

ETM 555: Team 2
Technology Marketing

Marketing Plan

BenQ Pocket Projector

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Executive Summary

In today's ever changing world, all electronic devices seem to be shrinking to make them more portable. As the electronics put into portable devices gets smaller, so can the devices. Ben Q GP1 is a small portable projector that can fit into the palm of your hand. Although it is not the smallest portable projector, its main benefit is that it maintains a high quality picture and large screen size while competitors are too fuzzy and small to be useful for presentations and displaying data for groups of people.

The two main markets for the Ben Q GP1 are entertainment and business. For entertainment the Ben Q would have a hard time in a market that is dominated by high definition TV's and permanent mount high quality projectors. For this reason, the target market for the Ben Q GP1 is business men and women. More specifically, business travelers would find the most use for the projector because it is small, light weight, and perfect for people who need to present for business purposes while traveling.

Since the Ben Q projector is still in the early adoption phase of the Technology Adoption Life Cycle, it will need to cross the chasm in order to become a mainstream high revenue product. The chasm will be crossed by marketing in key locations such as airports, airline magazines, and the internet to name a few.

Within the plan several surveys were used to collect data about the importance of main features of projector such as size, image resolution, screen size, sound, price, and ease of use. Based on these metrics, Ben Q's main competition was assessed and it was found that the GP1 projector was the best fit for our business traveler market. The closest competition was the Samsung P410M. The Ben Q GP1 beat out the competition in resolution, weight and size, lower price, and the quality of the audio making it an easy choice for the consumer.

Within the marketing plan is a 5 year financial analysis of the life of the Ben Q GP1 product. The Return on Investment of this product has been estimated to achieve 27.27% through the five-year investment with an initial cost of \$10 million. This estimation is based on the interest rate 5% each year for five years. The payback period of this product has been forecasted to be three years. Overall, the Ben Q GP1 is poised in the portable projector market and with this marketing plan will succeed and become profitable.

Section I: Strategic Position, Market Segments, TALC, & Marketing Strategy

Strategic Position

Problem Statement

In a society where paper is becoming more obsolete every day and all data is electronic, the need for small portable devices to share digital information quickly and easily continues to grow. This trend is easily seen by the personal computer market's shift from desktops to laptops and now from laptops to netbooks, smart phones, and other portable computing devices.

Complementary to the computing market's focus on mobility and the digital age is the expansion of many organizations into the global marketplace. Becoming a global company with sales in countries across the globe leads to ever increasing levels of business travel, including the need to share digital information worldwide.

Although netbooks and laptops are easy ways to transport digital information and connect to the World Wide Web, they are not ideal for sharing that information with large groups while on a business trip. As a result, some type of display device is needed to connect to devices with information to share it with an audience. Traditional full size projection devices can be a solution to this problem, but these devices are costly and often mounted on the ceiling or wall of a conference or presentation room. As a result, they are not ideal for the business traveler - they can't bring a projector with them, and they can't always guarantee there will be one available at their destination.

Proposed Solution

The BenQ GP1 projector is an ultra-small portable projector with multiple plug and play features – including an usb connection and hook-ups for ipods and iphones. This device offers unique features currently only available in full-sized projectors, such as wall-color correction, large image size, high resolution, and a large number of lumens. The BenQ GP1 pocket projector will meet the need of business travelers and salesmen who are seeking an easy way to transport a small high quality display device while on the go.

Market Segment Identification

Currently, we will be focusing our market plan on the US market segment, since we already have a strong presence in Asia and desire to become more global while expanding into new markets. The US Census Bureau indicates that the total sale of computer peripheral equipment in 2007 was almost \$13 Billion. The following sections will examine the Home Entertainment and Business markets – both possible segments for the BenQ GP1 projector:

Home Entertainment

Home entertainment is a major market for audio and visual display devices. The average American citizen spent \$1,036 on audio and visual equipment and services in 2008 [1]. The total US population is reported to be 303,824,640 (July 2008 est.) at that time [2]. Given these statistics, the total market for audio and visual equipment and services for entertainment was approximately \$315 billion. Even though the total possible market is large, only a small percentage of that market can be attributed to projectors. It is estimated that the total computer peripheral equipment market is only 4.3% of the total audio and visual equipment and services entertainment market. As seen in the most homes, TV's are much more dominant in the home entertainment market than projectors.

Typical projectors for home use require high quality. Ben Q is a good quality projector but cannot compete against some of the home use projectors on the market. The home use market also does not have much need for projectors to be portable. Similar to a large Television, projectors used in homes are most likely mounted in a permanent location with a large screen for viewing in a comfortable location. Additionally, there is already a lot of competition in the home entertainment market – making it a hard market to break into and become profitable. For these reasons, The GP1 Ben Q projector will not be targeted for home use at this time.

Business Travelers

The business market is the other major market for projectors. Businesses use projectors for presentations and many other visual displays. Most businesses have conference rooms with projectors mounted to the ceiling. The downside of this situation is that the projectors are not portable. Many business people travel in different locations and are not able to bring a visual display device with them for presentations.

Total US salary earners make up to 64% of employed people in the US as seen in the following graph:

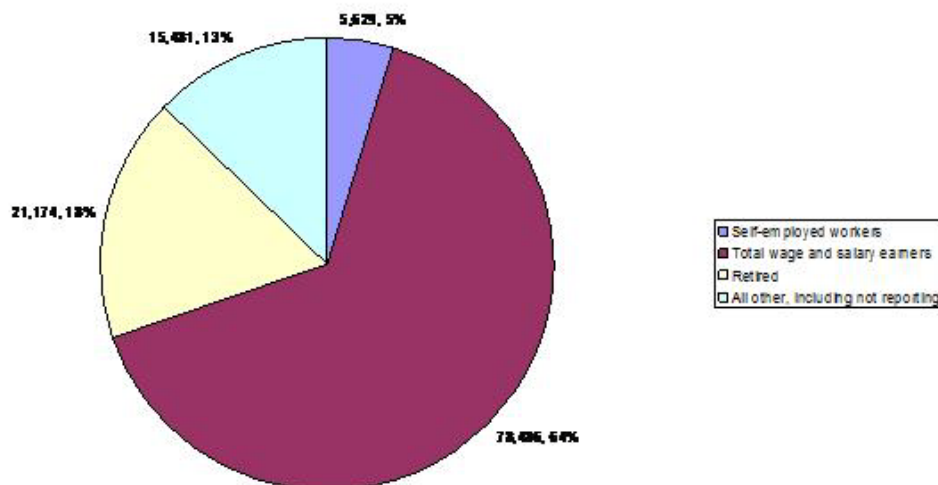


Figure 1. U.S. Market by employment status [1]

Further segmentation of the market shows that of the total wage and salary earners, 39% are managers and professionals, 37% are technical sales and clerical workers, 16% are service workers, 12% are operators fabricators and laborers, and 6% are construction workers and mechanics as seen in the following graph:

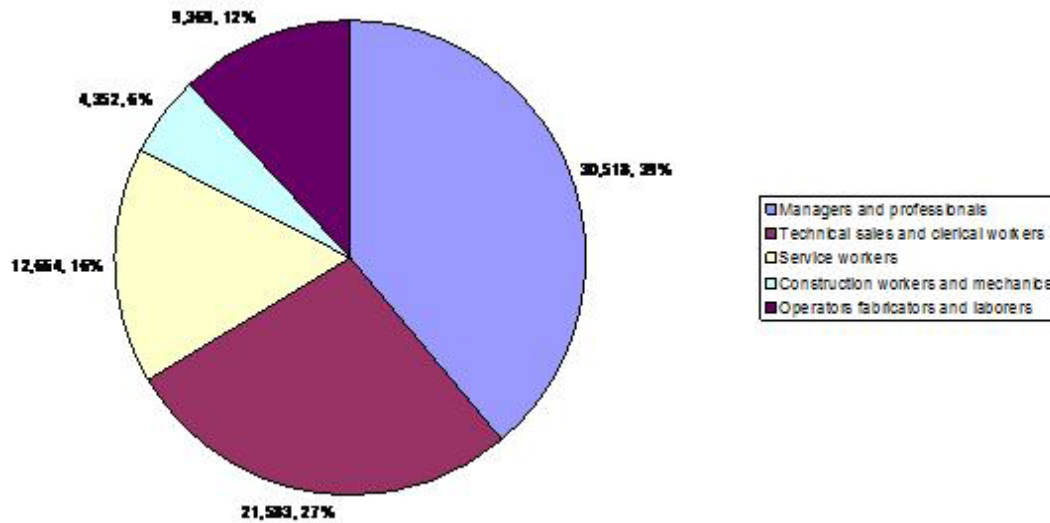


Figure2. U.S. wage and salary earners market segments [1]

Business travelers come from all walks of life. Some managers and professionals, technical sales and clerical workers, and service workers may all have the need for a portable projector at one time or another. In sales the projector could be used for traveling salesmen that want to meet in a private setting and give a presentation. Managers and professionals may use it as a primary or back up for professional presentations when traveling.

Within the business market the BenQ GP1 would target business travelers. In 2004, 1 in 5 US adults reported taking at least one business trip over 50 miles [3]. That means there were approximately 38.3 million business travelers in the US at the time.

Of the 38.3 million business travelers we estimate that 10% would want a portable projector. This is based on our customer survey data. In the Asian market Ben Q is the number one brand for portable projectors [4] and the number 3 overall electronics brand. Based on the Asian market numbers we project that the Ben Q would obtain 33% of the overall US market.

The total business market for professional, scientific, and technical services for expensed computer related supplies is approximately \$5.65 billion/year [2]. Our financial analysis in section VII shows that during year 3 and 4 we will be selling \$93,814,560 worth of projectors/year. This number seems realistic since it is only 1.66% of the total annual business expensed computer related supplies. Thus, the business traveler market will be a profitable market segment for our product.

Technology Adoption Life Cycle

The BenQ GP1 is not really considered to be a discontinuous innovation because it has been developed from an existing projector platform by adding some new features and reducing the size of the product [3]. The new GP1 is smaller in size and has more features than the original full-size projector. In addition, the GP1 has been designed to be very portable and easy to use.

In terms of identifying the location of the GP1 projector in the technology adoption life cycle (TALC), it is clear that it is still in the early adopter stage. This means that the product has not yet crossed the chasm into the early majority. As a result, it will be a major challenge for BenQ to bring the product across the chasm and catch the majority of market share. Therefore, the current customer target segment of the product should be early adopters, such as salesman or travelers [5].

People in the early adopter segment are the customers who see the opportunity presented by the new capability to change the rules of competition in the market [5]. They have a belief that the product can address their particular/specialized purposes. For instance, salesmen or travelers who are early adopters of this product can see the opportunity for the projector to easily allow them to do business presentations and provide entertainment anywhere and anytime. By purchasing GP1 projector, these users will not have to worry whether their destination has a projector or other media provided for them to complete their business.

Furthermore, the early adopters are the group of people who help to publicize the new technology because they are often able to convince a large group of early majority adopters to adopt this technology as well [5]. The early majority adopters are a large group following the early adopters. In other words, they can pull the product to cross the chasm. Generally, these people decide to adopt only when the benefits of the technology are well proven and the low risk is low. Therefore, they typically buy the product from the leading firms because of reliability issues. As a result, it would be yet another challenge for BenQ to satisfy the early adopters and prove that the product has enough quality to address the customers' needs.

It is possible that success with early adopters in the business traveler market would allow us to become a disruptive innovation into the home entertainment market in the future. Based on feedback from our early adopters, we may be able to make incremental innovations to the product platform to adapt it to be more appealing to the home entertainment market. This analysis is an area for future work.

Technology Adoption Life Cycle (TALC)

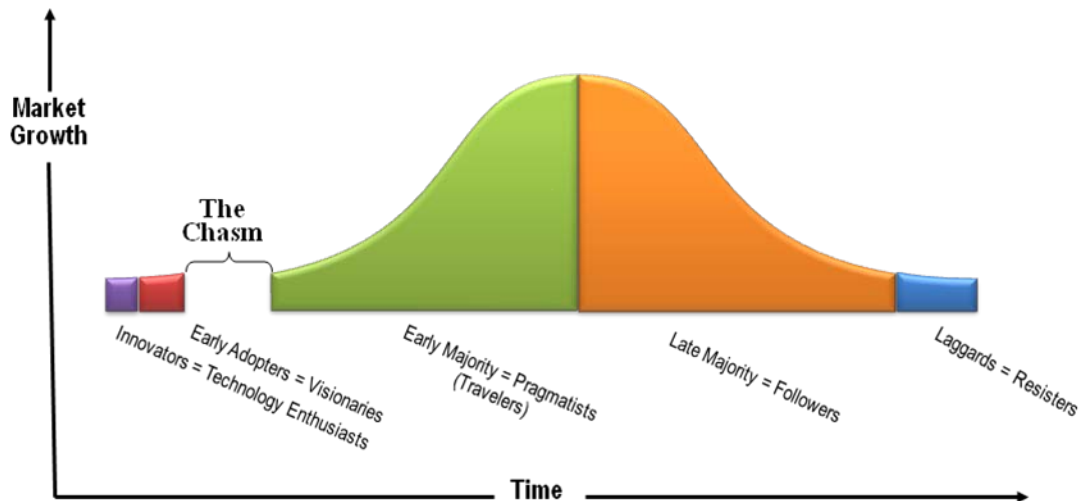


Figure3. Technology Adopt Life Cycle of BenQ GP1 projector [3]

Major Marketing Strategies & Objectives for the Business Traveler Segment

At BenQ we have created a vision statement which reflects our personality and delivers our strategic /business plan for the GP1 projector. This vision statement is “Bringing Business Opportunity and Quality to Life.” From this statement; the company is positioning its individual brand in the market place. Therefore, the BenQ marketing team must take the responsibility to convey this personality to the target customer (business travelers) in order to make them recognize and prefer the brand. To do so, we at BenQ have developed this marketing plan in which we have accumulated years of research and development to provide the product and services to meet the needs of customers and beyond. At BenQ we have a passion to make our customers feel impressed and unique when they receive the BenQ portable projector.

At the high level, our marketing plan/strategy includes our product/service plan, competitive analysis, marketing communications plan, internet plan, customer service plan, research plan, and financial plan. Investigation into all of these marketing aspects is vital for us at BenQ to gain market share in the business traveler segment. We are fortunate in that we at BenQ already have a good reputation as one of market leaders in the portable projector market in Asia. [5]. Therefore, what we need to do next is to retain and extend our position in the United States. One of our goals at BenQ is to improve and grow and become the leaders that create the trends in the market instead of just following them. We have already won numerous design awards and recognition in Asia, and now it is time to continue our record of innovation in the US market.

In the past, BenQ made money by cutting costs, but now we have a strategy to make money in the long run by spending money to build our brand [6]. We use advertising to build awareness by allocating more money to our sales and promotion budgets. In general, we plan to spend 20 percent of our marketing budget to build brand awareness and the remaining 80 percent on tactical advertising - highlighting special deals and cheap promotions [6]. This will be described in more detail in the marketing communications section. The BenQ brand is seen as an essential to the company's future health. As a result, we have a solid marketing communication plan and objectives – clearly defining where the money should be allocated, and what kind of media is appropriate for the product. All of the detail is provided in section III.

Section II: Company & Product Overview, Customer Research, Competitive Analysis, & Pricing

BenQ Corporation Overview



Figure 4 BenQ's product lines [4]

BenQ Corporation is a multinational enterprise which is the parent company of BenQ group. BenQ Corporation sells computing devices, consumer electronics and communications devices. The company was founded in 1984 with the charter of designing computer peripheral devices such as mice and keyboards. After a few years, BenQ expanded its business areas to include manufacturing communication and digital multimedia devices. BenQ Corporation spun off from Acer in December 2001 and launched the new brand “BenQ” at that time. [4]

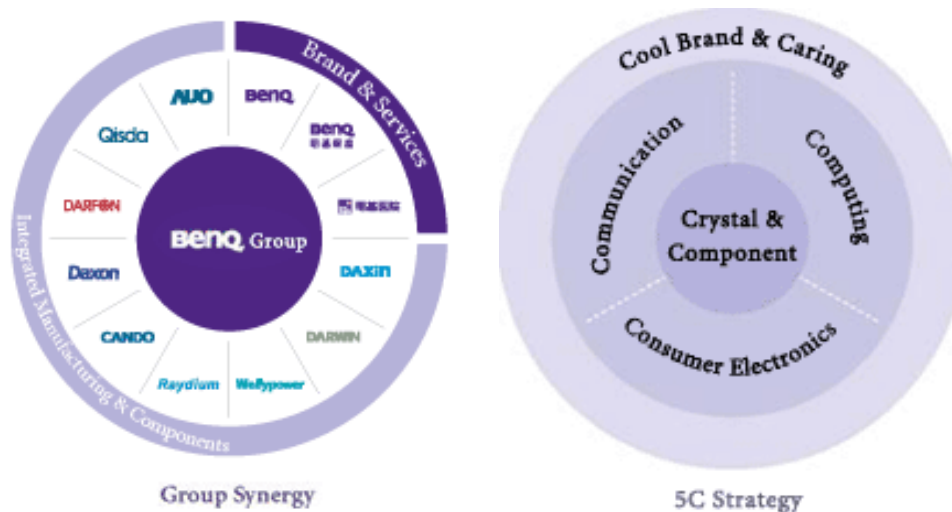


Figure 5. Overview of the BenQ Group [4]

The BenQ group has 12 independent companies including BenQ Corporation (electronics devices), BenQ Guru Software Co, Ltd (IT system integration), BenQ Hospital, AU Optronics (Manufacturer of large TFT-LCD panels), Qisda Corporation (Products digital devices and parts), Darfon Electronics Corp. (SMT transformers and LCT TV inverters), Daxon Technology Inc. (Optical storage media and TFT-LCD parts), Cando Corporation (Color filters for TFT-LCD), Darwin Precisions Co. Ltd. (Backlight units for LCD display), Daxin Materials Corporation (Liquid chemical materials for LCD production), Raydium Semiconductor Corporation (IC design, and Wellypower Corporation (Cold cathode fluorescent lamps). These companies of the BenQ group are able to reach ascending advantages in the electronics business area, especially TFT-LCD industry through focusing on 5Cs strategy of communication, computing, consumer electronics, cool brand & caring and crystal & component [4].

BenQ sets their strategic goals through the brand promise of “Enjoyment Matters”, and thus aim to be a global brand supplying innovative digital devices for lifestyle and products diverse digital devices featuring high quality, convenience and useful design. For the business traveler segment we will be augmenting the brand promise to include this new market with a focus on business. Thus, “Business Matters” will be the brand focus for the GP1 projector.

BenQ’s main headquarters are located in Taipei, Taiwan. In addition, BenQ owns five regional operations in Europe, North America, Latin America, China, and AMEA (Asia Pacific, Middle East and Africa). The main product lines are digital projectors, LCD monitors and TVs, Joybook PCs and laptops, digital cameras, mobile phones and other digital devices. The revenue of BenQ corporation was USD 1.83 billion in 2007 and USD 1.54 billion in 2008 [4]. Clearly they are a profitable and well-established company in a good position to take the risk of marketing to a new segment.



USB Flash Drive Connectable

Figure 6 BenQ GP-1 mini projector [4]

Market Position

According to the data gathered by Future Source Consulting, BenQ's digital projectors ranked as the worldwide Top 3 brand in the second quarter of 2009. The volume of sales in Latin America and Asia Pacific is astounding. Specifically in the mini projector segment, BenQ was the worldwide No. 1 company with a 36.2 percent share. Even though the total market size decreased 10 percent compared to the previous year, BenQ's projector sales increased over 11 percent in the second quarter in Asia Pacific. Thus based on the analysis of the company, the factors of contribution are correct market positioning, continuous development for innovative technology and design, good relationship with partners and diverse range operation models [4].

Product Descriptions

The BenQ product we are currently marketing is the BenQ Joybee GP1 mini projector. As the slogan "Watch Here, Watch There and Watch Everywhere!" demonstrates, the customers can use this device to plug in personal media devices such as laptop, MP3 players, USB flash drives and other digital devices to make portable presentations and see photos, movies and music videos wherever they want. Furthermore, the maximum image size is up to 80 inches, despite the fact that the GP1 is an ultra compact projector. In addition, to its ease of use and image size, the GP1 has an optimized design to look very sleek and professional. In the Table 1, we have listed all the key features of the GP1 projector [4].

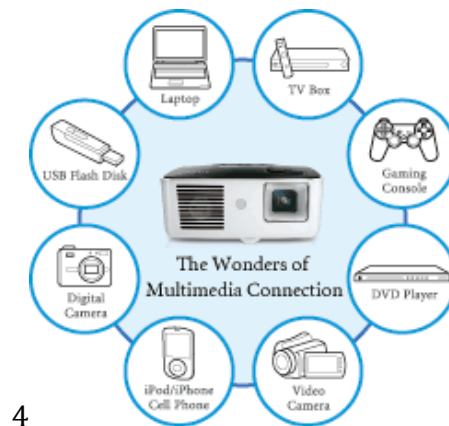


Figure 7. the features of GP-1 mini projector [4].

Table 1 Key features of BenQ GP-1 mini projector [4]

Features	
Design	<ul style="list-style-type: none"> • Compact Light-Weight: less than 1.5 lbs pocket-sized projector equipped with an LED light source and a high-quality lens. The GP1 is not only compact, but also boasts high-brightness levels. It can be easily carried in your bag. • Mirror Black with Pure White: As for the color, look and feel, the glossy black matching with pure white coating conveys an image that is professional but not somber, dignified yet graceful.
Quality	<ul style="list-style-type: none"> • A palm-size, but Limitless in imagination: making up to 80 inch size attractive image • A Keystone-Perfect View for All Your Projections: With the automatic keystone adjustment, a perfect square is all you'll see. • Superior 3LED Projection with Absolute Vibrancy: GP1 Mini Projector is built to exceed cinema picture quality • Wall Color Correction for Optimized Picture Quality
Convenience	<ul style="list-style-type: none"> • Tripod-Ready for Your Projection Convenience: GP1 Mini Projector can be easily attached to a tripod for precise angling and adjustment. • Small, but Ready for Action: GP1 Mini Projector is packed with various thoughtful features designed to keep everything running nice and smooth • 2W Speaker Power to Double Your Enjoyment: BenQ makes your audiovisual entertainment complete with the 2W built-in speaker!
Eco-environment	<ul style="list-style-type: none"> • 100% Lamp-Free & Energy-Efficient: GP1 Mini Projector is an LED projector powered by LED3 to utilize RGB LEDs as the projection light source instead of traditional projection lamps. • Eco friendly product: 100% mercury-free 3LED Technology, recycled materials for packaging, reduction in power consumption with less than 1W standby power
Application	<ul style="list-style-type: none"> • Business or Entertainment: It was estimated that the projector would be used 60% of the time for business purpose, and the remaining 40% for home entertainment, so LDC designed an exterior that is a perfect blend of work and play. • Any kinds of multimedia devices such as notebooks, DVD players, TV boxes, and gaming consoles can be connected. • Easy Set-Up for Big-Time Fun no matter where you are without your computer

Customer Research

Before deciding on a single target market, we began our customer research by surveying 25 people in the general public. In this survey, our goals were to assess interest in the portable projector market, as well as awareness of the product and brand. From this data, we were able to determine that there was high interest in a portable projector, and that business travelers were interested in the product. We were also able to identify some of the key features desired in the project, which included:

- Resolution
- Brightness
- Weight
- Image Size
- Product dimensions
- Price
- Supported formats
- Audio
- Additional Special Features

Once we identified our target segment as the business traveler segment we conducted 4 interviews with this target market. We also had chance to observe some of our interviewees in their daily life, and in their work environment.

Two of our interviewees are sales people in a well known book company, one of them works as a recruiter in a hi-tech company known world-wide and our last interviewee works as independent beauty consultant. The reason we choose our interviewees from different fields was to collect data from various business fields, combine them and use the data for our product effectively. Interviewing members of our target segment helped us to understand the needs and desires of our target market. Since determining the needs of our target market is so important for our product, we wanted to interview experienced people in their own field, learn from their experience and adapt the knowledge to our product and every step of our Marketing Plan. The questions we asked our interviewees were both general and specific questions and the data was vital to identify the key value drivers and motivation to buy for our target market.

Both of the sales people we interviewed have been in the business more than 20 years. One of them works with colleges and the other one works with chain private schools in Turkey. They both travel for business and their jobs are based on giving presentations about their educational books to schools and universities. They also travel abroad for book fairs and important meetings. They are both familiar with giving presentations and they give more than two presentations a day in a busy work period. Since they both work in the book business they have to carry the books they are going to present and also their laptops and display devices for their presentations. They also need to carry their laptop because they keep all their files and visual materials on their hard drive. One of our interviewees commented that it looks more professional to carry their own laptop and display device for the presentations. It is also easier for them to use their own laptop and

display device since they are already familiar with them. Since both sales people work with schools, their audiences vary; it can be 5-10 people or as many as 100-200 people. The interviewees can also use the display devices already present at the school but they mentioned some problems they have had with different display devices such as resolution, audio, image size, and being able to play different file types.

When asked to rate 5 features their top 5 features for a portable display device, we got these results:

Respondent 1:

1. Size and weight
2. Image resolution
3. Audio
4. Connection types
5. Cost

Respondent 2:

1. Size, weight
2. Image resolution
3. Connection types
4. Audio
5. Cost

As you can see, the answers we got from the two book sales people are almost the same except for swapping out the audio and connection types. We were happy with the results because we know that the features they desire are our product's important features that are better than our competitors in the market.

In addition, based on these two interviews we determined that the problems the interviewees have with their current display devices are also similar - they both complain about their device getting warm too easily and of course how heavy their projectors are.

Our other interviewee works as a recruiter in a hi-tech company known world-wide. She has been in this business more than 5 years and has to travel more than 30 times a year because of her job. She travels all over the U.S and she both checks and carries on baggage. On every trip, she has to give presentations to different audiences 2-3 times a day when she travels for business. Her audiences vary also; it can be 10 people or more than a couple hundred of people. Since she has to travel long distances, she only carries her laptop and flash drive with her, she has to use display devices available at the location, because carrying a display device with all her other luggage is too heavy for her. Using a different display device in every location is difficult for her and she has hard time figuring out how each projector works in every location.

When asked to rate 5 features their top 5 features for a portable display device, we got these results:

1. Size, weight
2. Image resolution
3. Audio
4. Battery with an A/C backup
5. Connection types
6. Cost

Again we were happy with the results we got from her because we know that we are stronger than our competitors in the market in all of those features she asked from us.

Our last interviewee does not currently use a display device, so although she showed interest in using one in the future, she did not have a lot to add to our results. Of course she said portability was important, and cost was not an issue.

In addition, none of our interviewees pays for their own devices, the company they work for buys all the devices they need for presentations, so they don't care about cost.

Competitors' Analysis

Competitive Analysis Overview

There are currently quite a few competitors marketing various types of display devices. These competitors include producers of small portable projectors, high end projectors, and even high end televisions. Each of these competitors offers a possible solution to the customer need of displaying information or entertainment.

Competitive Analysis – Portable Projectors

There are currently about 17 products being marketed as portable projectors that are either available in the market now or will be soon. Of these products, they are either smaller versions of full-sized projectors, or cell phones with a projector feature. Limitations of these competitive products include a very limited feature set when compared with full-size projectors, small image size and resolution, and a much lower number of lumens. Although they do solve the customer need for a small portable display device, they do so with a subset of the features available in a full-sized projector or high end television.

Competitive Analysis – High-End Televisions

Currently there are 100's of high end televisions available on the market with a variety of different product features, technologies and price points. Although these products are able to meet many of customer's demands for high display performance, they are not portable – with screen sizes up to 64+ inches, and weighing up to 40 or 50 lbs. Also, these high end televisions do not offer connections to a computer, ipod, iphone, or usb devices without a complex set of additional adapters, cables and connections.


Competitive Analysis – Full-sized projectors

Full-sized projectors have been on the market for years, and offer a slew of features to meet customer needs at a variety of price points. However, these projectors are too large and heavy to transport easily, and do not provide plug and play features for iphones, ipods, and usb sticks. Additionally, most full-size projectors use a bulb which is very costly to replace and easy to break during transport.

Detailed Competitive Analysis

For our analysis, the competitive products we have chosen to consider are the Samsung P410M, 3M MPro110, Optoma Pico PK102, and Mitsubishi HC6800. The comparison between these products and the BenQ GP1 can be seen in the table below. From the table, it is clear that the Samsung P410M is a comparable product with GP1 since it offers a similar weight, size, and features as the GP1. 3M MPro110 and OptoPico are the representative products of the ultra-slim portable projectors. The Mitsubishi HC6800 is actually a high-definition projector that has been compared with GP1.

Table 2. BenQ GP1 and Alternative Products



		BenQ GP1	Samsung P410M	3 M MPro110	Optoma Pico PK102	Projector (Mitsubishi HC6800)
The Quality of Pictures	Resolution	858*600	800*600	640*480	480*320	1920*1080
	Brightness	100	150	12	11	2500
Weight and Size	Weight (lbs)	1.4	2.1	0.35	0.28	10
	Dimensions	5.35*4.72*2.12	5.7"	4.5*2.0*0.9	4.06*1.97*0.59	17.7*14.2*5.4
Image Size on Screen	(inch)	15 to 80	20 to 80	6 to 50	66	41 to 303
Price	(\$ US)	499	649	359	249	1900
Easy to Use (Plug-and-Play)	Supported Formats	BMP, TIFF Video: MPEG1, MJPEG Audio: MPEG-1 layer 2, PCM, Computer: SVGA, VGA,	BMP, TIFF Video: MPEG1, MJPEG Audio: MPEG-1 layer 2, PCM, Computer: SVGA, VGA,	Computer: SVGA, VGA, VESA, PC, XGA, WXGA	Picture: JPEG, BMP, Computer: SVGA, VGA, VESA, PC	BMP, TIFF Video: MPEG1, MJPEG Audio: MPEG-1 layer 2, PCM, Computer: SVGA, VGA,
	Other Features	keystone adjustment, Wall Color Correction to Optimize	N/A	N/A	N/A	Full Features
		60 Hz	60 Hz	60 Hz	60 Hz	60 Hz
The quality of Audio		2W speakers	1W speakers	0.5	0.5	N/A

To standardize this comparison based on business travelers' requirements, this study applied Pair-wise comparison methodology to find the relative weight of six main criteria employed when the business travelers buy a new projector, see Appendix 3. We had the interviewees from our target market complete the pairwise comparison for us. In the figure below it is clear that, Easy to Use, Weight and Size, and the Quality of Pictures are the top three criteria respectively that business travelers prefer when they buy a new projector.

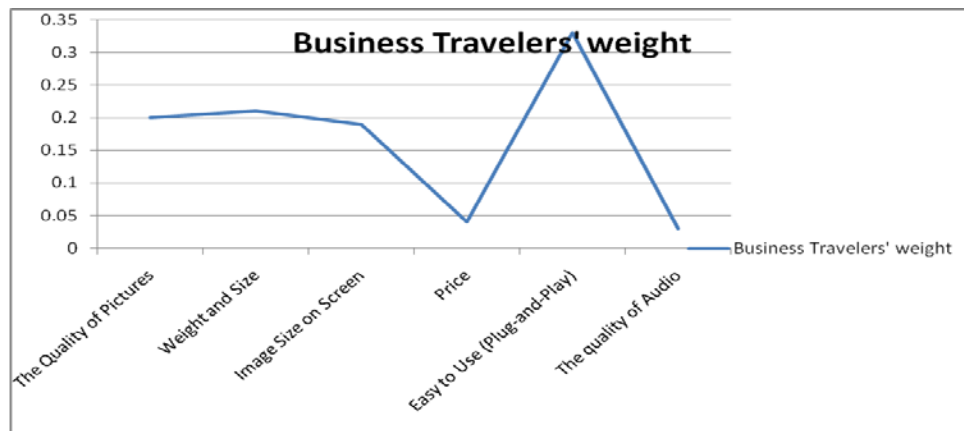


Figure 8. Comparison of Six Main Criteria

The weights of these six criteria in the perspective of business travelers allowed us to compare BenQ and the other four alternative products as shown on the Table 3. BenQ has been in the top position matched with our targeted market.

Table 3. Comparison of Alternative Projectors for Business Travelers

Column1	Business Travelers' weight	BenQ	Samsung	3 M	Optoma	High-Defi
The Quality of Pictures	0.2	7	6.5	5	4	10
Weight and Size	0.21	8	7	10	10	4
Image Size on Screen	0.19	7	7	5.5	6	10
Price	0.04	8	6.5	9	10	4
Easy to Use (Plug-and-Play)	0.33	10	10	8	8	4
The quality of Audio	0.03	10	9	7	7	1
Sum	1	8.33	7.93	7.355	7.29	6.25
Rank		I	II	III	IV	IV

Figure 9 presents the comparison of BenQ GP1 and High-definition projector based on the specifications of these products in table above. From this figure, the BenQ GP 1 can gain opportunity to penetrate the high-end product or be a disruptive innovation against conventional projector if the GP1 can improve the quality of pictures and image size on screen. This will be a future opportunity that BenQ can propose for a new product platform for the traditional projector's market.

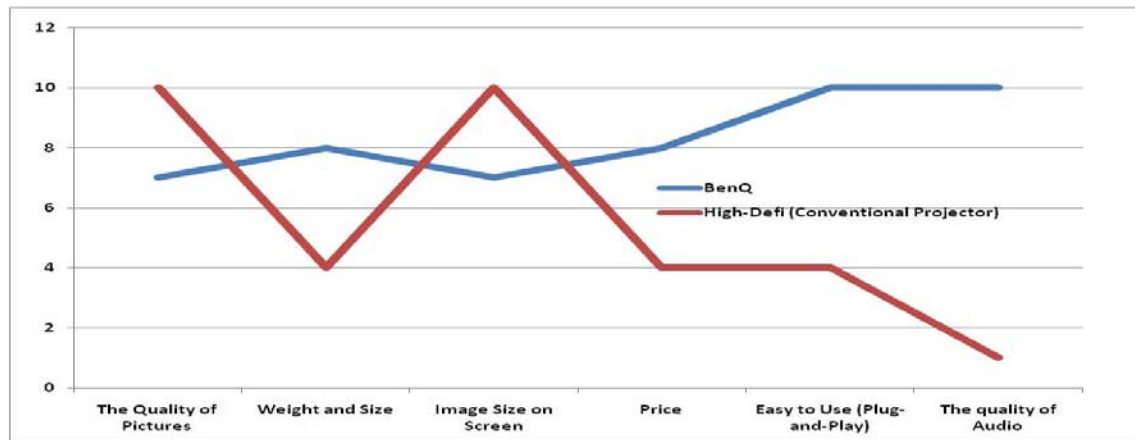


Figure 9. Strategy Canvas of BenQ GP1 and High-definition Projector

Figure 10 compares BenGP1 and the comparable product Samsung 410M based on the product's specifications in Table 2. From this figure, BenQ can beat Samsung via it higher specification; however, there is another dimension that this marketing has not been included in this analysis such as product's brand name.

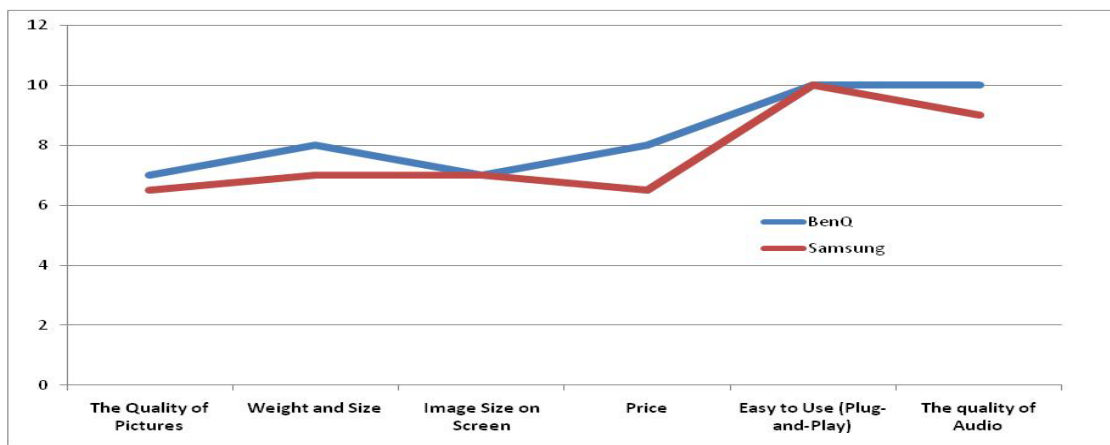


Figure 10. Strategy Canvas of BenQ GP1 and Comparable Projector (Samsung)

The Figure 11 presents the comparison of BenQ GP1 and the ultra slim portable projector, 3M MPro110 based on the specifications of these products on the Table 2. From this figure, the BenQ GP 1 can lose the opportunity on this market if MPro 110 can offer a better quality of pictures, image size on screen, easy to use, and a higher quality of audio in the future. Therefore, this ultra slim product has a chance to be a disruptive innovation against BenQ GP1 in the future. However, BenQ also can offer a new product platform to access this market as well.

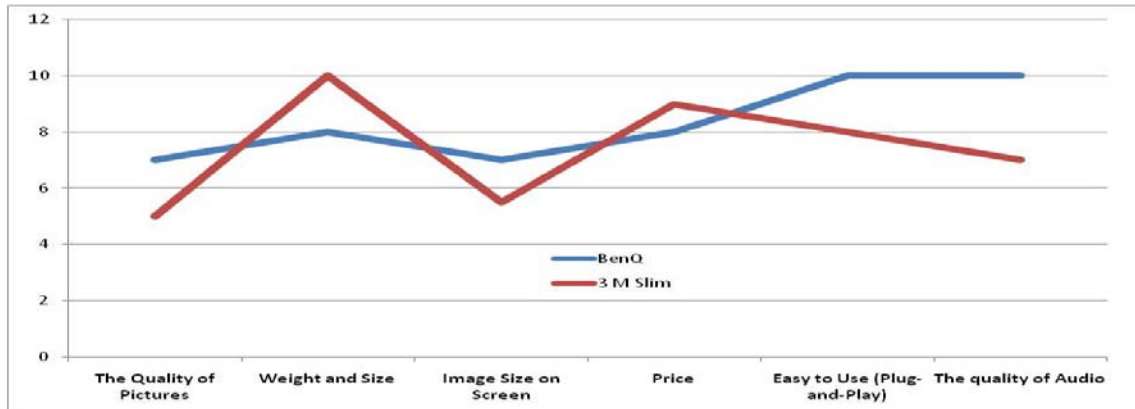


Figure 11. Strategy Canvas of BenQ GP1 and Smaller-Sized Projector (Optoma)

In conclusion, this section of competitor's analysis presents the market opportunity of BenQ GP1 in gaining access into business travelers sector where Easy-to-Use, Weight and Size, and the Quality of Pictures are the key main criteria on making a decision of this market. Also, BenQ GP1 can be a disruptive innovation against conventional projector by improving its picture quality and increasing its size on screen. However, BenQ need to be aware of ultra-slim portable projects if in the future they can offer comparable features with slimmer size and lower price.

Pricing Strategies

While cost-based pricing creates short-term value for the service provider, value-based pricing is more focused on the consumer's perception of the service value. [8] In this marketing strategy, we will provide an overview of our product through customer value drivers which is the overall profit derived such that the consumer is paying for the value they receive from the product, not just the cost to produce the product for the BenQ Corporation. These customer value drivers can be seen in figure 12.

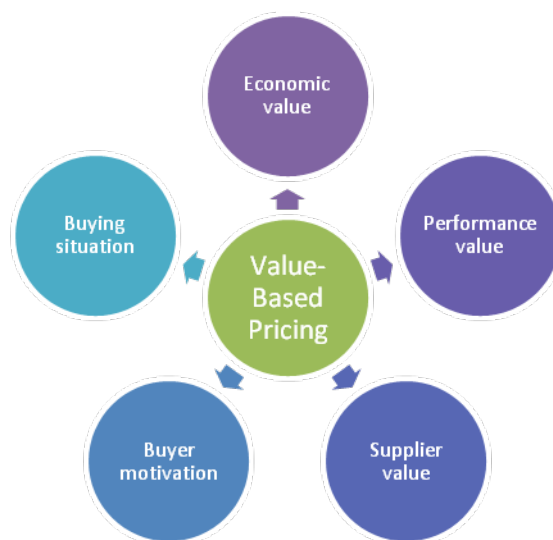


Figure12. Customer Value Drivers [8]

Ellen Barone is one of the early adaptors and bloggers who has used the BenQ GP1 mini projector for business. In her review, Ellen mentioned that “Using the projector for the first time was a no-brainer. Once you plug-in your source – laptop, iPod, USB drive, etc. – and power it up, there’s not much else to do. From unpack to on screen; I had BenQ projecting amazingly vibrant 80-inch images off my MacBook Pro in less than 5-minutes.” Try finding a TV that will do that under \$500,” [9]. In this comment, it is clear to us that our price strategy should be based on the customer value drivers of value-based pricing. Barone was satisfied by the GP1 in three ways - performance, economic value, and buyer motivation. The first area mentioned by Barone is high performance. The GP1 has very diverse functions compared to other competitors. As a result the customer can enjoy their use of the product without any conflict or problems. In addition, even though it is working very well, the initial price is reasonable for the consumer. Finally GP1’s functions are a perfect match for business travelers.

In the market, however, the BenQ GP1 mini projector is not completely unique. Also, it is not in a market where buyers have a high level of price sensitivity. Therefore, penetration and skim pricing strategies would not be available for our product. As a result of this concern, we will use a hybrid pricing strategy which combines elements of penetration and skim strategies [9]. The typical hybrid strategies are cost-plus pricing, complementary pricing, premium pricing, random discounting, periodic discounting, and second-market discounting. Now our first priority target market is the business traveler. So, premium pricing will be fitted because of the potential of this strategy. Premium pricing is affected by pricing versions of the product. So, the customer can buy it depending on their value perception. In addition, random and periodic discounting would be implemented not only for the business traveler, but also for everyone who wants to buy a projector for themselves. Some of this will be discussed in the marketing communication plan – which discusses some discounting during initial product introduction.

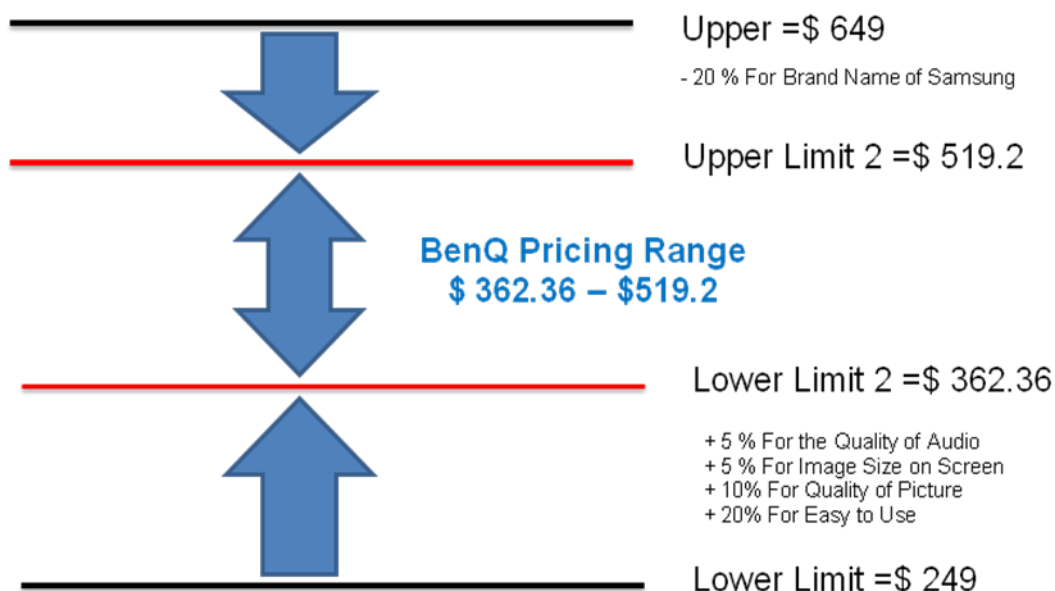


Figure13. The pricing strategy of BenQ GP-1 mini projector

Based on our competitor analysis, we set up the actual price strategy. First of all, the maximum price of the GP1 would be \$649 which is the price of Samsung P410M mini projector. However, even though BenQ is the number one brand of the mini projector market in Asia [D4], it is not a well-known brand in the U.S. Thus, we reduced 20% the price from the original price. Now the second upper limitation is \$519.2. Furthermore, we set up the minimum price using Optoma's Pico PK102 mini project. However, BenQ GP-1 provides high qualities and advantages compare to the mini projector of Optoma in various ways. So, we decided to increase more than the minimum price by 5% for the quality of audio and image size, 10% for quality of picture and 20% for easy to use until it raised \$362.36. This is based on the value our customer's place on each of these features. Consequently, BenQ GP-1's possible pricing range is upper than \$ 362 and lower than \$ 519.

Section III: Marketing Communications Plan

Marketing Communications Plan Objectives

The BenQ brand is already very well known in the consumer electronics industry. However, in order to promote their new BenQ Joybee GP1 projector to business travelers and salesmen, they will need a more targeted marketing approach.

The key objectives of the marketing communications plan for this product are as follows:

- Advertising Plan: Increase the awareness of the Benq projector among business travelers and salesmen to 50%.
- Sales Promotion: Demonstrate usage of projector to at least 100 business travelers.
- Public Relations: Placement of article on new projector in at least one major magazine targeted to business travelers.
- Public Relations: Improve brand image by demonstrating environmental consciousness and social responsibility.

Marketing Communications Plan Strategies

BenQ's positioning statement for the BenQ projector is "High quality technology you can take anywhere, at a price anyone can afford." This positioning statement demonstrates BenQ's quality and extensive feature set available in their Joybee GP1 product, as well as the portability and low price when compared to full-size projectors. Based on this positioning statement three basic selling lines have been developed, based on three different marketing angles to target the business traveler segment.

The first marketing angle reflects the value business travelers place on ease of use and speed in hooking up their display equipment at their customer's site. This selling line is "Close the deal before the competition figures out how to hook up their laptops."

The second marketing angle reflects the value business travelers place on being able to expand into new markets and make a sale anywhere in the world. The selling line is "Project anywhere from the Manhattan boardroom to the back of an iceberg." An even shorter version of the selling line is "Sell Anywhere".

The third marketing angle reflects the value business travelers place on having a projector that can display a large image size at a good resolution, despite the fact that it is smaller and less expensive than a full sized projector. The selling line is, "Display your message large and clear, whether it's to an audience of one or one thousand."

Advertising

To reach an awareness of 50% among the target market, a reach of at least 70% is required. In order to gain this kind of reach among the target market a few different mediums have been selected for advertising, depending on their cost per thousand people reached (CPM) and likelihood of hitting the target market.

Billboards

Billboards are proven to have the lowest CPM, at an average of \$1.80 in the US. [11] These billboards would be placed on the freeways outside of major business centers and airports, where a high percentage of business travelers would see them while commuting to work and traveling. Since billboards are most effective when containing 6 words or less, the selling line “Sell Anywhere” will be used for this type of communication, which pictures of business men and women in nice attire presenting to clients in a variety of different obscure locations. (On an iceberg, on a sand dune, on the back of a bus seat, etc).

Magazines

There is one magazine we will be placing advertisements in to promote the BenQ GP1 Joybee projector to our target market. The first magazine is *Business Traveler Magazine*, which has ten different editions and prints 10 issues a year. The 10 different editions are for the UK, US, Asia-Pacific, China, Germany, Poland, Denmark, Hungary the Middle East and Africa [11]. *Business Traveler Magazine* has been around since 1976, and provides information to frequent business travelers on where to stay and visit while traveling, as well as reviews of new technology and gadgets of interest to the business traveler. [11] The CPM of this particular type of magazine is about \$50, but is a much more targeted rifle approach [12] to reach our target market.

We will create three different advertisements for placement in the *Business Traveler Magazine*. Although we have ideas for these advertisements, we will be hiring an advertising agency to help develop and test the final advertisements before placing them in the magazine. (More information on this can be found in the Market Research section of this document) The first ad will reflect the first marketing angle – quick set-up time and ease of use. This ad will have the selling line in large words at the top – “Close the deal before the competition figures out how to hook up their laptops”, and will feature two businessmen shaking hands (one man has the GP1 in his pocket) and another man in the background looking frazzled and trying to figure out the connections from a full-sized projector to his laptop.

The second ad will reflect the second marketing angle – being able to make a sale anywhere. This ad will also have the selling line in large words at the top – “Project anywhere from the Manhattan boardroom to the back of an iceberg”, and will feature a split screen image with one side showing a businesswoman projecting ads on a large screen in a boardroom to other people in suits, and the other side showing a businessman

in a parka projecting ads for space heaters on the back of an iceberg to a group of Eskimos.

The third ad will show a large clear image at the front of a large packed auditorium being projected from a GP1 projector being held in someone's hand at the back of the room. The selling line will be in large words at the top of the ad – “Display your message large and clear, whether it's to an audience of one or one thousand.”

Direct Marketing

As part of our advertising plan we will also be placing an advertisement in *Skymall*, a multi-channel direct marketer that offers products through both a website and printed catalogs available on most domestic flights in the US. [13] Skymall claims to be seen by 88% of all domestic air passengers with a reach of 650 million travelers annually. [13] Although much less targeted, Skymall has sufficient reach and frequency for business travelers to be a good advertising venue for our product. In addition, Skymall handles orders, delivery, and payment for products purchased through them – saving us money by reducing our need for an internet purchase option of our website. The CPM for Skymall is likely very high – we are estimating it to also be about 50\$ or more when both the website and printed catalog are taken into account.

Trade Shows

To increase awareness of our product, we are planning to launch it at the Consumer Electronics Show in Las Vegas, Nevada. This show averages between 100,000 and 150,000 visitors each year and includes representation from 140 countries. [14] Some of the benefits we will gain by attending the Consumer Electronics show is a lot of visibility to buyers interested in purchasing consumer electronics, and the opportunity to demonstrate our product live. Since many corporations will be in attendance, we will also have the chance to generate some sales leads as a result of this trade show. We will hold a raffle each day to raffle off one of the GP1 projectors to increase the interest and visitors to the booth. The entry fee for the raffle will be a business card – which we will then use to develop our database for future sales opportunities.

Merchandising and Sales Promotion

We will sell the GP1 projector at major consumer electronics retailers across the United States. This includes Fry's and Best Buy. In order to increase interest and awareness of the product at the retail location we will have live demos of the product in the store. We will also hold a number of competitions for the first 30 days after the product are launched. These contests will include both a competition between two contestants to see who can get their projector set up first – someone using the BenQ or someone using a full-sized projector, and a competition to see who can hold up the BenQ GP1 the longest without needing a break. The first contest highlights the ease of use and quick set-up of the product, and the second contest highlights the light weight and portability of the product. Prizes for the winner will be coupons for 5\$ off the projector, as well as their picture being displayed on the BenQ display model in a continuous loop with all the other winners.

In order to further increase our sales opportunities, we will partner with Asus to package a netbook and GP1 projector together, and market it separately as a portable sales solution. Additionally, we will offer discounts on the GP1 if people bring in their old projector as a trade in, or offer a discount on their next airline ticket or free frequent flyer miles as an added incentive for the first 90 days after product launch. Finally, we will offer both a 30-day risk free trial and a free 2 year extended warranty for anyone who purchases the product in the first 90 days.

Public Relations

There are many ways in which we will use public relations as part of our promotion strategy. First of all, BenQ has won numerous design awards in the past, and was also recognized in BusinessWeek's Infotech10. [4] All of these awards and future awards have been noted in the press to increase our brand awareness and solid reputation as a good design company. BenQ has also created a Corporate Social Responsibility Plan, which includes both environmental considerations and the creation of the BenQ Foundation. The BenQ Foundation offers educational programs, charitable donations, scholarships and awards [4] – all of which will have a separate press release associated with them.

Section IV: Research Plan

Research Plan Objectives

The purpose of the research plan is to outline the strategies we will use to determine if our marketing plan (especially marketing communications plan) is effective, and gather data to create our marketing plan and keep our strategies up to date. There are four main types of research clusters in a marketing research plan. These are no-cost market research, benchmark studies, online research and marketing communications research. [16] In our marketing plan we will use all of these tools which are described in detail below.

Research Plan Strategies

No-Cost Market Research:

A lot of information about brand recognition and competitive analysis can be found for free. There are five possible sources for this kind of market research such as: market data within the company, trade associations and magazines, the government and internet search engines and web sites. [16] In our research we have mainly used internet search engines to gather market data about the business and visual entertainment market. More specifically, we have determined our focus market by using the available data on the internet since its free and fast to reach. We could also have used data published by the local department of commerce, but there is a risk associated with this kind of research as data is coming from every company. As all the companies have access to this data source there might be some cases where our company's confidential data might flow into our competitors' database in we're not careful.

Benchmark Studies:

The focus of our research is the business traveler market, so we looked at various products that could fill this need regardless of the type of the product. These products vary from high definition televisions, fixed full-sized projectors, and portable projectors. Since we decided to focus on just the projector market by basing on our focus market research we eliminated high definition televisions from our benchmark list. We have identified the important features for the customers when they deal with visual display devices. These features include cost, resolution, weight, size, display, lumens, compatibility with other devices, and so on. By gathering data for each of the product features for each product we have created a matrix (seen in competitive analysis section) and evaluated each product with the team peers. We have determined the strong points of our product as well as the weak points. By using this information we have decided on our marketing communications strategy and how to advertise our product. For the weak points we have made recommendations for the next generation projectors.

Online Research:

There are four kinds of research tools that can be used under this cluster. These are e-mails, online questionnaires, downloadable questionnaires and chat rooms. For our market research we conducted two customer surveys.

The first market survey described in an earlier section was a survey of the general public to gauge general interest and awareness of the mini-projector market. The second customer survey was an interview more targeted towards our target market segment to gather specific needs for the segment.

For our first customer survey we used an online survey created on survey monkey and sent the survey out to our classmates, friends and family. The purpose of this survey was to observe awareness about the projectors and their usage. With the information derived from the survey we identified the possible market segments for the market analysis, as well as a general idea of awareness and interest in the product. The full survey can be seen in Appendix 1.

Link to survey:

http://www.surveymonkey.com/s.aspx?sm=xyOLxFnxf5kgCNYCZalAJQ_3d_3d

Having identified the focus market segment we needed to gather specific needs of our target customers. For our second customer survey we used an interview technique. We sent the questions by e-mail and talked on the phone to salespeople in various places such as Cambridge printing and Intel. The full interview survey can be seen in Appendix 2.

Marketing Communications Research:

Now that we have discussed the research conducted for the preparation of the market plan we can now discuss the research that should be done in order to track the success of the marketing plan. To succeed in this, basically there are three types of advertising research: concept testing, pretesting and post-testing.

Concept Testing:

As mentioned above we have identified strong points of our product by using benchmark research. As mentioned in the Section III Marketing Communications Plan we are going to emphasize three important features of our product for advertisement. One of the features will show the ease of use which is also a part of technology acceptance model. We think showing this feature will boost the diffusion of the product in the market and help us cross the chasm. The Second feature will show the benefits that can be obtained by our product's portability, and the third will demonstrate our products superior image size and resolution when compared to other portable projectors.

In the concept testing for each of these marketing angles we will have several campaigns. In order to save money we can benefit from the users in our focus market. As suggested in the marketing book cited above, 100 people should be a large enough sample size for

justification. We are going to show our campaign concepts to our sample group and want them to score each of them. In this way we will be able to test them against each other. Below you can find possible concepts about each marketing communications tool presented in Section III.

Magazines, Billboards and Skymall

Emphasizing portability feature we can test the following concepts:

- A business man/woman is presenting his/her slides at the back of an iceberg in front of Eskimos
- A business man/woman is presenting his/her slides on an elephant's body in front of a tribe in Africa
- A business man/woman is presenting his/her slides at the back of a bus

Emphasizing ease of use feature we can test the following concepts:

- A sales person with BenQ GP1 is shaking hands with her customer where as another sales person with fixed projector is still struggling with his or hers
- A kid is watching a cartoon in his room with BenQ GP1 where as a goofy guy is trying to figure out how to set his fixed one
- In a meeting fixed projector gets broken and people are waiting for maintenance a smart young guy takes out his pocket projector and starts displaying

Trade Shows

Emphasizing the ease of use we can use the following concepts:

- Projector lifting competitions
 - A kid with a BenQ GP1 vs a mature person with a fixed projector
 - One BenQ GP1 vs one fixed projector
- Projector setting competitions
 - Setting multiple BenQ GP1 projectors against one fixed projector
 - A BenQ GP1 projector vs A fixed projector
 - Competition between different age groups; small kid with BenQ GP1 vs a mature person with fixed projector.

Public Relations

- Working on a advertisement with Greenpeace
- Working with a science foundation to approve green materials used in the product

To track public relations we are also going to track the number of articles published in famous magazines and newspapers.

Pretesting:

We are going to use both printed and broadcasted media in our advertisement campaign so we will need different tools to test the accuracy. For our purpose printed media is very important since salespeople usually use airlines for travelling. We want to make sure we take their attention with the help of Business Traveler Magazine as well as Skymall. For this purpose we will use pretesting technique in printed media. We are going to ask our sample group what they think about the headlines, what the main idea of the advertisement is for them, where they give the most attention while they read a magazine.

Post-testing:

Since magazines are very important for our product recognition we will go further and make one more testing in order to make sure we will leave our marketing quotes in customers' minds. In starch analysis we will ask our sample group specific questions in order to identify at what stage of information we can leave in their mind. As stated in the marketing book cited above there are four stages: noted score, associated score, read some score and read most score.

Section V: Internet Plan

Internet Plan Objectives

With the growing number of internet users, there is no doubt that the Internet should be considered as part of the marketing plan. The Internet is used in different purposes which depend on the goal of marketing plan for each product [15]. There are the common goals of the Internet used in a marketing plan: advertising a product or service, expanding market share, performing research, and communicating with customers. Another advantage of using the Internet in the marketing plan is that it is very open and fast. Thus, the company would get the useful feedback while doing the research.

We at BenQ understand how important the Internet is for influencing our marketing effectiveness. Therefore, we have set Internet plan objectives in order to create effective strategies and implement them appropriately. At BenQ we employ a combination of different types of websites in order to make our website more successful. We combine transaction, promotional, and a customer service site all in one in order to help to sell the product and service, promote the brand, support customer activities, and do research about our customers, product, service, and profile.

Internet Plan Strategies

Although we could attempt to implement a new and unique internet plan for our products, it is not guaranteed that the time and energy we spend in new novel websites would be successful. Therefore, our Internet plan strategies have the same basic characteristics as other competitors have, and then they will maintain the basic strategies to satisfy our customers. We know that customer usually start their product search by searching in a search engine. Therefore, our strategy is focusing on using the Internet to promote, sell, and allow customers to research our brand effectively. BenQ will purchase the keywords that make our website show up in the first top ten lists on Google and Yahoo. In addition, we will allocate sales budgets for banner advertisement on the well known web sites in which most business travelers use - such as Mapquest, Expedia, Amazon, and Hotmail.

Our website provides a worldwide site which has many different languages available. We promote the GP1 projector on the first page at the top of the web site. If the customers click on the product, it will bring them to the product webpage which has all detail about the product, such as features, specifications, and a photo gallery. In addition, we provide brochures and catalogs for download. Moreover, our web site is also a transaction site that allows us to sell our product on the web. This includes support for financial transactions, a security system, order tracking, and processing of returns. These are the methods which make customer feel safe and satisfied when buying on the web. Finally, the website has customer service provided to support customers' activities. We have a 24-hour online service, a toll-free number with a real agent to answer the phone, and FAQs.

Section VI: Customer Service Plan

In our customer service plan, we are focusing on communicating with our customers not only before they purchase the product, but after they have the product as well. Since we are in a big competition with various competitors and their existing brands in the market, being strong in customer relations and communications would put us ahead of our competitors.

In this area, we focused on these issues:

- **Easy download access for the programs need to be used in our device :** We have all the instructions and all CDs included in the box with the device, but we will also have easy access for downloading materials and programs for our users. They would be able to download any program if they lose their CD or etc.
- **Strong communications with the Customers:** Our customers can call, chat online, or e mail us 24 hours a day and 7 days of week. We are aiming to be successful in customer relations. When they contact us, they will be able to get the whole information about buying a product, learning about their existing product, fixing problems with their current products and how to use our web site and the services we provide. (Our Technical support service will be free for the customers whose products are under warranty)

Being environmental friendly is one of our slogans, so we decided to sponsor a Recycling Program that provides our valued customers an easy way to recycle used BenQ branded CRT monitors, LCD monitors, Keyboards, Mice, Projectors, TVs, Batteries and Packing Materials. By this program, we will be able to protect our environment and help people to be aware of the concerns for our planet.

Section VIII: Financial Analysis

In Section 1, the estimated market size for business travelers is about 38.3 million people. Based on this data, we estimate 10% of them (approximate 3.83 million persons) will require a portable projector and 33% of them (approximate 1.2 million persons) will want a BenQ. Next, the percentage under the normal distribution curve of technology adoption life cycle has been applied to calculate the amount of sale units each year for five years, see the Table 4 and 5.

Table 4. Estimation on sale unit of BenQ GP1

Items	Q'ty	Units
Market size for Business travelers	38,300	Thousand persons
10% of 38.3 required a Portable Projector	3,830	Thousand persons
33% of 3.83 want to buy BenQ GP1	1263.9	Thousand persons
2.5% Y1 Sale to Innovators	31.5975	K units
5% Y2 Sale to Early Adopters	63.195	K units
42.5 % Y3 Sale to Early Majority	537.1575	K units
42.5 % Y4 Sale to Late Majority	537.1575	K units
7.5% Y5 Sale to Laggards	94.7925	K units

Table 5 presents the financial plan of BenQ GP1 over the next five years. Cost of goods sold was estimated to be 65% of total revenue from selling the product. In addition, the additional costs consist of administration, research and development, and sales and marketing. These costs have been distributed over each year, as seen in Table 5. Administration cost has been equally distributed for all five years, while sales and marketing cost will be higher during the early period when the product first launched. R&D cost will be invested every year to make incremental development of BQ GP1 to match with the requirements of each market in each phase of product life cycle. After 5 years, we plan to move to a new product platform.

Table 5. Financial Plan

(\$K)	Y1	Y2	Y3	Y4	Y5	Total
Total Revenue	24,077.30	31,534.31	268,041.59	268,041.59	47,301.46	638,996.24
BenQ GP1 Unit	31.60	63.20	537.16	537.16	94.79	1,263.90
Sale Price	762.00	499.00	499.00	499.00	499.00	
COGS	15,650.24	20,497.30	174,227.04	174,227.04	30,745.95	415,347.56
Total gain margin	8,427.05	11,037.01	93,814.56	93,814.56	16,555.51	223,648.68
% margin	35%	35%	35%	35%	35%	
Operating Expenses	24,920.85	21,086.88	17,252.90	12,140.93	4,472.97	79,874.53
Admins	3,194.98	3,194.98	3,194.98	3,194.98	3,194.98	15974.90606
R&D	12,779.92	8,945.95	5,111.97	2,555.98		29393.82716
Sales and Marketing	8,945.95	8,945.95	8,945.95	6,389.96	1,277.99	34505.7971
Operating Profit	-16,493.80	-10,049.87	76,561.66	81,673.63	12,082.54	143774.1546

At the early phase, year 1 and 2, BenQ GP1 has been expected to be a star product to generate high profit for the company since it is a new product in the market place that still be the market dominated by conventional projector; however, based on the financial plan, GP1 has been estimated to generate tremendous profit on year 3 and 4, as seen in Figure 13.

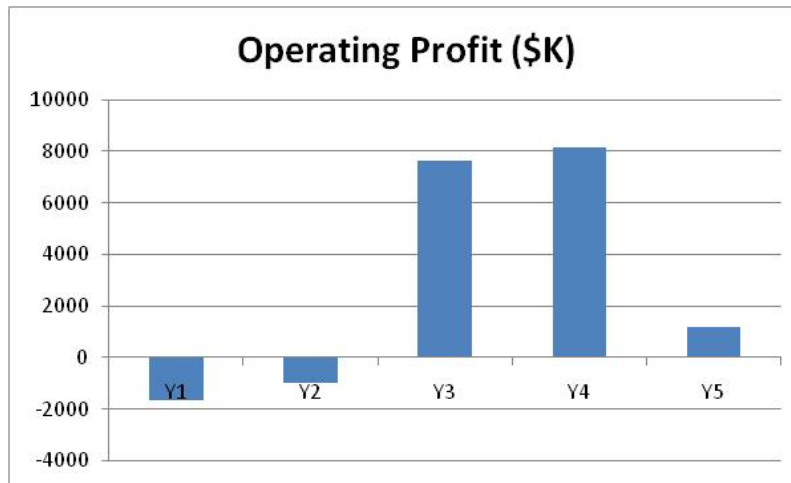


Figure 13. Estimation on operating profit of BenQ GP1

The Return on Investment of this product has been estimated to achieve 27.27% through the five-year investment with an initial cost of \$10 million. This estimation is based on the interest rate 5% each year for five years, as seen in Table 6. In addition, the payback period of this product has been forecasted to be three years.

Table 6. Estimation on Return on Investment (ROI) of BenQ GP1

Year	0	1	2	3	4	5
(P/F, i=5%)	1	0.9524	0.907	0.8638	0.8227	0.7835
COS	0	1,565.02	2,049.73	17,422.70	17,422.70	3,074.59
Admins	100	319.50	319.50	319.50	319.50	319.50
R&D	800	1,277.99	894.59	511.20	255.60	0.00
Sale	100	894.59	894.59	894.59	639.00	127.80
Profit	0	-1,649.38	-1,004.99	7,656.17	8,167.36	1,208.25

All in all, the BenQ GP1 will be a highly profitable product for our company with an ROI of about 27% and a payback period within 3 years. This plan is quite an optimistic estimation as the production capability and marketing plan of the competitors have not been included in this analysis.

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Appendix 1

First Customer Survey to Gauge Interest and Awareness

Technology Marketing Survey

1. Mini Projector Customer Survey

Dear Sir or Mam,

This survey is developed to ask your opinions on a new innovative product called a “Portable Projector”. A portable projector is a small version of a typical office or home use projector that can fit in the palm of your hand.

1. What is your gender?

- ☐ What is your gender? Female
- ☐ Male

2. What is your age?

- ☐ What is your age? Under 18
- ☐ 18-25
- ☐ 25-35
- ☐ 35-45
- ☐ 45-...

3. What is your occupation?

- ☐ What is your occupation? Business owner
- ☐ Sale/ Marketing Representative
- ☐ Engineer/ IT professional
- ☐ Professor/Teacher
- ☐ Student
- ☐ Other

Other (please specify)

4. Have you ever used a projector?

- ☐ Have you ever used a projector? Yes
- ☐ No

If yes, what was your opinion? (advantages, disadvantages)

5. Do you have any ideas to recommend for companies who are developing a portable projector and its support services?

Do you have any ideas to recommend for companies who are developing a portable projector and its support services?

6. Have you ever bought a portable projector or do you plan to buy a portable projector in the future?

☐ Have you ever bought a portable projector or do you plan to buy a portable projector in the future? Yes

☐ No

7. If yes, where did you buy or will you buy in the future?

☐ If yes, where did you buy or will you buy in the future? Internet shopping (Amazon.com, e-bay...)

☐ Store (Best buy, Office Depot...)

☐ Direct sale (Manufacturers website)

☐ Other (please specify)

8. How much have you paid or would expect to pay for it?

How much have you paid or would expect to pay for it?

9. If you had/have a portable projector, what would/do you use it for?

☐ If you had/have a portable projector, what would/do you use it for? Watching TV/movies/pictures

☐ Playing games

☐ Presenting

☐ Other (please specify)

10. If you had/have a portable projector, where would/do you use it?

☐ If you had/have a portable projector, where would/do you use it? Class room, School use

☐ Meeting room, Office use

☐ Living room, Home use

Appendix 2

Second Customer Survey to Identify Focus Market Segment's Needs

Interview Questions

- 1-) What is your name, where do you work and what is your title?
- 2-) How long are you in this business?
- 3-) How often do you travel for business or for your presentations?
- 4-) How far do you travel? Do you carry-on or check baggage?
- 5-) When you travel for business do you give presentations or share multimedia at your destination? What percent of the time?
- 6-) How often do you make presentations?
- 7-) How crowded are your audiences usually?
- 8-) Do you bring your own laptop to share information? Do you bring your own display device?
- 9-) Do you use the devices that are already available at your destination? If so, have you ever had trouble or wasted time trying to get their devices to work?
- 10-) Rate the following features in order of importance when displaying while on business (image resolution, audio, connection types, size/weight of device, cost, etc....).
- 11-) What brand of projector are you currently using and why did you pick it?
- 12-) What problems do you have with your current display devices? What would make this experience better for you?
- 13-) Are you buying your own devices or does your company buy them for you? If you are buying, how much would you be willing to pay for our device?

ANSWERS OF OUR INTERVIEWEES

INTERVIEW 1

- 1- John Moorcroft, I work as a Sales Manager in Cambridge University Press
- 2- I am in this business more than 25 years, I work as an ELT Representative and now I am working as a Sales Manager
- 3- I visit a lot of colleges in Istanbul and also in Turkey. In our busy working periods I travel 2 to 3 times a week.
- 4- I mostly travel in Istanbul but I also go to England and Germany once a year for book fairs and special meetings for my company.

- 5- Yes, our job is based on presentations and face to face communications, so we better go and talk with the teachers face to face and present them our materials.
- 6- In a busy day I do more than 3 presentations depending on the locations and the traffic of course.
- 7- I work with colleges and they have a big potential for teachers, professors and assistants, so I can say 200 people and more most of the time. It can also be with 10-20 teachers as well.
- 8- Yes, I prefer to use my own laptop since I have all the presentation files, videos and information's about our materials. I bring my own display device because in my opinion, that way it looks more professional.
- 9- Yes, sometimes I use but only when I have to, because some laptops and computers cannot work with all display devices, and it takes time to fix it, time is so vital for our job.
- 10- Size, weight
 Connection types
 Image resolution
 Audio
 Cost
- 11- Size and weight are the most important features. I know that there are very tiny display devices but they don't have a good image resolution or audio quality.
- 12- Its old and heavy, it warms so fast and I also have some problems with audio.
- 13- My company buys them and send me if I need anything, or I spent the money from companies budget and buy my laptop or display device if needed.

INTERVIEW 2

- 1- Feyza Unlu, Senior ELT Representative, I work at a Turkish Company that sells books of various companies, profession is English course and story books.
- 2- It's my 20 th year in this business
- 3- There are different periods that we make presentations to different kind of schools
- 4- I don't travel so much. I usually am working with schools in Istanbul. But 2 times in a year I go abroad for book fairs.
- 5- Of course I give a presentation, that's the most important part of my job. Every presentation takes between 30 minutes and 2 hours
- 6- I do make more than 2 presentations, because I work based on appointments
- 7- Depends on where I make the presentations, I usually work with chain schools(colleges and private schools) since they are chain schools, it's difficult to visit them all, so we arrange a meeting that all teachers from other locations can join in, and they are really crowded, more than 50-60 people on average.
- 8- Yes, I have all my files in my laptop and I also have videos and tutorials, so I carry my own laptop. If I have the chance to use my display device, I prefer to use my own, because it doesn't take much time to arrange it since I am used to use it daily.

- 9- Every school has a display device for sure, but I as said, I prefer to use my own, because I use it every day and it's easy for me to use it.
- 10- Size and weight
 Image resolution
 Audio
 Connection types
 Cost
- 11- We don't have a chance to pick a brand, mostly we don't pay for our projectors because the company I work with also has a newspaper on its own and when we take commercials for different companies, they give us laptops and display devices and many products free.
- 12- Mine gets warm easily and its quiet heavy for me to carry all during the day. It takes a lot of time it to warm up and I am not so happy with the resolution.
- 13- I do not pay for the tools I use at work.

INTERVIEW 3

- 1- Don't want to give name; I work for Mary Kay as independent beauty consultant.
- 2- I have been in this role for 3 years now.
- 3- I travel to a client's house for a sales demo 3 – 4 times a week.
- 4- Never requires a flight – is always around town.
- 5- Yes, I give presentations every time. Currently I used a flip chart.
- 6- I make a presentation every trip, so also 3 – 4 times a week.
- 7- Anywhere from 2 – 20 people
- 8- No, I just bring a flip chart.
- 9- No, always use the flip chart.
- 10- H
- 11- I don't use one, but I would be interested to
- 12- Easier to use, smaller, more inexpensive and portable
- 13- I would buy it for myself but it would be tax deductible since I'm a consultant and it's for work.

INTERVIEW 4

- 1- Regina, I work for Intel as a recruiter
- 2- I have had this job for about 5 years.
- 3- I travel about 30 times a year
- 4- All over the U.S. I check and carry-on baggage.
- 5- Yes, I do both. 100% of the time.
- 6- I might make 2 or 3 presentations a day while traveling.
- 7- Could be as small as 10 or as large as a couple hundred.

- 8- Yes, I bring my laptop or flash drive, and use the projector available at the location.
- 9- Yes, I use the devices at the school. I have had trouble and wasted time getting them to work, but I'm getting better at it now.
- 10- H
- 11- Don't want to give the brand name.
- 12- It needs to travel well (be portable and long-lasting). It also needs good resolution and brightness for a variety of different presentation rooms and audience sizes. Image size is also important, and I would prefer it to have a battery with an A/C backup. Battery would allow it to be set up anywhere even if there isn't an outlet available, but I need the A/C backup in case the battery dies.
- 13- The company would buy it.

Appendix 3

Pair Wise Comparison for Target Market

Please fill out the following questionnaire in the same manner as shown in the example below:

Example: Please distribute 100 points for each pair of criteria. The more points a criterion gets the more important you consider that aspect.			
Quality of Pictures	47	53	Weight and Size

The following criteria are supposed to be *criteria used to make a decision for a portable projector* when looking at 6 different offers from 17 different portable projectors in the marketplace.

Quality of Pictures	50	50	Weight and Size
Quality of Pictures	60	40	Image Size on Screen
Quality of Pictures	90	10	Price
Quality of Pictures	40	60	Easy to Install (Plug-and-Play)
Quality of Pictures	90	10	Audio Quality
Weight and Size	35	65	Image Size on Screen
Weight and Size	90	10	Price
Weight and Size	36	64	Easy to Install (Plug-and-Play)
Weight and Size	77	23	Audio Quality
Image Size on Screen	90	10	Price
Image Size on Screen	30	70	Easy to Install (Plug-and-Play)
Image Size on Screen	70	30	Audio Quality
Price	10	90	Easy to Install (Plug-and-Play)

Price	20	80	Audio Quality
Easy to Install (Plug-and-Play)	100	0	Audio Quality

