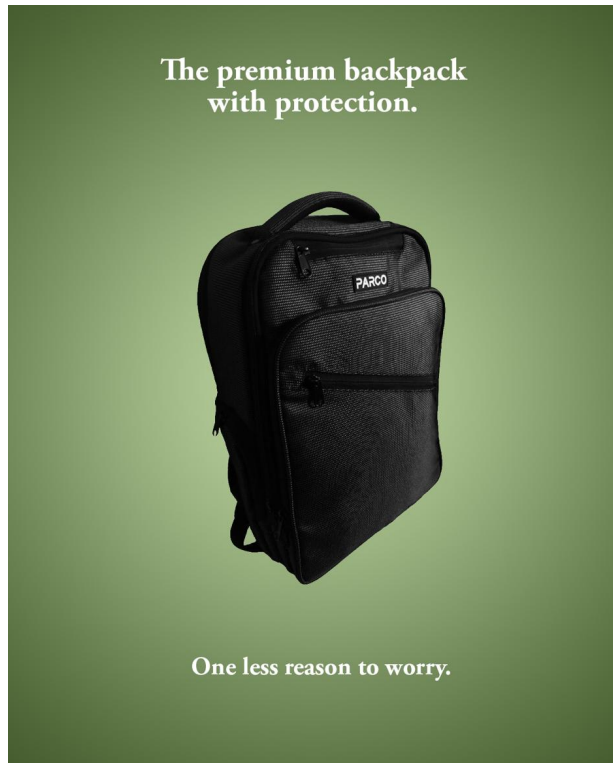
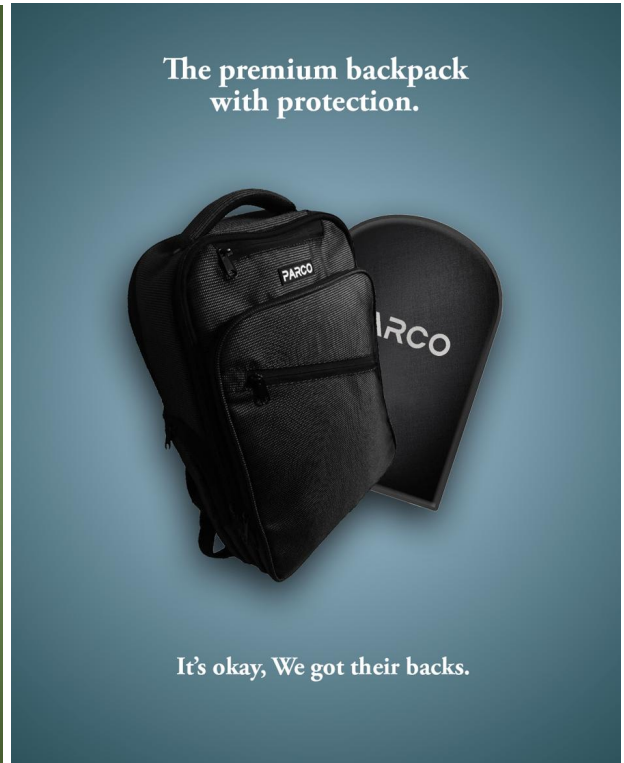
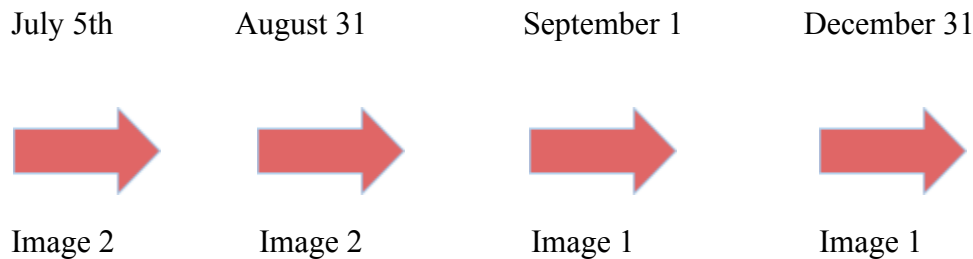


Image 2



ii. When

Beginning July 5th, 2021, and ending December 31, 2021 the following timeline is used for this marketing plan:



The average number of daily impressions per user per day for Amazon is 101,265 which means there are around 3,080,144 impressions in a month (Badger, 2020). With COVID-19, schools are not meeting in person which makes the focus on buying laptops, webcams, and desks (Bhattarai, 2020). This causes a decrease in impressions for backpacks, which will now be around 1,762 bi-weekly. Our team chose the period after July 4th because that is when most back to school shopping starts for most families. Companies like Amazon and many others usually start promoting back to school releases towards the beginning of July and midsummer up into August and September (*The Ultimate Timeline*, 2019). Image 1 is then used for the remaining year because the switch from back-to-school is to holiday shopping. Holiday shopping starts as early as September that is why PARCO will continue advertising for the remainder of the year (Department & 23, 2020).

iii. Where

Our team selected the use of Amazon Sponsored Ads to promote PARCO backpacks. Amazon offers the opportunity to have a sponsored ad. These sponsored advertisements show up when the consumer searches for a specific word, such as “backpack” or “bulletproof.” This type of promotion shows up as one of the first options when the consumer is searching for the product (Solutions, n.d.).

The sponsored advertisements will only appear as a regular product that is selling on Amazon. The only exception is that you, in this case, PARCO, are paying to be seen at the top of the first page, and “sponsored” appears underneath the product image. One of the main benefits of having this promotion is for PARCO to be one of the first products to be shown when consumers are searching using the selected keywords chosen. Along with this, it is the most

successful way to increase the visibility of the product and have higher conversion rates (Badger, 2020).

iv. How much

The cost for Amazon sponsored product ads is dependent on the bid price for the CPC (cost per click). The more competitive the bid the more likely the ads will be displayed on Amazon (*Amazon Sponsored Products*, n.d.). PARCO will have a CPC of \$0.71 because it is the average CPC on Amazon ads (Badger, 2020). Amazon PPC (Pay-per-click) is an auction, so the price you pay is just a penny more than what the next highest bidder is willing to pay for that keyword (Badger, 2020). For example, we are setting our CPC at \$0.71 and the next highest bid was \$0.50, then our CPC will just be \$0.51 even though we bid at \$0.71.

V. Financial Section

a) Beginning with our estimated count of our target customer, the following financial project considers we have 117,823 potential customers with our proposed campaign. The following Graph 5 provides our financial forecast for PARCO using our campaign: With our cost-per-click being \$0.71 utilizing Amazon, and our marketing budget is \$1,500, we can estimate that we are going to reach 2,113 of our total market. With a conversion rate of 4.78% in regards to our penetration market, we have estimated that 101 backpacks will be sold over six months with revenues estimated to be over \$18,000 in that same time frame.

Graph 5

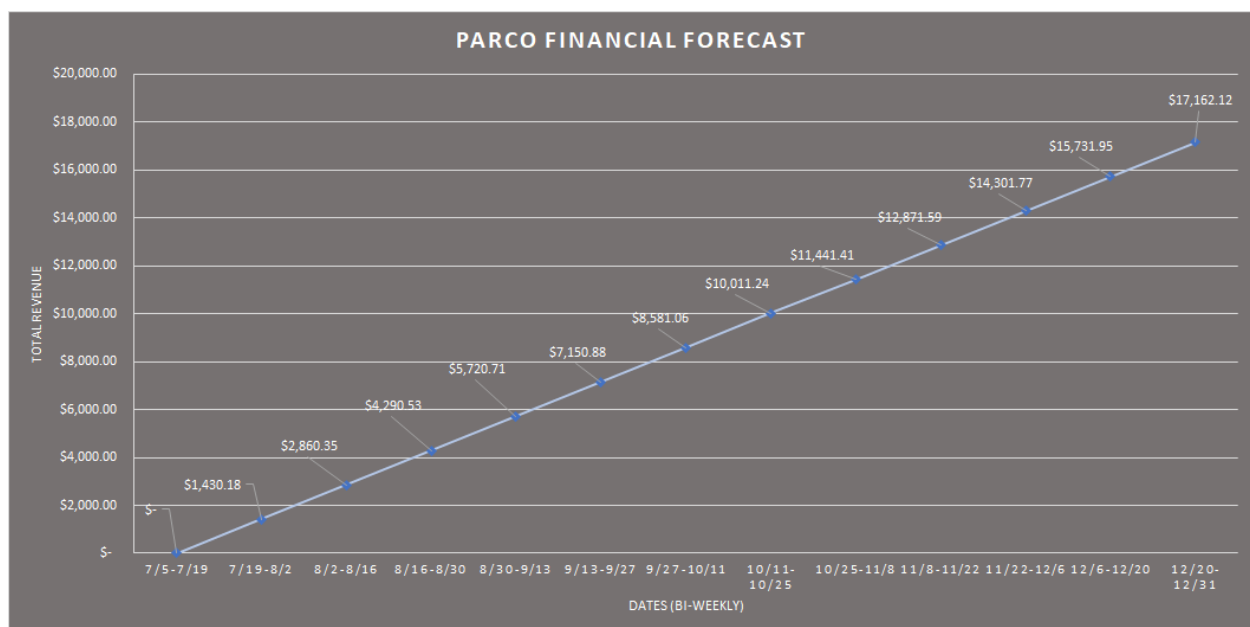


Figure 1

cpc	0.71
Budget	1500
Conversion Rate	4.78%
Reachable Market	2,113
Backpacks purchased	101
Clicks to sales for 8 backpacks	167.36
Expected Exposure (Imreppsion, views, eyeballs) - Biweekly	1,762
Clicks per one backpack sale	21

Figure 2

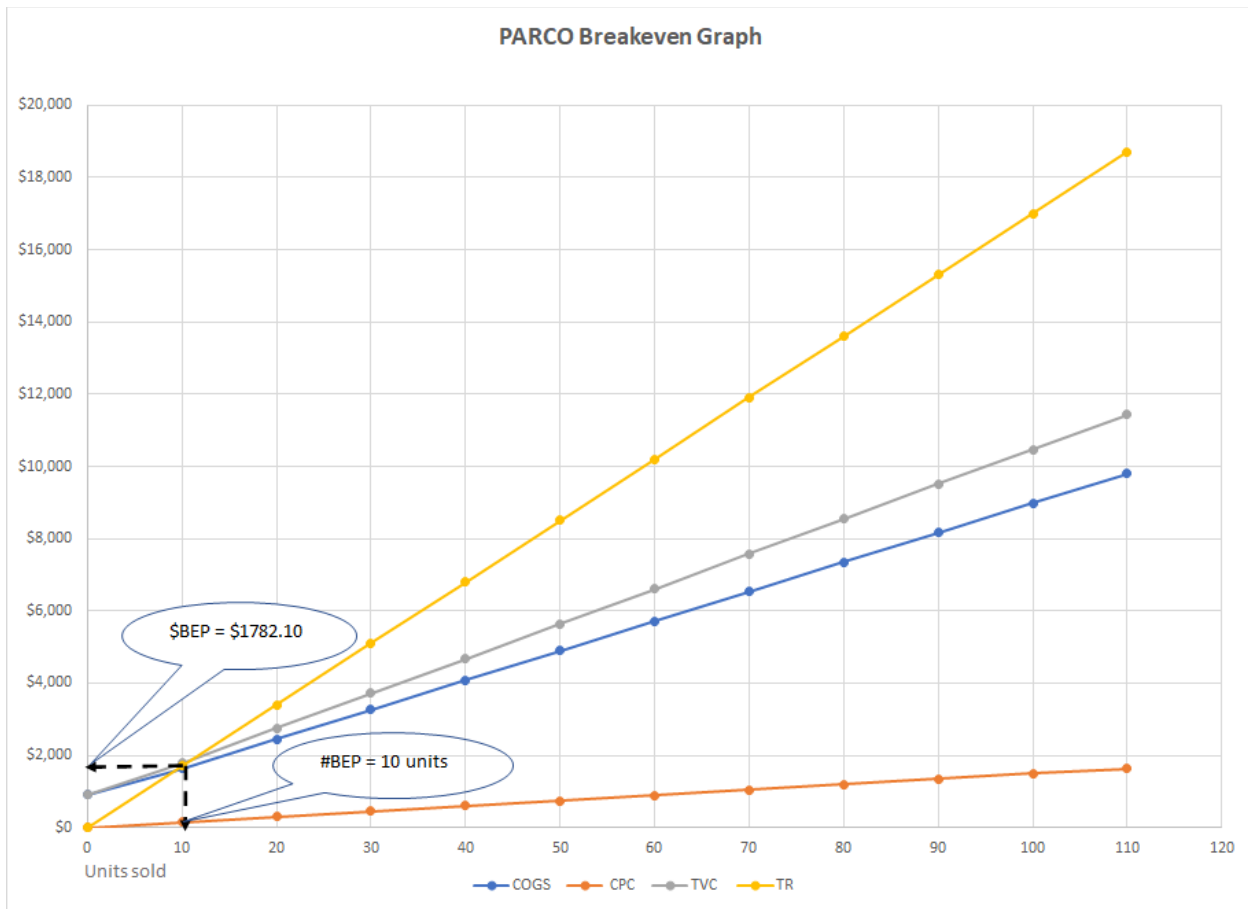
Periods	1	2	3	4	5	6	7	8	9	10	11	12	13
Units	0	8	17	25	34	42	50	59	67	76	84	93	101
TR Sold	\$ -	\$ 1,430	\$ 2,860	\$ 4,291	\$ 5,721	\$ 7,151	\$ 8,581	\$ 10,011	\$ 11,441	\$ 12,872	\$ 14,302	\$ 15,732	\$ 17,162
COGS	\$ -	\$ 763	\$ 1,526	\$ 2,289	\$ 3,051	\$ 3,814	\$ 4,577	\$ 5,340	\$ 6,103	\$ 6,866	\$ 7,628	\$ 8,391	\$ 9,154
Gross Margin	\$ -	\$ 667	\$ 1,335	\$ 2,002	\$ 2,669	\$ 3,337	\$ 4,004	\$ 4,671	\$ 5,339	\$ 6,006	\$ 6,673	\$ 7,341	\$ 8,008
Amazon Costs	\$ -	\$ 125	\$ 250	\$ 375	\$ 500	\$ 625	\$ 750	\$ 875	\$ 1,000	\$ 1,125	\$ 1,250	\$ 1,375	\$ 1,500
Net Margin	\$ -	\$ 542	\$ 1,085	\$ 1,627	\$ 2,170	\$ 2,712	\$ 3,254	\$ 3,797	\$ 4,339	\$ 4,881	\$ 5,424	\$ 5,966	\$ 6,509

b) Our assumptions for this forecast consider the following: maintaining the average cpc for Amazon, \$0.71, our marketing budget will remain at \$1,500, parents will be looking for backpacks for when kids go back to school.

1. Begins with a potential target market of 117,823, leading to the penetration rate to be 1.79%.
2. Expected sales increase based on using Amazon due to the site leading to higher conversion rates, which lead to an increase in sales (Badger,2020). Due to using the sponsored advertisement on Amazon as our marketing media, acquiring the CPC bid will lead to the company being one of the first to appear on the specific keyword page, leading to higher impressions, clicks, and sales (Badger, 2020).

c) Based on the financial forecast provided, our team developed the following Break-even Chart to illustrate when PARCO recovers all variable and fixed costs for the cost of goods sold and our recommended Campaign. Please see Graph 6:

Graph 6



We indicate in Graph 6 that PARCO will have 10 units in stock before beginning to sell. The upfront cost for those 10 units is \$906.90. The total COGS for 101 backpacks is \$9,154, which that cost is distributed throughout the remaining units. We exclude \$906.90 from the \$9,154 because it was an upfront cost which makes COGS per unit \$81.65 after the 10 units bought.

d) The following are our calculations for PARCO's mark-up based on selling price and mark-up based on cost:

i. $\% \text{musp} = (\text{Selling Price} - \text{Cost}) / \text{Selling price} = (\$169.99 - \$81.65) / 169.99 = \%51.97$

ii. $\% \text{muc} = (\text{Selling Price} - \text{Cost}) / \text{Cost} = (169.99 - \$81.65) / 81.65 = \%108.19$

e) Based on the proposed campaign and our financial forecast, we expect the cost to sell just one unit sold using this marketing plan proposal to be \$105.60 per unit sold.

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