MGMT 6381 – Healthcare Marketing

Course Description/Overview

An examination of the segmentation, brand image management, and positioning strategies that underlie the strategic marketing practices of healthcare organizations. Topics include basic principles and key concepts related to the design and implementation of marketing efforts in healthcare organizations. The goal is to understand the process involved in the development and analysis of strategic healthcare marketing plans.

Prerequisite Knowledge:
Basic business knowledge, including principles of marketing and principles of management

Course Technology:
Blackboard learning management system

Class Meeting Times:
Asynchronous

Technical Support:
The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Faculty/Instructor Information

Richard Heiens, Ph.D.
Adjunct Professor of Marketing
E-Mail: rheiens@angelo.edu
Office Hours: online daily
Course Objectives

Learning Objectives:
Upon completion of this course, students will be able to:

1. Apply the major marketing concepts, tools, and skills in a healthcare environment
2. Identify the main stakeholders in the healthcare system
3. List the main factors and forces that increase and reduce the demand for healthcare
4. Divide the healthcare market into segments and choose the most attractive target markets
5. Differentiate healthcare products and services and build a strong brand
6. Develop an effective integrated marketing communications program
7. Create a comprehensive marketing plan for a healthcare organization

Assessment Methods:
Five quizzes, a two-part marketing plan, and participation on the class Discussion Board

Course Textbook and Required Readings

Recommended Textbook:

Other readings will be assigned in a timely manner as needed and will be provided to you as PDF, in MS Word format, or as a link to an online resource.

Grading Policies

This course employs the following to measure student learning.

<table>
<thead>
<tr>
<th>Grade Calculations</th>
<th>Percent of Grade</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quiz 1</td>
<td>10%</td>
<td>Sunday, the 1st week of class.</td>
</tr>
<tr>
<td>Participation on the Discussion Board</td>
<td>2%</td>
<td>Sunday, the 2nd week of class.</td>
</tr>
<tr>
<td>Quiz 2</td>
<td>10%</td>
<td>Sunday, the 2nd week of class.</td>
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<tr>
<td>Participation on the Discussion Board</td>
<td>2%</td>
<td>Sunday, the 3rd week of class.</td>
</tr>
<tr>
<td>Marketing Plan Part 1</td>
<td>20%</td>
<td>Sunday, the 3rd week of class.</td>
</tr>
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</table>
Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 – 100%
B = 80 – 89%
C = 70 – 79%
D = 60 – 69%
F = 59% and below.

**Response Time:**
All quiz grades will be calculated immediately, and all other grades will be returned within one week after submission.

**Missed/Late Work:**
There are no makeups for the Discussion Board or for quizzes, which are available all week. All late assignments will be penalized 10 points per day, unless previously approved by the instructor.

**Participation:**
Students are expected to actively participate on the Discussion Board with timely and substantive posts. Initial comments should be in response to the Discussion Question posted by the Professor. The postings should be evidence-based; students should utilize both academic and industry sources available through both our library database and open Internet resources. In addition, each week, students are expected to respond to at least one comment posted by their classmates.

Half of the participation grade for each Discussion topic will be based on the initial post, with the other half based on the responses to your classmates.

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<tr>
<th>Assignment</th>
<th>Weight</th>
<th>Submission Date</th>
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<tr>
<td>Participation on the Discussion Board</td>
<td>2%</td>
<td>Sunday, the 4th week of class.</td>
</tr>
<tr>
<td>Quiz 3</td>
<td>10%</td>
<td>Sunday, the 4th week of class.</td>
</tr>
<tr>
<td>Participation on the Discussion Board</td>
<td>2%</td>
<td>Sunday, the 5th week of class.</td>
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<tr>
<td>Quiz 4</td>
<td>10%</td>
<td>Sunday, the 5th week of class.</td>
</tr>
<tr>
<td>Participation on the Discussion Board</td>
<td>2%</td>
<td>Sunday, the 6th week of class.</td>
</tr>
<tr>
<td>Marketing Plan Part 2</td>
<td>20%</td>
<td>Sunday, the 6th week of class</td>
</tr>
<tr>
<td>Quiz 5</td>
<td>10%</td>
<td>Sunday, the 7th week of class.</td>
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</table>
Course Policies

Academic Honesty and Integrity

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do no violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

Plagiarism

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Code of Ethics

Students, faculty, administrators and professional staff of the Norris-Vincent College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

Courtesy and Respect

Courtesy and respect are essential ingredients to this course. We respect each other's opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, religion, etc., violations of these rules will result in appropriate disciplinary actions.
**Accommodations for Disability**

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by emailing studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford  
Director of Student Development  
Office of Student Affairs  
University Center, Suite 112  
325-942-2047 Office  
325-942-2211 FAX  
Dallas.Swafford@angelo.edu

**Title IX**

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

- Online: www.angelo.edu/incident-form
- Face to Face: Mayer Administration Building, Room 210
- Phone: 325-942-2022
- Email: michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: www.angelo.edu/title-ix.

**Student absence for religious holidays**

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.
Course Drop

To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit http://www.angelo.edu/services/registrar_office/course_drop_provisions.php.

Incomplete as a Course grade

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade "I" is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an "I" that is not removed before the end of the next long semester automatically becomes an "F". A graduate student will be allowed one year to remove a grade of "I" before it automatically becomes an "F". To graduate from ASU, a student must complete all "I's".

Grade Appeal Process

As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: http://www.angelo.edu/content/files/14196-op-1003-grade-grievance.

Course Outline

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Topic</th>
<th>Detail</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/17-8/23</td>
<td>1st week of class</td>
<td>Self-Introduction</td>
<td>Participation on the Discussion Board</td>
<td>Post a self-introduction on the discussion board</td>
</tr>
<tr>
<td>8/17-8/23</td>
<td>1st week of class</td>
<td>Quiz 1</td>
<td>Chapters 1-3</td>
<td>Complete Quiz 1 by Sunday</td>
</tr>
<tr>
<td>8/24-8/30</td>
<td>2nd week of class</td>
<td>Discussion Question on Strategy and Planning</td>
<td>Participation on the Discussion Board</td>
<td>Post initial comment and a minimum of one response</td>
</tr>
<tr>
<td>8/24-8/30</td>
<td>2nd week of class</td>
<td>Quiz 2</td>
<td>Chapters 4-6</td>
<td>Complete Quiz 2 by Sunday</td>
</tr>
<tr>
<td>8/31-9/6</td>
<td>3rd week of class</td>
<td>Discussion Question on SWOT Analysis</td>
<td>Participation on the Discussion Board</td>
<td>Post initial comment and a minimum of one response</td>
</tr>
<tr>
<td>8/31-9/6</td>
<td>3rd week of class</td>
<td>Situation Analysis</td>
<td>Marketing Plan</td>
<td>Complete Part 1 by Sunday (see below)</td>
</tr>
<tr>
<td>9/7-9/13</td>
<td>4th week of class</td>
<td>Discussion Question on Marketing Research</td>
<td>Participation on the Discussion Board</td>
<td>Post initial comment and a minimum of one response</td>
</tr>
<tr>
<td>9/7-9/13</td>
<td>4th week of class</td>
<td>Quiz 3</td>
<td>Chapters 7-9</td>
<td>Complete Quiz 3 by Sunday</td>
</tr>
</tbody>
</table>
Marketing Plan Outline

This outline will assist you in writing a formal marketing plan. An outline is a useful planning tool because it can help to ensure that important information is not omitted from the marketing plan. Answering the questions on the outline will enable you to:

1. Organize and structure the data and information you collect during the situation analysis.
2. Use this information to better understand a firm’s strengths and weaknesses, and to recognize the opportunities and threats that exist in the marketing environment.
3. Develop goals and objectives that capitalize on strengths.
4. Develop a marketing strategy that creates competitive advantages.

Remember that there is no one best way to organize a marketing plan. The outline provided serves as a starting point and is flexible enough to accommodate the unique characteristics of your situation. Also, note that the outline omits the Implementation and Control section as well as the budget section (since we are assuming the objective-and-task method for budgeting).

Part 1: Situation Analysis and SWOT Analysis (5-7 pages plus a cover page and a Table of Contents)

In completing the situation analysis section, be sure to be as comprehensive as possible, yet feel free to skip over sections for which you have no information or which do not apply to your healthcare marketer.

The viability of your SWOT analysis depends on how well you have identified all of the relevant environmental issues. Likewise, as you complete the SWOT analysis, you should be honest about the organization’s characteristics. Do not depend on strengths that the organization really does not possess. Honesty is also important for your listing of weaknesses.

Remember to label all figures (e.g., Figure 1: SWOT Matrix) and refer to your SWOT matrix within your paper (e.g., As shown in Figure 1, ...).
I. Situation Analysis

A. The Internal Environment

Review of current marketing goals and objectives (not your proposed objectives)

Identify the organization’s current marketing goals and objectives.

Explain how these goals and objectives are being achieved.

Explain how these goals and objectives are consistent or inconsistent with the organization’s mission, recent trends in the external environment, and recent trends in the customer environment.

Review of current marketing strategy and performance

Describe the organization’s current marketing strategy (not your proposed strategy) with respect to products, services, pricing, distribution, and promotion. Which elements of the strategy appear to be working well? Which elements are not?

Describe the firm’s current performance (patient volume, market share, profitability, awareness, brand image) compared to other organizations in the industry.

If the organization’s performance is declining, what is the most likely cause (e.g., environmental changes, flawed strategy, poor implementation)?

Review of current and anticipated organizational resources

Describe the current state of the organization’s resources (e.g., financial, capital, human, experience, relationships with key stakeholders). How are the levels of these resources likely to change in the future?

If resource levels are expected to change, how can the organization leverage additional resources to meet patient or customer needs better than competitors?

If additional resources are not available, how can the organization compensate for future resource constraints (lack of resources)?

Review of current and anticipated cultural and structural issues

In terms of marketing strategy development and implementation, describe the positive and negative aspects of the current and anticipated culture of the firm. Examples could include:

- The organization’s overall market orientation (or lack thereof)
- The organization’s emphasis on short-term versus long-term planning
- Willingness of the organization’s culture to embrace change
- Internal politics and power struggles
- The overall position and importance of the marketing function
- Changes in key executive positions
- General staff satisfaction and morale

Explain whether the organization’s structure is supportive of the current marketing strategy.
B. The Customer Environment

Who are the organization’s current and potential customers?

Describe the important identifying characteristics of the firm’s current and potential customers with respect to demographics, geographic location, psychographic profiles, and values/lifestyles.

Identify the important players in the decision-making and purchase process for the organization’s products or services. These might include purchasers (actual act of purchase), users (actual product or service user), purchase influencers (influence the decision, make recommendations), and the bearer of financial responsibility (who pays the bill?).

What benefits are being provided?

How is the organization meeting customer needs? What are the basic benefits provided by the organization?

How are the organization’s products or services purchased?

Are there special circumstances or situations that influence purchase behavior?

When do customers purchase the organization’s products or services?

How does purchase behavior vary based on different promotional events (communication and price changes) or customer services (hours of operation, delivery)?

How does purchase behavior vary based on uncontrollable influences such as seasonal demand patterns, time-based demand patterns, physical/social surroundings, or competitive activities?

Why (and how) do customers select the organization’s products or services?

Describe the advantages of the organization’s products or services relative to the competition. How well do the organization’s products or services fulfill customers’ needs relative to competing offerings?

Describe how insurance, credit, or financing is used in purchasing the organization’s products and services. Also, do customers seek long-term relationships with the organization, or do they buy in a transactional fashion (based primarily on price)?

Why do potential customers not purchase the organization’s products or services?

Identify the needs, preferences, and requirements of non-customers that are not being met by the organization.

What are the features, benefits, and advantages of competing products or services that cause non-customers to choose them over the organization’s products or services?

Describe the potential for converting non-customers into customers.

C. The External Environment

Competition

Identify the organization’s major competitors.

Identify the characteristics of the organization’s major competitors with respect to size, growth, profitability, target markets, products, and marketing capabilities (production, distribution, promotion, pricing).
What other major strengths and weaknesses do these competitors possess?
List any potential future competitors not identified above.

**Economic Growth and Stability**
Identify the general economic conditions of the country, region, state, or local area where the organization’s target customers are located. How are these economic conditions related to customers’ ability to purchase the organization’s products or services?
Describe the economics of the industry within which the firm operates. These issues might include merger/acquisition trends, sales trends, supply/demand issues, marketing challenges, and industry growth/decline.

**Political Trends**
Identify any political activities affecting the organization or the industry with respect to changes in elected officials (domestic or foreign), potential regulations favored by elected officials, industry (lobbying) groups or political action committees, and consumer advocacy groups.
What are the current and potential hot button political or policy issues at the national, regional, or local level that may affect the organization’s marketing activities?

**Legal and Regulatory Issues**
Identify any changes in international, federal, state, or local laws and regulations affecting the organization’s or industry’s marketing activities with respect to recent court decisions, recent rulings of federal, state, or local government entities, recent decisions by regulatory and self-regulatory agencies.

**Technological Advancements**
How have recent technological advances affected the organization or the industry with respect to healthcare delivery, process efficiency, supply chain effectiveness, promotion, cost-reduction, or customer relationship management?
What future technologies offer important opportunities for the organization? Identify any future technologies that may threaten the organization’s viability or its marketing efforts.

**Sociocultural Trends**
With respect to the organization’s target customers, identify changes in society’s demographics, values, and lifestyles that affect the organization or the industry.
Explain how these changes are affecting (or may affect) the organization’s products or services (features, benefits, branding), pricing (value), distribution and supply chain (convenience, efficiency), promotion (message content, delivery, feedback), and people (human resource issues).
Identify the ethical and social responsibility issues that the organization or industry faces. How are these issues expected to change in the future?
II. **SWOT Analysis** *(summarization of the overall situation analysis)*

**A. Strengths**

Strength 1: __________________________________________________________

Strength 2: __________________________________________________________

(Repeat as needed to develop a complete list of strengths)

How do these strengths enable the organization to meet customers’ needs?

How do these strengths differentiate the organization from its competitors?

**B. Weaknesses**

Weakness 1: __________________________________________________________

Weakness 2: __________________________________________________________

(Repeat as needed to develop a complete list of weaknesses)

How do these weaknesses prevent the organization from meeting customers’ needs?

How do these weaknesses negatively differentiate the organization from its competitors?

**C. Opportunities** *(external trends independent of the firm—not strategic options!!)*

Opportunity 1: __________________________________________________________

Opportunity 2: __________________________________________________________

(Repeat as needed to develop a complete list of opportunities)

How are these opportunities related to serving customers’ needs?

What is the time horizon of each opportunity?

**D. Threats** *(external factors independent of the organization)*

Threat 1: __________________________________________________________

Threat 2: __________________________________________________________

(Repeat as needed to develop a complete list of threats)

How are these threats related to serving customers’ needs?

What is the time horizon of each threat?
E. **Figure 1: The SWOT Matrix** *(must refer to Figure 1 in your narrative)*

<table>
<thead>
<tr>
<th>Strengths:</th>
<th>Opportunities (general marketplace trends: <strong>not</strong> potential company strategies):</th>
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<table>
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<tr>
<th>Weaknesses:</th>
<th>Threats:</th>
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**F. Developing Competitive Advantages**

Describe ways that the organization can match its strengths to its opportunities to create capabilities in serving customers’ needs.

Are these capabilities and competitive advantages grounded in the basic principles of operational excellence, product leadership, and/or customer intimacy? If so, how are these capabilities and advantages made apparent to customers?

Can the organization convert its weaknesses into strengths or its threats into opportunities? If not, how can the organization minimize or avoid its weaknesses and threats?

Does the organization possess any major liabilities (unconverted weaknesses that match unconverted threats) or limitations (unconverted weaknesses or threats that match opportunities)? If so, are these liabilities and limitations apparent to customers?

Can the organization do anything about its liabilities or limitations, especially those that impact the organization’s ability to serve customers’ needs?
Part 2: Marketing Objectives and Strategies (5-7 pages plus a cover page and a Table of Contents)

III. Marketing Goals and Objectives *(should be in the form of performance metrics)*

A. Marketing Goal A: ______________________________________________________
   (should be broad, motivational, and somewhat vague)
   
   **Objective A1:** ______________________________________________________
   (must contain a *specific and measurable outcome*, and a *time frame* for completion)
   
   **Objective A2:** ______________________________________________________
   (must contain a *specific and measurable outcome*, and a *time frame* for completion)

B. Marketing Goal B: ______________________________________________________
   (should be broad, motivational, and somewhat vague)
   
   **Objective B1:** ______________________________________________________
   (must contain a *specific and measurable outcome*, and a *time frame* for completion)
   
   **Objective B2:** ______________________________________________________
   (must contain a *specific and measurable outcome*, and a *time frame* for completion)
   (Can be repeated as needed to develop a complete list of goals and objectives. However, having one goal and two or three objectives is advisable to greatly reduce the complexity of the marketing strategy.)

IV. Marketing Strategy

A. Primary (and Secondary) Target Market

   **Primary target market**
   
   Identifying characteristics (demographics, geography, values, psychographics):
   
   Basic needs, wants, preferences, or requirements:
   
   Buying habits and preferences:
   
   Consumption/disposition characteristics:

   **Secondary target market (optional)**
   
   Identifying characteristics (demographics, geography, values, psychographics):
   
   Basic needs, wants, preferences, or requirements:
   
   Buying habits and preferences:
   
   Consumption/disposition characteristics:
B. **Product or Service Strategy**
   - Brand name and logo design:
   - Major features and benefits:
   - Differentiation/positioning strategy:
   - Supplemental products or services (including customer service strategy):
   - Connection to value (core, supplemental, experiential/symbolic attributes):

C. **Pricing Strategy**
   - Overall pricing strategy and pricing objectives:
   - Price comparison to competition:
   - Connection to differentiation/positioning strategy:
   - Connection to value (monetary costs):
   - Profit margin and breakeven:
   - Specific pricing tactics (discounts, incentives, financing, etc.):

D. **Distribution/Supply Chain Strategy**
   - Overall supply chain strategy (including distribution intensity):
   - Channels and intermediaries to be used:
   - Connection to differentiation/positioning strategy:
   - Connection to value (nonmonetary costs):
   - Strategies to ensure channel support:
   - Tactics designed to increase time, place, and possession utility:

E. **Integrated Marketing Communication (Promotion) Strategy**
   - Overall IMC strategy, IMC objectives, and budget:
   - Consumer promotion elements
     - Advertising strategy:
     - Public relations/publicity strategy:
     - Personal selling strategy:
     - Consumer sales promotion (pull) strategy:
   - Trade (channel) promotion elements *(if relevant)*
     - Advertising strategy:
     - Public relations/publicity strategy:
     - Personal selling strategy:
     - Trade sales promotion (push) strategy: