International Marketing Analyst Internship
Day Dream Publishing, Inc.

An Honors Thesis (HONRS 499)

By

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Purpose of Thesis

The purpose of this project is to examine the process of creating a Strategic Export Marketing Plan. The information centers around Day Dream Publishing, the company for which the actual plan was prepared. The project concludes with a recommendation of what actions should be taken to further the company's international success.
Project Statement

As I faced the last year of my college career, I began to realize that I hadn't yet formulated a clear idea of where I wanted to be or what I wanted to be doing after graduation. In fact I didn't have any idea at all. I knew I was going to graduate from Ball State University with a Bachelors degree in Marketing and a minor in History. This heady task of graduating was going to be completed in December of 1994, but only if I somehow completed six credit hours in Marketing in the summer of 1994. I decided that an internship would be the best way to finish up this requirement. An internship would not only fulfill my credit hours, it would also bring me closer to a decision regarding my future plans.

Once I had made the momentous decision to participate in an internship, I had to find a company that would hire me. I started to think about what kind of job I should be pursuing. There are plenty of opportunities available for students of business to work in an office staring at a computer all day. I knew that wasn't me. I decided to look for something in the entertainment field. I contacted WBST and the Muncie Civic Theater. I must admit that along with the search for knowledge and fulfillment, I was also looking for some form of payment for my many hours of work that I was willing to offer either of these organizations. As you can surmise, I was searching in the wrong place if money was one of my concerns. I didn't give up on these two opportunities because there was a slight possibility that each of them might be able to offer me some level of compensation, but I did start to look elsewhere.

I finally broke down and started looking for a job through conventional channels: Career Services and the Marketing Department. Career Services provided a plethora of information and much needed help. The Marketing Department, on the other hand, was disorganized and a waste of time. Through Career Services resources I found many options that seemed acceptable. I spruced up my resume and went to work. I started applying for anything that I was remotely qualified for and following up on those jobs that really interested me. I had several interviews at the Horizon Convention Center but wasn't hired. This was quite a setback. I headed back to Career Services yet again. I found some information on an International Marketing Research position that sounded vaguely interesting. I applied, but without much confidence. I assumed that the company, Day Dream Publishing, Inc., would be looking for an International Business major, but Marketing was in the job title. Two assets that did give me confidence in applying were my trip to Chichester, England with the College of Business and the fact that I was in the process of completing a course in International Marketing. I wrote a cover letter highlighting these two points and waited. I called Rick Graves, Director of International, a
few days later to confirm that he had received the information I had sent and ended up leaving a message. This did not look promising. To my surprise, the next day there was a message on my answering machine from Rick. He was calling from Mexico City, Mexico to try to set up an interview. I was completely awestruck. I couldn’t believe someone would call me from Mexico just to confirm an interview. It really intimidated me. At this time I was set on working for Muncie Civic Theater, whether they could pay me or not. I wasn’t too psyched about interviewing for this other position, but this call from Mexico convinced me to see what Day Dream was all about.

In business classes they teach you that it is necessary to know something about a company before you go to interview with them. You are constantly warned about stress questions and competition from other applicants. First impressions and displays of company knowledge are of utmost importance. I made a vain attempt to do some research on Day Dream but all I could find was the information Rick had sent to Career Services. With the fruits of my meager effort in hand, I set out for my interview with Day Dream Publishing, Inc.

I got lost on the way there. Day Dream is located outside of Indianapolis, right off of state route 465. I have no sense of direction whatsoever. What a horrible way to start an interview. I was only a couple of minutes late, but my nerves were shot and I was sweating through my blouse because my air conditioning was broken. To my surprise and delight, the interview went fabulously. It turns out that Rick graduated from Ball State in 1984 and was more interested in talking about his alma mater then about international business.

By the end of the interview, I learned that I was first in line for the position. I came to find out later that Rick was not only impressed with my honors status, grades, and activities, but I was a challenge because I didn’t seem as excited and overly eager about the position as some of the other students he’d interviewed. I had but one reservation about Day Dream by the end of my interview and that was the distance. My car is not the newest piece of machinery ever built. I needed some time to think it over. Rick could only give me 24 hours because he wanted the position filled as soon as possible and he had other applicants waiting. I frantically called Muncie Civic Theater to see if any money had become available. None had. I needed an internship of some kind, so I took the job. Looking back, I think it was one of the best decisions I have ever made.

One of Day Dream’s attributes that convinced me that it was a company I might like to work for was the working environment. When you walk into Day Dream it is difficult to determine a particular employee’s position. You could be talking to the CEO and not even know it. In fact I met the CEO the day I interviewed. I talked to him for several minutes
about my experiences in England and the International Marketing project I was working on for my class. After Rick and I walked away he told who it was I was being so chummy with and I couldn't believe it. This friendly atmosphere provides the perfect place for a young company to grow and mature. The associates (not employees) have the freedom to and are encouraged to bring new ideas to the attention of management and to offer suggestions to any of the various departments. The associates are excited about what they are doing and they want Day Dream to succeed. It takes a special kind of person to instill this kind of excitement into so many people. Another fact that contributes to the laid back environment is the fact that most of the employees are young in comparison to other executives in comparable positions at other firms. The CEO, Chip Conk, is only 35.

The official title of my position was International Marketing Analyst. As set out in the internship guidelines Rick put together, my responsibility was to complete a comprehensive study of export opportunities for Day Dream Publishing. This task was broken down into three stages: assessing Day Dream's current strengths and weaknesses, identifying and prioritizing the best foreign markets for Day Dream, and participating in the formulation of a Strategic Export Marketing Plan. My research was to follow guidelines established by Day Dream's Director of International Sales, Rick Graves, in conjunction with the U.S. Department of Commerce's International Trade Administration.

After I was certain I had my marketing credit hours taken care of and my job had begun, other graduation concerns began to come to mind. My senior honors thesis was lurking in the back my mind as an intimidating T. It needed to be completed this summer if I was planning to graduate with honors in December. My original project was a marketing plan for Alpha Lambda Delta Freshman Honorary. As my work on that project progressed, I realized that I was not the right person for the task and that I was not gaining much from the experience. The more involved I got with Day Dream, the more I realized that my internship would make a perfect thesis.

In my mind an honors thesis should be two things: an opportunity to apply your accumulated academic knowledge in your chosen field to a worthwhile project, and a way to apply a humanistic viewpoint to your chosen field by applying concepts learned through honors classes. Business is often looked at as the opposite end of the spectrum from Humanism. I believe the field of marketing connects these two concepts. Much of the business curriculum is centered around profit maximization and efficiency. Marketing is the exception. It is the connecting factor between a business and its customers, a bridge between the consumer's perceptions and business's practices. The marketer's job is to identify consumer needs and assist his or her company in fulfilling them. Marketing is business's communication link to existing and prospective customers. The marketer is
permitted to be creative. He or she is encouraged to constantly be creating new ways to reach the consumer.

Day Dream Publishing, Inc. is a company that is centered around marketing. They make a profit by selling calendars to distributors who in turn sell to the final consumer. Every aspect of Day Dream's business is centered around that final consumer. The images chosen for each calendar are chosen because of their appeal to the targeted market. The layout and packaging are created to make the calendar distinctive and eye-catching. The stores Day Dream chooses to distribute through are chosen because of the clientele they reach and because of the professional way they reach them. This company represents the perfect learning environment for the study of marketing and the study of humanism.

Another factor that influenced the choice of my Honors Thesis topic was the pride I felt in the work I was doing. The research I compiled for Day Dream was some of the best work I have yet done. It was a project I believed in. I was concerned with the decisions that would be made based on this research. It was unlike any project I had done for any business class.
Day Dream, Past and Present

Domestically, Day Dream is a powerhouse with a market share of almost 30%. It is the number one preferred company in the calendar business (according to Giftware News), and it produces over 12 million calendars annually. The company has won many awards including Target's Vendor of the Year award in 1992 and awards in four categories from the Calendar Marketing Association in 1993.

The company was started in 1983 by Chip Conk. The company, College Look Calendars, was operated out of his dorm room and offered one calendar choice, "The Men of the University of California Santa Barbara". This first year saw gross sales of $10,000 but expenses of $15,000. The company continued to grow for the next three years and finally in 1986 the company, now Day Dream Publishing (DDP), Inc., showed its first year of profit.

The backbone of Day Dream's appeal to its partners is its licensed products. In 1987, DDP recognized the emerging market trend of licensed products and acquired licenses for Snoopy, the Beatles, and Betty Boop. In this year, the company also started its relationship with Shepard Poorman Communications Co. Shepard Poorman prints the merchandise for DDP and today owns 50% of the company.

In the past few years DDP has grown phenomenally. Through its innovative line of products, its hot licenses, and its excellent domestic distribution and contacts, the company has become the top calendar producer in the nation. DDP has a 16 month format, is printed on recycled paper, and is expanding into non-dated products. Some of its top licenses are Cindy Crawford, World Wildlife Fund, Shaquille O'Neal, Beverly Hills 90210, and Walt Disney. Some of DDP's most important customers include Wal*Mart, Target, Walden Books, B. Dalton, and Costco/Price Club.

Day Dream has an acceptable position in the international market for calendars. The company has been exporting for five years. Up to now the approached has been strictly reactive. Because the company is still growing domestically, emphasis has not been placed on expanding into the world market. This can be seen when looking at the mission statement, goals, and objectives of the company which do not contain any mention of international sales or worldwide market growth.

The company's exports consistently represent 5-6% of gross revenues. In turn, 50% of this revenue originates from Canada. International marketing and sales promotion efforts have been limited to participation in domestic trade shows and periodic trips to targeted foreign markets. Day Dream is often approached by distributors because of its hot domestic licenses. All export sales are made in U.S. currency and are most often paid for in advance.
In Canada, Day Dream deals almost exclusively through a distributor named Belle Flore. They also have some individual deals with some bookstores including Coles and Smith Books. When the company began, sales were handled through rep groups or middlemen both domestically and in Canada. While the company now deals almost exclusively on a store-to-store basis in the States, Canadian sales remain in the control of these rep groups. In Australia, Day Dream distributes exclusively through Skansen Giftware.

The situation is a little different in Asia. Day Dream has hooked up with a company called Leecon. Leecon buys both finished product and sub-leases licenses so that it can print additional product. Leecon does not have exclusive distribution in Asia but the company's contract with Day Dream does guarantee certain price considerations. No concrete distribution partnerships have been established in Europe.

While this method of international business has proven successful for Day Dream, it does not take advantage of the opportunities that are available. Day Dream needs to include international as a part of the company's priorities. Decisions need to be made concerning what the company hopes to achieve in the international market. A positive light on the horizon is the fact that a director of international sales has been hired and is beginning to formulate Day Dream International into a force to be reckoned with.
Research Planning and Objectives

When considering entry into the international marketplace, many issues arise that must be addressed before any action is taken. The first step is to assess the company's strengths and weaknesses and to identify appropriate markets for international expansion. The needs of the company must be compatible with the needs of the particular foreign market chosen. Once target markets have been identified, decisions must be made in respect to the marketing mix. Do alterations need to be made and can the company make them at this time? After the markets have been identified and the marketing mix has been considered, a market-entry strategy should be chosen.

Good research always starts with a look inside. Before any new venture can be started a company must look within to determine what kind of commitment they are capable of making. In the case of international business, the Department of Commerce (DOC) has set some guidelines for assessing a company's readiness for international expansion. The DOC has put together a series of questions called the CORE report, COMPANY's Readiness to Export. This report contains questions about the company's business background, motivation for going international, top management commitment, product strengths, and market specific strengths.

To answer these questions, I spoke to many members of top management about their views of the international market and Day Dream. Please refer to Appendix A for a copy of the questions discussed in these meetings. After completing the interviews and the CORE report, I began to compile a list of DDP's strengths and weaknesses. These lists are included in Appendix B. At this point I decided that Day Dream was ready to proceed in their international endeavors. Several members of the executive management team reservations because of the lack of specific market knowledge, but hopefully these reservations can be assuaged by the information acquired by Rick and me.

The next step is to decide how to determine a good market. To do this the DOC suggests compiling a list of Key Market Indicators. These indicators should represent the company's ideal international market. Generic indicators can be of three types: economic, product, and market. Examples of indicators include population, per capita Gross National Product, and retail structure. The Key Market Indicators Rick and I came up with to determine prospective markets for Day Dream are listed in Appendix C.

Armed with the Key Market Indicators, I began my research. I started with the resources provided by the DOC. One of the most useful sources was the National Trade Data Base (NTDB). The NTDB is available at many libraries, including the Ball State University library. I was given great flexibility to research at my own pace and at any locations I saw fit. I made many visits to the Ball State University, Butler University, and
Indiana University libraries. There are three types of NTDB reports that I utilized: Market Research Reports, Industry Subsector Reports, and Country Market Reports. Most of these reports are written by the American Embassy representatives in the subject country.

Other sources I found useful were the Country Desk Officers and the Industry Desk Officers in Washington DC. These people are experts in their chosen country or field. They are very willing to research a question for you or help you to find a source that would contain the answer. The DOC also has two fax services that I utilized: the Export Hotline and NAFTA facts. Each service will send information requested by the company via fax.

From the Export Hotline I received a list of the top 25 U.S. export markets for calendars. Based on this list and the population and GDP per capita information I had found, Rick and I decided on nine Western European countries (Belgium, France, Germany, Italy, the Netherlands, Spain, Sweden, Switzerland, and the United Kingdom) and Mexico as my target countries for continued research. The top two markets for calendars are Canada and Japan. DDP has a strong presence in Canada and we felt research on that country was not necessary. As noted in the DDP background, our distributor in Asia, Leecom, is building a strong presence in the Asian market, so we eliminated that market from my research as well.

Once the list of prospective countries was narrowed down to ten, I started to search for more detailed information about these countries. Through my research I found that a good amount of information was available about Western Europe and the European Community (EC) but not about Mexico. Because of time constraints and the fact that DDP already has some good contacts in Mexico, we decided to eliminate it from the list. There is a research company in London called Euromonitor which publishes many research reports about the European market and the European consumer. I used their information to fill in the facts I had been unable to find.

The Key Market Indicator that I was having a difficult time finding information on was retail structure and specific market conditions. As can be seen in the Domestic Market Overview in Appendix B, DDP has a good idea of who their domestic customer is and where and why they buy calendars. Internationally, these facts are not as well known. It is difficult to ascertain this information from here in Indianapolis. The other factor we needed information on was pricing. We decided to send a survey to all of our current customers abroad to ask them to assist us with this information. A copy of the survey is located in Appendix D. Unfortunately this idea was realized late in my internship and the information received has not been analyzed.

The country choice is a major decision to be made when planning an export strategic plan. Once this decision is made and research is started, other questions need to
be addressed. These questions center around the marketing mix: the whys and hows of getting your products to your final consumer.

One of the basic building blocks of marketing philosophy is the marketing mix. Also referred to as the four P's, these elements, Price, Product, Place (distribution), and Promotion, represent decisions that are made in every company. These factors are a major concern for international because of the vast differences between markets around the world. A mistake in any of these areas could cause a product to fail instantly. Not only are these factors of utmost importance, but they are also the hardest to research because you really need to be present in the market to study these factors.

The price of calendars in the U.S. ranges from $3.99 to $14.99, depending on the type and size of product in question. Each international market has its own range of prices, depending on how the consumers approach calendars. In some cultures the calendar is seen as a gift item, and in others a practical product for personal use. Price is difficult to estimate until you see the products actually on the shelves.

Besides the cultural approach and uses of calendars, other factors make price an important, yet difficult, aspect. Fluctuation in currency values is an uncontrollable factor that can wreak havoc on pricing decision-making. Other factors that cause difficulty are import barriers such as taxes, duties, and freight costs. In some markets these costs are automatically passed down to the customer, resulting in higher priced products. One additional factor that makes pricing decisions difficult is the type of distribution channel through which you are selling your products. A wholesaler may add a fee to the price before passing the product on to a retailer, resulting in a higher price for the final consumer. It is necessary to keep a close eye on the price the final consumer is paying for your product because price will have an effect on how competitive you are in your chosen market. If the price is too high, your product may not sell, and if it is too low, you aren't making a maximum profit.

Product considerations vary with the type of product. When dealing with a printed material product, such as calendars, the first problem that comes to mind is language. Will an English language product sell in a non-English speaking market? If the answer is no, the next consideration is whether or not to print in other languages. This can only be done if the benefits outweigh the costs. How much product has to be sold to cover the cost of making language specifications? One factor to look at is how many markets will be affected by the customization. For example, a Spanish language product would appeal not only to Spain, but also to Mexico and parts of the U.S.
The actual physical product is not the only concern when approaching the product question. Other concerns include packaging and labeling. These are barriers that, if overlooked, can cause delays and possible loss of orders.

It is a firm belief at Day Dream that, if the product is on the shelf, it will sell. Distribution is the process of getting the product on the shelf. This fact makes distribution an extremely important part of the marketing mix because if the product is not on the shelf, the price and format don't matter. Calendar distribution in the U.S. market is excellent. With the emergence of super stores like Wal*Mart and Target and the expansion of bookstores such as Walden Books and B. Dalton, there is a rapidly growing market for calendar products. Unfortunately, many foreign markets have not yet reached this level of sophistication in their distribution channels. In most cases a product like calendars is sold in smaller 'mom and pop' stores, and it is difficult to discern who is distributing to these stores.

The last aspect of the marketing mix, promotion, is not an immediate concern for Day Dream. The promotion aimed at the consumer is a function of the outlet that comes in contact with that final consumer, a bookstore, for example. Day Dream is not directly involved in this process but does provide some of its customers with display cases to assist them in the promotion of the product.

The reason the marketing mix needs to be considered is because, in most cases, entering into a new market requires a change in the mix. A company needs to decide what changes it is willing to make. Is a separate and individual marketing mix for each foreign market necessary, or can some level of standardization be achieved? The answer to these questions is part of deciding on a market-entry strategy.

Market entry strategies can be broken down into two categories: exporting and foreign manufacturing. Because DDP is in the beginning stages of its international planning, foreign manufacturing will be ruled out as a possibility for the near future. Exporting can be further broken down into indirect and direct.

Indirect exporting can take several forms. The least involved form of indirect exporting is passively filling orders from domestic buyers who then export the product. Another form of indirect exporting is seeking out domestic buyers who represent foreign firms. A final form of indirect exporting involves enlisting the services of an Export Management Company (EMC) or an Export Trading Company (ETC).

An EMC is a firm that serves as an export department for several different companies. They solicit and transact business on behalf of their clients for a sales commission. In this situation the EMC takes the credit risks and the company whose product is being exported benefits without risk, but with a slightly lower profit. An ETC is
almost identical except that, in most cases, the ETC actually takes title of the products, purchasing it from the company and selling it for a profit.

Direct exporting can be done on a reactive or a proactive basis. In either approach the exporting company personally handles all the transaction processes and absorbs all the risk. This is a difficult entry strategy but it achieves maximum profits and long-term growth. Reactive exporting involves reacting to any orders or requests that are presented to the company. This involves minimal sales personnel. This can be a good way to get one’s foot in the door without much effort. The drawback is that there is little predictability or control over the situation.

Exporting on a proactive basis provides the exporter with maximum control over the situation. Valuable customers can be chosen to enhance the exporters reputation and profits. A season after season predictability can be developed. Some of the uncertainty in the international market can be dissolved. There are two management philosophies to be considered when proactively exporting: the Global Market Management philosophy and the International Market Management philosophy.

The Global Market philosophy views the world as one large market. Decisions are based on cross-cultural similarities as opposed to cross-cultural differences. This philosophy suggests proactively and aggressively exporting existing products.

The International Market philosophy is based on the premise of cross-cultural differences. Decisions are guided by the belief that each foreign market requires a separate, culturally adapted marketing strategy. Using this philosophy would dictate developing a nationalized approach to marketing and distribution.

Because Day Dream has been doing business abroad for about five years, the company is in an advanced stage of exporting. They are directly exporting but in a reactive manner. At this point they should start to become a proactive exporter and gain more control and consistency over their exports. This leads to a decision of Global Market strategy verses International Market strategy.
Recommendations

Although international market research is time consuming, the research aspect is not difficult. Compiling information and presenting it in a useful fashion is elementary work. The challenging task is to take the information that has been collected and interpret its meaning for the company. The facts I have presented above and in the appendices leave many questions in the executives' minds. These questions include: is a change in international strategy necessary?, does the product need to be altered in any way (language, images, packaging)?, is pricing affecting our success?, and will we take a Global Market approach or an International Market approach? Along with looking at these questions, decisions need to be made regarding the company's international strengths and weaknesses. Lastly, a long term plan needs to be developed to guide the company in its endeavors. The following represent decisions I would make if I were in Rick Graves's shoes armed with the knowledge obtained from my summer internship.

It is obvious that Day Dream feels that a change in international strategy is necessary. The company hired me as Director of International, a new position at Day Dream, and they allotted me moneys to use to hire a temporary summer intern to do the research I would need to create this new strategy.

Questions concerning the product are difficult to answer at this time because I have not seen, first hand, the way our product is presented to the potential final consumers abroad. As a remedy to this lack of information I need to visit Europe and determine what improvements and changes need to be made. Based on our success in the states, if our product is on the shelves and we have quality relationships with our distributors, the product will sell. A trip to Europe would help me to answer questions concerning price, distribution, and product specifications through first hand observations and discussions with current distributors and producers in the industry.

I believe language customization is a necessary and feasible alteration that needs to be made if Day Dream is serious about wanting to increase its market share in Europe. Language customizations are not difficult to accomplish. The only determining factor would be the amount of product that has to be sold in order to off-set the cost of printing. These costs will vary per type of product and will need to be discussed with the VP of Logistics. French, Spanish, and German should be considered, in that order. Another option is to print a multilingual product. This may be a more practical option at this time because the print runs would be larger because the product could serve almost all of Europe and not just one or two countries.

Addressing the question of Global Market strategy versus International Market strategy, there are arguments to be made for both philosophies. I believe a Global Market
strategy would best serve Day Dream's needs at this time. I would approach Europe as one market. The only differences in strategy from country to country would be concerning the language which is used.

As these broad questions are being addressed and decisions are being made, the company's strengths and weaknesses need to be considered. (A list of Day Dream's strengths and weaknesses can be found in Appendix B.) Internal changes need to be made so that the external changes will be successful. Many of DDP's domestic strengths translate to international strengths. The quality of product and licenses is a strength that will definitely benefit DDP's international endeavors. Care must be taken to keep this strength consistent. DDP's strong position in Canada and Australia will serve as a guideline for further expansion in Europe and around the globe. The issue to be looked at now is the domestic strengths that are becoming international weaknesses.

Day Dream's strong domestic position causes the management team to be conservative in their international efforts. Domestic is the first priority. This attitude needs to change. The current mission of quality products and relationships with our partners needs to be extended to our international dealings as well. While centralized production is a strength domestically, it hurts us internationally because transportation of the product is so costly. We need to consider printing locally in the countries we are serving.

The weakness that effects our competitiveness the most is our lack of market knowledge. We cannot assume that the European market will follow the same trends as the American market. These trends are the back bone of DDP's success. Our product decisions are based upon how our consumers react to trends. We produce calendars to meet the needs of our consumers. European trends tend to follow American trends but the trends happen later and last a shorter time then in the States. We need first-hand knowledge from someone who has direct contact with the market we are serving. We need someone who is living in Europe, who can spot the trends before they happen.

The biggest weakness we have is lack of a strategic plan. This problem is in the process of being solved by putting together this international plan. It is easiest to look at this plan from two perspectives: solving each problem or question and putting the plan into a time frame. The strategic plan needs to address all markets worldwide, not just Europe, as the previous discussion has been centered. The goal of this plan will be to make the international division of Day Dream comply and contribute to the company's mission statement and marketing goals which are stated in Appendix B.

In 1994 we need to continue to accumulate knowledge. This will be accomplished though a trip to Europe to gain first hand knowledge of our situation and to make valuable contacts. This trip will also serve the purpose of strengthening our current relationships.
and possibly forming new ones. Using this information we will plan on certain products to provide a test market to further our information. These products will include English language, and multilingual products. We will try to determine how language affects our product’s success. We will also introduce several products that are not dependent on the license or image for the sale. This will help us to determine if this type of product will sell or if we need to concentrate only on the 'big name' products in our international markets.

While these knowledge gaining activities are going on in Europe, we will continue to strengthen our current markets and relationships in Canada and Australia. In Asia we will strengthen the partnership with Leecom and eventually form an exclusive distribution relationship with them. In other markets we will continue to take a reactive position in our dealings.

In the near future, concentration on Europe is the key. The eventual goal is to have a Day Dream Europe subsidiary. This would allow all production and relationships to be run locally in Europe with guidance from the home office in Indianapolis. This goal is still down the road a bit. The first priority is gaining knowledge. Each year Day Dream will have to commit more resources and time to international until it is equal to, or even outweighs, domestic business.
Appendix A

During my first few weeks at Day Dream I interviewed several members of the management team to help me assess the companies strengths and weaknesses. The following people were interviewed:

- Chip Conk          CEO
- Mike Bursaw        President
- John Kerns         Executive Vice-President
- Peggy Beard        Vice-President Finance
- Jan Tiffany        Vice-President Logistics
- Sue Kirkpatrick    Vice-President Licensing
- Chris Conk         Vice-President/Business Consultant

This appendix contains a list of the questions asked.
Questions for Day Dream Management

1) What is your function at Day Dream? How does your position contribute to the workings of the company? Philosophy for leading the company.

2) I'm attempting to get an objective view of Day Dream's international organization. Rick is convinced that it is a good idea and that Day Dream should continue to expand and become a proactive international company. Do you agree or disagree?

3) Does domestic success translate into international success? Deal with the questions of product adaptation, reactive verses proactive, and fear of saturation in the domestic market.

4) If you were in Rick's shoes, what would you do?
Appendix B

Because of time constraints, I was unable to assist Rick in presenting the information I had researched to the executive management team. This appendix contains the information we had planned to present.

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All population figures derived from country reports obtained from the National Trade Data Base, U.S. Department of Commerce.

All figures concerning book and calendar market obtained from the books industry desk officer, U.S. Department of Commerce.
Strategic Audit: Day Dream Publishing

Export Plan

Current Situation
Day Dream is continuing to grow and take its place among the leaders in the calendar business. The company has a strong reputation for high quality products, excellent distribution facilities, hot licenses, and expeditious replenishment capabilities. The company is young and energetic and not afraid to take risks. The company has gone through some unbelievable changes within the past few years.

Brief Historical Review
- 1983 - Chip Conk started College Look Calendars with one Calendar - The Men of the University of California Santa Barbara - Gross Sales $10,000 - Expenses $15,000
- 1984 - Hired Econ professor to handle all accounting for College Look
- 1985 - 6 Calendars - Gross Sales $600,000 - Expenses $650,000 - Moved from dorm room to first office - Flew to Hong Kong to negotiate printing deal
- 1986 - 13 Calendars - 16 month format - Oversized brochure - SHOWED FIRST YEAR OF PROFIT!!!!
- 1987 - 38 Calendars - Realized licensing was key to future growth - First Hot Licenses - Paulina Porizkova, Snoopy, Beatles, Betty Boop - Began Shepard Poorman Communications Co. printing relationship
- 1988 - 51 Calendars - Introduced engagement calendar to line - DDP started to control sales relationships with customers - Hot License: World Wildlife Fund Engagement
- 1989 - 70 Calendars, 6 Book Properties - First Cindy Crawford Calendar - Introduces International Sales Division
- 1990 - 47 Calendars - Started Mass Market Research & Development - Shepard Poorman became 50% owner and new partner
• 1991 - 116 Calendars - Introduced Hometown Calendar Line
  - First year Wal*Mart sales
  - First year Club sales
  - Moved operations from California to Indianapolis
  - Hired professional management team

• 1992 - 110 Calendars - Introduces Back to School line
  - First box calendar with Cathy Guisewite
  - Sold Back to School line to Wal*Mart
  - Earned Target's Vendor of the Year Award

• 1993 - 123 Calendars - Introduces Monthly Planners, Weekly Appointment Books
  and Pocket Calendars
  - California and Virginia offices moved to Indianapolis

• 1994 - Moved to new offices
  - Reincorporated in state of Indiana
  - Introduced perpetual calendars and posters
Current International Situation

DOMESTICALLY, Day Dream is a powerhouse with a market share of almost 30%. It is the number one preferred company in the calendar business (according to Giftware News), and it produces over 12 million calendars annually. The company has won many awards including Target's Vendor of the year award in 1992 and awards in four categories from the Calendar Marketing Association in 1993.

Day Dream has an acceptable position in the international market for calendars. The company has been exporting for five years. Up until now the approached has been strictly reactive. Because the company is still growing domestically, the emphasis has not been on expanding into the world market. This can be seen when looking at the mission statement, goals, and objectives of the company which do not contain any mention of international sales or worldwide market domination.

The company's exports consistently represent 5-6% of gross revenues. In turn, 50% of this revenue originates from Canada. International marketing and sales promotion efforts have been limited to participation in domestic trade shows and periodic trips to targeted foreign markets. Day Dream is often approached by distributors because of its hot domestic licenses. All export sales are made in U.S. currency and are most often paid for in advance.

In Canada Day Dream deals almost exclusively through a distributor named Belle Flore. DDP also has some individual deals with some bookstores including Coles and Smith books. When Day Dream started out domestic was run by rep groups or middlemen and so this trend carried over to Canada. While the company now deals almost exclusively on a store-to-store basis in the States, Canada has remained in a rep group situation. In Australia, Day Dream distributes exclusively through Skansen.

The situation is a little different in Asia. Day Dream has hooked up with a company called Leecom. Leecom buys both finished product and sub-leases licenses so that they can print additional product. Leecom does not have exclusive distribution in Asia but the company's contract with Day Dream does guarantee they will not be undercut on price. No firm distribution partnerships have been acquired in Europe.

While this method of international business has proven successful for Day Dream, it does not take advantage of the opportunities that are available. Day Dream needs to include international as a part of the company's priorities. Decisions need to be made concerning what the company hopes to achieve in the international market. A positive light on the horizon is the fact that a director of international sales has been hired and is beginning to formulate Day Dream International into a force to be reckoned with.
Domestic Mission, Goals and Objectives

Mission Statement

As associates of Day Dream Publishing, we are committed to TOTAL PARTNER SATISFACTION. We will achieve this mission through uncompromising integrity, mutual respect and trust with our business partners.

Consumers - create consumer loyalty through value and innovative products
Customers - maximize profit potential and provide value-added services
Licensees and Suppliers - create strategic alliances and utilize all expertise and resources to maximize each product's personal growth
Associates - enjoy a balance between personal and professional lives, recognize individual achievements and allow for risk, support personal growth
Shareholders - meet or exceed profit expectations, build long-term company value
Community - be a good neighbor

Long Term Goals

• Day Dream will be a low cost producer of quality products that provide excellent value to the consumer.
• Day Dream will be a market leader by 'partnering' with customers and developing category co-management programs. Day Dream will provide superior value-added support to customers, including product displays, merchandising support and inventory management.
• Day Dream will aggressively expand the business with high margin items.

Marketing Objectives, 1993-1996

• to increase profitability
• to continue to be a high growth company
• to be a cost competitive manufacturer
• to manage returns
• to be a leader in our chosen markets
Domestic Market Overview

Market Size

The size of the calendar market is difficult to estimate because it has been poorly defined. Estimates in the trade literature range from $1.5B - $10B retail (750M - 5B wholesale). With this type of range, it can be assumed that these estimates include all types of calendar products, from ad specialty products to executive planners.

Key Players

Because the calendar business is highly fragmented and composed of many privately held companies, identifying the key players has been done by sales revenue and market share.

<table>
<thead>
<tr>
<th>Top Nine Players</th>
<th>Sales Rev ($M)</th>
<th>Mkt. Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrews &amp; McMeel</td>
<td>20.0</td>
<td>11%</td>
</tr>
<tr>
<td>Cleo / Gibson</td>
<td>10.0</td>
<td>6%</td>
</tr>
<tr>
<td>Day Dream</td>
<td>36.0</td>
<td>30%</td>
</tr>
<tr>
<td>Hallmark</td>
<td>15.0</td>
<td>9%</td>
</tr>
<tr>
<td>Landmark</td>
<td>16.8</td>
<td>10%</td>
</tr>
<tr>
<td>Lang</td>
<td>12.0</td>
<td>7%</td>
</tr>
<tr>
<td>Long Meadow</td>
<td>10.0</td>
<td>6%</td>
</tr>
<tr>
<td>Portal</td>
<td>10.0</td>
<td>6%</td>
</tr>
<tr>
<td>Workman</td>
<td>12.0</td>
<td>7%</td>
</tr>
</tbody>
</table>

Key Market Niches

There are four store levels or distribution channels that make up the majority of Day Dream's sales. They are Mass Merchants, Warehouse Clubs, the Book Trade, and Office clubs.
Market Characteristics

• Retail Customer
  * traditionally female, ages 26 - 54
  * over 80% of calendars are purchased as gifts (CMA)
  * licensed content believed to drive purchases
  * average household has 6 calendars
  * Retail sales season:
    
    | Month      | % of retail sales |
    |------------|-------------------|
    | July       | 4%                |
    | August     | 5%                |
    | September  | 8%                |
    | October    | 10%               |
    | November   | 16%               |
    | December   | 37%               |
    | January    | 13%               |
    | February   | 7%                |

• Wholesale Customer
  * buys from large number of vendors
  * content/design is key to getting placement
  * as with many seasonal products, issues include:
    returns
    markdowns
    forecasting trends
    getting/keeping shelf space

• Growth
  * category said to be growing at 5-6% per year. (CMA)
Domestic Strengths and Weaknesses

Strengths
- Strong domestic success
- Continuing to grow
- Licenses
- Quality of product
- Well-defined mission statement
- Enthusiastic working environment
- Young, risk takers
- Ability to recognize and react to trends
- Production completely in Indianapolis
- Successful distribution
- Replenishment ability

Weaknesses
- Young, developing management system
- No clear definition of target market
- Distribution, trends, and target market vary per product
- Lack of communication between departments

International Strengths and Weaknesses

Strengths
- Quality of product
- Licenses
- Commitment to international (int'l) growing
- Have some limited int'l experience
- Interest in int'l illustrated by hiring of Rick
- Strong in Canada and Australia
- Sea Express (freight forwarder)

Weaknesses
- Reactive, somewhat disorganized int'l operations
- English language product only
- No foreign production
- Management conservative in int'l dealings
- Lack of knowledge about trends int'lly
- Lack of knowledge of pricing int'lly
- Need an int'l strategic plan
- Weak int'l distribution
- Lack of strong relationship with int'l distributors
- Int'l seen as secondary to domestic
- Bad past reputation int'l -- trouble filling orders
- Lack of replenishment capability
**International Opportunities**

- Europe, Mexico, Asia
- NAFTA and EU
- Localized products -- language and titles
- Localized printing
- Sub-licensing
- Spanish speaking Americans
- Non-dated products
- Economies of scale
- Int'l licenses
- Direct mail -- catalogs and home shopping
- Setting up offices abroad

**International Threats**

- Licensing rules -- separate license for each country
- Competition -- both domestic and int'l
- EC laws concerning distributors -- solicited and non
- Import barriers
- Loyalty to home brands
- Prices lower int'lly
- Language barriers
- Exchange rate
- Costs
- EU
- Saturation in domestic market
- Undetectable changes in trends
International Impact

Mission Statement

*Total Partner Satisfaction* -- Expanding into the international market gives Day Dream the opportunity to create new partnerships in the area of licensing, distribution, and production. These opportunities have not been taken advantage of. Frequently in the past, possible partners have not been treated as such and this has tarnished our international reputation.

Long Term Goals

If done correctly, international expansion can only increase the profitability and reputation of a company. Day Dream can work toward economies of scale by enlarging print runs to cover increased international sales. This will help to generate funds to create excellent products at a low price. Expanding into new markets gives Day Dream immense opportunities to create new partnerships and to expand the recognition of Day Dream’s products.

Marketing Objectives

Expanding into the international market will help to achieve these marketing objectives. Increased sales to a larger body of consumers will help to increase profitability and help Day Dream to become a cost competitive manufacturer. Managing returns will not be an issue because products sold internationally are non returnable. The retail world is becoming a global market. To become a leader in our chosen market we must become a leader throughout the world.
Day Dream Publishing International
Export Plan

International Mission, Goals, and Objectives

Mission Statement

To apply the corporate mission statement to all international dealings. To enhance Day Dream's international position with strong, calculated growth and valuable partner relationships.

Long Term Goals

- International sales will account for 30% of total company sales by 1999.
- Continue excellent sales and distribution in Canada, Australia, and Asia
- To improve our internal image, making Day Dream recognizable for quality products and excellent customer service.
- To increase or contain contribution margins at or above 40 - 50%
- To increase profitability and be a cost competitive manufacturer.
- To be a leader in the world market.

International Objectives / Action Plan

- Trip to Europe - Fall 1994
  gain first hand market information concerning pricing and distribution
- CSS report from the Department of Commerce - Fall 1994
  Germany
- Decide on five product mixes with which to flood the European market
- By 1997-98 consider printing in a foreign language.
  Spanish - Spain, Mexico, 7.5% of USA
  German - Germany, Italy, Switzerland, Eastern Europe
  French - France, Belgium, Switzerland, 25% of Canada
- Distributors - establish two per year
  1995 - UK and Semic
  1996 - Germany and France
- Localized printing - 1998
- Day Dream Europe - 2000
  Day Dream Asia - 2000
What constitutes a good market?

1. Mature (or maturing) retail distribution environment
2. Fragmented competition
3. Strong GDP
4. High percentage of population under the age of 50
5. High percentage of women aged 26-54
6. Low import barriers
7. Acceptance of American products
8. English speaking

How do we determine these factors?

1. **Mature retail distribution environment** - determined by looking at the number of mass merchants (hypermarkets and superstores), the number of stores which might carry calendars (bookstores, stationery stores, department stores, and variety stores), and the amount of total retail sales and outlets.
2. **Fragmented competition** - difficult to estimate because of lack of clear definition of calendar market but could be assessed by looking at Day Dream's past exporting experiences.
3. **Strong GDP** - numbers easily found, per capita important, one thing to remember is: at first glance the numbers may not seem adequate but for example Mexico has high growth potential.
4. **High percentage of population under the age of 50** and
5. **High percentage of women aged 26-54** - these numbers are easy to come by but can be deceiving depending on the source.
6. **Low import barriers** - these include VAT taxes, duties, and other fees; many of these barriers are passed onto the customer but can be concerns when considering pricing; trade agreements (NAFTA and EC) have helped to make this less of a concern; other non-tariff barriers including labeling, trademark, and eco-requirements also need to be considered.
7. **Acceptance of American products** - difficult to estimate, no concrete proof or numbers, but past DDP sales and the fact that American trends seem to have an enduring lifetime abroad show a positive trend towards American products.
8. **English speaking** - countries such as the UK, Canada, and Australia have English as a primary language, in many countries English is a common second language, it is difficult to find exact statistics.
WESTERN EUROPE (EUROPEAN COMMUNITY)

- Population
  EC  - 346.3 million
  USA - 252.7 million

- GDP
  EC  - $6,251.7 billion
  USA - $5,677.5 billion

- Per Capita
  EC  - $18,053
  USA - $22,467

The EC represents a tremendous market for Day Dream. Currently the Western European countries that have been researched (Belgium, France, Germany, Italy, the Netherlands, Spain, Sweden, Switzerland, and the UK) make up 34.84% of Day Dream's International business excluding Canada. These countries make up 33% of total USA exports of calendars, again excluding Canada.

- Exports:
  DD:      $589,632
  Calendar: $2,536,000
  Books:   $340,668,000

- Positive Factors
  1. No single world leader in calendars.
  4. Wealth of the combined market.
  5. Huge new market to combat saturation of domestic market.
  6. No tariffs or duties to pay once in the EC.
  7. Build economies of scale.

- Obstacles
  1. Different languages and cultures.
  2. Lack of presence in markets.
  3. English language products.
  4. Inability to license top titles per market.
  5. Difficult replenishment because all printing done in the states.
BELGIUM

- Population: 10,041,000
  Growth: 0.2%
  Age Breakdown:
    20-34 - 23.6%
    35-49 - 19.55%
    Female 15-44 - 21.41%

- GDP: $171.8 billion
  Per Capita: $17,300

- Language: Flemish

- Member of the European Union (Community)

- Import Barriers:
  VAT: 19.5%
  Duty: 6%

- Exports:
  DD: $15,007
  Calendar: $367,000
  Books: $7,826,000

- Total Retail Outlets: 113,700
FRANCE

- Population: 56,876,000
  Growth: 0.41%
  Age breakdown:
    20-34 - 22.6%
    35-49 - 20.0%
    Female 15-44 - 22.08%

- GDP: $1033.7 billion
  Per Capita: $18,300

- Language: French

- Member of the European Union (Community)

- Import Barriers:
  VAT: 18.6%
  Duty: 6%

- Exports:
  DD: $2944
  Calendar: $133,000
  Book: $18,990,000

- Total Retail Outlets: 518,700
GERMANY

- Population: 80,556,000
  Growth: 0.4%
  Age breakdown:
  20-34 - 23.4%
  35-49 - 19.9%
  Female 15-44 - 20.91%

- GDP: $1331.4 billion
  Per Capita: $19,200

- Language: German

- Member of European Union (Community)

- Import Barriers:
  VAT: 15%
  Duty: 6%

- Exports:
  DD: $18,165
  Calendars: $534,000
  Books: $43,443,000

- Total Retail Outlets: 348,500
ITALY

- Population: 58,026,000
  Growth: 0.05%
  Age breakdown:
    20-34 - 23.4%
    35-49 - 19.7%
    Female 15-44 - 21.94%

- GDP: $965.0 billion
  Per Capita: $16,700

- Language: Italian

- Member of the European Union (Community)

- Import Barriers:
  VAT: 19%
  Duty: 6%

- Exports:
  DD: $88,576
  Calendars: $95,000
  Books: $8,617,000

- Total Retail Outlets: 1,043,900
The NETHERLANDS

- Population: 15,193,000
  Growth: 0.47%
  Age Breakdown:
    20-34 - 25.2%
    35-49 - 21.4%
    Female 15-44 - 23.04%

- GDP: $249.6 billion
  Per Capita: $16,600

- Language: Dutch

- Member of the European Union (Community)

- Import Barriers:
  VAT: 17.5%
  Duty: 6%

- Exports:
  DD: $38,512
  Calendar: $107,000
  Books: $32,003,000

- Total Retail Stores: 160,500
SPAIN

- Population: 38,554,000
  Growth: 0.16%
  Age breakdown:
    20-34 - 24.0%
    35-49 - 18.1%
    Female 15-44 - 22.73%

- GDP: $487.5 billion
  Per Capita: $12,400

- Language: Spanish

- Member of the European Union (Community)

- Import Barriers:
  VAT: 15%
  Duty: 6%

- Exports:
  DD: $30,244
  Calendar: $22,000
  Books: $7,604,000

- Total Retail Outlets: 728,700
SWEDEN

- Population: 8,669,000
  Growth: 0.33%
  Age Breakdown:
  20-34 - 20.9%
  35-49 - 21.5%
  Female 15-44 - 20.00%

- GDP: $147.6 billion
  Per Capita: $17,200

- Language: Swedish

- Member European Economic Area Agreement
  Currently petitioning into the European Union (Community)

- Import Barriers
  VAT: 25%
  Duty: 0%

- Exports:
  DD: $100,600
  Calendars: $140,000
  Books: $3,847,000

- Total Retail Outlets: 48,000
SWITZERLAND

- Population: 6,868,000
  Growth: 0.3%
  Age Breakdown:
    20-34 - 24.2%
    35-49 - 22.1%
    Female 15-44 - 21.55%

- GDP: $147.4 billion
  Per Capita: $21,700

- Language: German, French, and Italian

- Voted down membership in the European Union (Community)

- Import Barriers:
  VAT: 0%
  Duty: 36sf/100kg

- Exports:
  DD: $10,495
  Calendars: $9,000
  Books: $17,601,000

- Total Retail Outlets: 52,300
UNITED KINGDOM

- Population: 57,763,000
  Growth: 0.27%
  Age Breakdown:
    20-34 - 23.1%
    35-49 - 19.5%
    Female 15-44 - 21.45%

- GDP: $915.5 billion
  Per Capita: $15,900

- Language: English

- Member of the European Union (Community)

- Import Barriers:
  VAT: 17.5%
  Duty: 6%

- Exports:
  DD: $212,509
  Calendar: $1,129,000
  Books: $200,737,000

- Total Retail Outlets: 334,600
<table>
<thead>
<tr>
<th></th>
<th>Belgium</th>
<th>France</th>
<th>Germany</th>
<th>Italy</th>
<th>Netherlands</th>
<th>Spain</th>
<th>Sweden</th>
<th>Switzerland</th>
<th>U.K.</th>
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<tr>
<td>Population, 1992</td>
<td>10,041,000</td>
<td>56,876,000</td>
<td>80,556,000</td>
<td>58,026,000</td>
<td>15,193,000</td>
<td>38,554,000</td>
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<td>Growth</td>
<td>0.20%</td>
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<td>23.60%</td>
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<td>female 15-44</td>
<td>21.41%</td>
<td>22.08%</td>
<td>20.91%</td>
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<td>22.73%</td>
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<td>GDP in billions, 1991</td>
<td></td>
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<tr>
<td>per capita</td>
<td>$171.80</td>
<td>$1,033.70</td>
<td>$1,331.40</td>
<td>$965.00</td>
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<td>$487.50</td>
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<td>$147.40</td>
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<td>French</td>
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<td>Italian</td>
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<td>Import Barriers</td>
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<td></td>
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<td></td>
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<tr>
<td>VAT</td>
<td>19.50%</td>
<td>18.60%</td>
<td>15%</td>
<td>19%</td>
<td>17.50%</td>
<td>15%</td>
<td>25%</td>
<td>0%</td>
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<tr>
<td>Duty</td>
<td>6.00%</td>
<td>6.00%</td>
<td>6%</td>
<td>6%</td>
<td>6.00%</td>
<td>6%</td>
<td>0%</td>
<td>36sf/100kg</td>
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<tr>
<td>other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>**6.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>**9.3%</td>
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</tbody>
</table>

*retailer
**distributor
## Market Statistics

<table>
<thead>
<tr>
<th></th>
<th>Belgium</th>
<th>France</th>
<th>Germany</th>
<th>Italy</th>
<th>Netherlands</th>
<th>Spain</th>
<th>Sweden</th>
<th>Switzerland</th>
<th>UK</th>
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<tr>
<td>Calendar exports $ 000</td>
<td>367</td>
<td>133</td>
<td>534</td>
<td>95</td>
<td>107</td>
<td>22</td>
<td>140</td>
<td>9</td>
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<td>DD exports $</td>
<td>15,007</td>
<td>2944</td>
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<td>88,576</td>
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<td>30,244</td>
<td>100,600</td>
<td>10,495</td>
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<td>Books exports $ 000</td>
<td>7826</td>
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<td>Art books $ 000</td>
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<td>1005</td>
<td>69</td>
<td>2189</td>
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<td>Paperbound $ 000</td>
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<td>220</td>
<td>362</td>
<td>0</td>
<td>0</td>
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<td># of book stores</td>
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<td>28,674</td>
<td>5161</td>
<td>28,332</td>
<td>3345</td>
<td>**</td>
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<tr>
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<td>20,476</td>
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<td>**</td>
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<tr>
<td># hyper and super</td>
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<td>790</td>
<td>1656</td>
<td>80</td>
<td>38</td>
<td>130</td>
<td>121</td>
<td>106</td>
<td>590</td>
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<tr>
<td># of dept stores</td>
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<td>507</td>
<td>**</td>
<td>225</td>
<td>**</td>
<td>**</td>
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** no applicable information available
Appendix C

Key Market Indicators for Day Dream Publishing

1. Mature (or maturing) retail distribution environment
2. Fragmented competition
3. Strong Gross Domestic Product
4. High percentage of population under the age of 50
5. High percentage of women aged 26-54
6. Low import barriers
7. Acceptance of American products
8. English speaking
Appendix D

Day Dream Publishing, Inc.
7555 N. Woodland Drive
Indianapolis, IN 46278
Fax (317) 388-1717

Date: 7-19-94

To:

From: Jennifer Hodges
       International Marketing Analyst
       Day Dream Publishing, Inc.

Total Pages, including this page: 2

As we are striving to remain the best possible partner for you, and to remain competitive in your market, we are currently conducting some market research for our international division. Please fill out the following survey and return it me at (317) 388-1717. We would greatly appreciate your opinions and knowledge. We are in a crunch for international information and would appreciate your timely response. I will be calling you tomorrow to follow up.
Calendar Market Survey

Company: ____________________________________________

Name/Title: __________________________________________

Market (country or region and size, in dollars, if known):
________________________________________________________________________
________________________________________________________________________

1. Who are your top two competitors?
   Calendar Publishers: __________________________________________
   Calendar Wholesalers/Distributors: ________________________________

2. What are the average retail and wholesale prices for calendars in your market?
   Wall: Retail - ______________ Wholesale - ______________
   Planners: Retail - ______________ Wholesale - ______________
   Other: Retail - ______________ Wholesale - ______________

3. How would you characterize the average final consumer of calendars in your market?
   Gender: ___________________________ Age: _______________________
   Other: ____________________________________________________________________
   ____________________________________________________________________

   Why do consumers buy calendars in your market? (For example, to use as gifts)
   ____________________________________________________________________
   ____________________________________________________________________

4. Any other information about your market you think would be helpful:
Appendix E

Part of the requirements for my internship was to write periodic reports about what I had done in the last week and what I had learned. I included these reports in this project because they provide the reader with a concise summary of the activities of my professional experience.

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Dr. Moser  
BSU Marketing Dept.  
Fax # 317-285-8024 

I have enclosed a copy of my job description and assignments.

**Learning During the Period**

Day Dream Publishing is a relatively small and young company. The company itself has been in existence since 1981 but the current management structure has only been in place for about three years. As a function of accomplishing the assessment of Day Dream's strengths and weaknesses I have had the opportunity to speak with several members of the management team. Day Dream is team oriented. The management philosophy is one of empowerment. Management gives a free hand to its associates but expects results. Mike Bursaw, president, told me that his job is to hire the right people to do the job and to give them assistance, if needed, but not to dictate to them.

This week was team week. The purpose of which was to celebrate the opening of the new facility where we are now located. Previously, Day Dream's sales force was located in California and other locations but now everything is located here in Indianapolis. This is a strength for Day Dream. The company has full control of every process involved in making its product, calendars.

The two main aspects of Day Dream's success are its licenses and its customers. The hot licenses are what sell. For example, a Cindy Crawford license might entice a customer to buy the whole Day Dream line. Day Dream's list of customers include such market successes as Wal*Mart, K-mart, Borders, and B. Dalton. It is difficult to categorize Day Dream into a particular market segment because it deals with so many different types of stores and customers. Day Dream's main publishing competition is Andrews & McMeel, Landmark, and Workman.

One interesting aspect of Day Dream that I observed this week was creativity and cooperation. Because calendars are an entertainment and impulse item, they have to have the ability to catch the interest of the target market. When someone is working on a particular idea they are very eager to get others' ideas and insights. I helped to add some ideas to a Minnie Mouse calendar idea.
Activities During the Period

My first responsibility was to create a data base of Day Dream's current international customers. This was tedious work but it helped me to learn my way around my computer and the communications network here. Day Dream has an e-mail network and a voice mail network. It is easy to reach anyone in the company. This task also introduced me to Touchbase, a database program. I was a little frustrated with this activity because it was boring but it made me aware of some of the key foreign companies that Day Dream has dealt with in the past.

As discussed before, I have begun the assessment of Day Dream's strengths and weaknesses. This has involved talking with some of Day Dream's management and looking over some guidelines from the Dept. of Commerce. I have found the Dept. of Commerce to be a great resource but much of the information they have is very generalized. The challenge will be to find the specific information we need. The discussions I have had with management have provided me with some helpful insights, but I may have some difficulty when I try to compile a final list of strengths and weaknesses.

I have spent the rest of my time compiling basic country information for each of the countries Day Dream is considering. This information includes population statistics, GDP, import barriers, major cities, language, etc.. I found much of this information though Mac Globe and World Atlas software. I also used the Export Hotline. The Export Hotline is a service put together by the Dept. of Commerce and several businesses. It uses fax retrieval technology to send information about various export issues. I spent most of one morning figuring out how to use the system. It sends you a series of tables of contents of reports that are available and then you can order the reports you need. After I figured out the system, I ordered many reports and spent several hours sifting through information.

This next week I will spend Monday at the Dept. of Commerce learning what information is available there. I also hope to complete the management interviews and compile a good list strengths and weaknesses.
Dr. Moser  
BSU Marketing Dept.  
Fax # 317-285-8024

This week was a little hectic because my car broke down. Consequently, I was only in the office two days. I did spend much of the down time reorganizing the information I had compiled so far and doing some research in the BSU library.

**Learning During the Period**

I think this particular internship is unique in that it does not involve frequent interaction with much of the Day Dream staff. My main function is research. Because of this fact I don’t get to experience the day-to-day interactions between employees. I have noticed though that Day Dream has a laissez-faire type management structure. Every employee is expected to know what their job is and to do it. This creates an interesting situation in International. Because the company has never had any structure to its international dealings, we (Rick and I) are starting at ground zero and moving on without a lot of guidance from management.

This past week I had the opportunity to speak to John Kems, Executive Vice President. John was responsible for hiring Rick Graves, Director International and my boss. Previously, Day Dream’s international business had been handled by a number of different people. It had always been a secondary responsibility for whomever was in charge at the time. As the company grew it became apparent that this section of the business was too large to be a secondary responsibility. John had worked with Rick at Pepsi Co., and approached him with this new job opportunity. Rick has been with the company for about a year and has succeed in making international a more prevalent part of the company’s agenda. Day Dream is currently acting only in a reactive way. The company responds to any inquiry received and sells to any customer that shows interest. This is something Rick wants to change.

Domestically Day Dream is starting to really pin down who its important customers are. Approximately eighty percent of their business comes from 15 customers. DDP holds many of the larger mass merchandiser accounts including Wal*Mart and Target. It also have many large bookstore accounts. The ideal situation would be to find who the comparable accounts would be in the global market and to create some strong accounts
instead of just selling 100 or so calendars to any small distributor who contacts us. This is the challenge.

The Department of Commerce has outlined one way to go about researching markets and discovering where your product is needed the most. I will discuss these methods further in the next section. One of the steps they suggest is isolating who the end-user of your product is. This has been a problem. Even though Day Dream has begun to differentiate who their important customers are, they are still very eager to create new accounts, hence, they will jump on almost any new account just to try something new. This makes it difficult to isolate who our customer is domestically and even harder to translate this information to the global market.

Working for a young, growing company is exciting and challenging but also, at times, frustrating. Facts that could be easily uncovered about an established company can not be uncovered at Day Dream because they simply do not exist.

Activities During the Period

On Monday I spent the morning at the Department of Commerce. They provide companies with help and guidance when starting or continuing exporting activities. Before the meeting, we were given a CORE II assessment to fill out about our company. (There were two other companies represented.) This assortment of questionnaires included: information out the company's background, its motivation for going international, top management commitment, product strengths, and market specific strengths. The first step after filing out this questionnaire is to assess the company's strengths and weaknesses both domestically and abroad. I had already begun this process through my interviews with top management. The second step is to develop international resources and build an in-house support network. The third step is to identify, prioritize, and target your best foreign markets.

This third step is the one that I have and will be spending most of my time on. The first step to identifying these markets is to compile a list of Key Market indicators. These indicators include generic indicators: population and growth rate, Gross National Product and per capita GNP, exchange rate, balance of trade, transportation, political situation, language and culture, and many others. The difficult part (one with which Rick and I are still struggling) is defining the specific key market indicators for Day Dream. For example, who is our customer, who are our competitors, what complementary products might lead us to more information. Rick and I are still working on compiling a final list.
From this starting point I have begun to look at specific country information. I have used the National Trade Data Base to find most of my information. This involved several hours of just sorting through the reports they have available and then pinpointing what in each report is actually pertinent to our situation. It has been difficult to find specific information about the calendar market because it is often a secondary product to a company. Many calendar publishers publish books or greeting cards as their primary product. Using these complementary products has been a more successful route then just looking at calendars. I also made an attempt to use the Department of Commerce country desks in Washington DC. as a resource. This has provided mixed results, some good, some bad. Most of the latter part of the week was spent reading through the information I had collected during the first part of the week.

Next week I plan to organize my information into concise reports on the ten countries that Rick and I have decided Day Dream needs detailed information on: Belgium, France, Germany, Italy, the Netherlands, Spain, Sweden, Switzerland, the United Kingdom, and Mexico.
Learning During the Period

I've learned something about Rick Graves this week. We both think alike. We both tend to approach challenges by coming up with a solution and then getting the background information to prove that the solution is correct. For example, we have pretty much decided that Western Europe and Mexico will be the best target markets for Day Dream's products. We haven't really done this in the customary way of setting up a list of criteria and then comparing the countries to these criteria. We just chose them based on the limited information we had at the time. This method works for the two of us, but it doesn't settle well with the Department of Commerce. This method also will not be sufficient to convince Day Dream management to approve our Export Plan.

I had a meeting with some of the people at the Dept. of Commerce on Wednesday, and they believe that we need to slow down and take it step by step. I think these disagreements about methods of planning go back to Day Dream's laissez-faire management style. Rick has been given the task of building up Day Dream's International Business and I have been given the task of helping him develop a plan. We work in similar ways and I think that is a benefit to our working relationship. The problem we are facing is that the Dept. of Commerce has information and resources that we need and they won't help us unless we follow their guidelines.

I have begun to learn how all of this information that I am compiling relates to Day Dream. Rick and I sat down Tuesday and began to sort through the summaries I had written of the information I had already gathered. Much of the information concerned the book and greeting card trades in the countries we are targeting. The challenge is to determine how these statistics relate to calendars. For example, stationery in the UK used to be looked at as only an office supply product, but in the last few years it has begun to take on a more creative use. Gift stores have started to carry printed stationery as opposed to plain writing paper. This shows Day Dream that there is a possibility that people might buy a calendar for its design instead of just to find out what day it is. Through this research I am also gaining a better understanding of international business terms including FOB, CIF, and others.
Activities During the Period

The first task I worked on this week was to write up concise reports on each of the ten countries we had chosen. This wasn't difficult once I got started but the getting started point was a major hurdle. I have done similar 'assignments' throughout my academic career but always with some sort of guideline. Something I have observed during my internship is that the answers or the rules are not usually set out for you. This is one point you never learn during a class. In a classroom setting all papers must be uniform: one inch margins, headings, bibliographies, etc. In the work force it is up to the individual to create his/her own format for presenting information. There is more creativity involved and a sense of ownership is achieved.

Because of my academic state of mind, I tend to feel the need to have everything approved. I find myself constantly going into Rick's office to show him what I've accomplished in the last few hours, handing in assignments per se. I think this is a natural reaction coming from an academic environment where the background work, or homework, is something you are judged on. In the workplace the final product tends to be more important then the day-to-day work.

When I had completed my reports Rick gave me some old reports to go over. They were not written well at all. Rick had warned me. I think in the work place people get a little rusty. The information was useful but difficult to sort through. Rick also had me look at a proposal he had received from a distributor in the UK. We decided that it looked like a good opportunity but that we needed to do some reference checks and find out a little more about the distributor's business history.

I have certainly been boning up on my library skills. I have spent several hours at Butler's library and have gotten a lot of help from the reference librarians. There is so much information available but you have to know where to look. Sometimes just finding where to start takes more time then doing the actual research.

After being disciplined, so to speak, at the Dept. of Commerce because of our lack of planning, I did get to look through some of their files. I found a rather lengthy article about European Community Lifestyles and some information about the Global Business Center. This is a service put together by IU and some other sources that provides companies access to a variety of information about exporting. I hope to sign up for this service within the next week.

I have almost reached the point where I have exhausted most of the easily available sources of information. I have almost reached the point where I will have to start calling the actual countries. I don't want to do that until I am absolutely sure of what information I am looking for.
Learning During the Period

After weeks of shuffling schedules, I finally got to talk to Sue Kirkpatrick, Vice President of Licensing. Licensing is one of Day Dream's most important strengths. Because their product is an entertainment product, the licenses they are able to obtain are of utmost importance. I was eager to talk to Sue because I had not yet had the opportunity to have the licensing process explained to me and to understand how it affected the business. Sue gave me a brief summary of how the process works. Day Dream's associates determine the licenses they want to pursue by researching emerging popular trends. After they have defined these trends, they contact the agent or the company that holds the rights to the particular license. For example, they would contact Disney to get the rights for 'Aladdin'. After negotiating a contract for payment by a set amount or through a percentage of the earnings generated by the product, the deal is handed over to the art department and production is begun. This process becomes a little more difficult when international is taken into consideration.

Day Dream bases its licensing decisions on two factors, emerging trends and the market they are targeting. It is difficult for Day Dream to predict what trends are going to be popular in foreign countries. This is partly because Day Dream is based solely out of Indianapolis. It is also because trends abroad tend to lag behind American trends by about a year and once these trends hit the foreign market, they tend to only be popular for about half the time span that they were popular in the States. 'Beverly Hills 90210' is a good example. Defining the desired target market can also cause problems abroad because for each different type of product Day Dream produces, there is a different target market. For example, the Disney and the student planners are aimed at a younger audience. We need to decide which products to export before we can define a target market.

Obtaining worldwide licenses is a challenge. Many companies, Disney for example, require a company to have a separate license for each country it will be distributing the product to. One last problem that arises from international is that because all the product is produced here in the USA, Day Dream can not offer the excellent replenishment abroad that it can provide here domestically. This fact takes away from another of Day Dream's great strengths domestically distribution.
In looking at Day Dream's past successes abroad, Australia stands out as an incredibly large and successful market. The first thought that came to my mind to explain this was that the Australian market is very similar to the domestic market. I later discovered that the reason for Day Dream's great success there has been distribution. The product is on the shelves. Rick believes this is where the problem lies in the other foreign markets. We've got a good quality product that will sell but it isn't in the stores. The product sells in non-English speaking countries because of the licensed content. Language modifications may be necessary but up to now that has not been an option. Promotion is not a concern because this is really up to the stores. You don't see TV commercials for calendars because they are an impulse item. It is not a product that most people make a special shopping trip to buy. Price is a small problem because we want to be competitive but also make money. Mark-ups, tariffs, and duties vary per country. The largest concern remains distribution. If the product is not in the stores, on the shelves, the rest doesn't matter.

Activities During the Period

Again, the bulk of my activities this week dealt with research. I spent Wednesday at the Ball State library. I spent a good two hours looking through the "International Literary Marketplace" directory researching the number of bookstores and publishers in each of the ten countries we are planning to target. The rest of my time at the library was spent doing keyword searches to try to find articles concerning the European retail market and its acceptance of American products. I found a lot of articles but it was dry and repetitive work. It wouldn't be too bad if I were only researching one or two countries but ten takes a lot of time.

I'm trying to find more resources for country specific information. I found a research called the Global Business Center. They have an office downtown and I met with one of the researchers on Thursday. The resources they have are a combination of library and on-line computer resources. The bulk of their information is in their Bloomington branch. I'm going to go there on Monday. The GBC costs $200 to join and Rick is not sold on its value yet. I'm hoping to get a better idea of how useful a resource it would be when I visit Bloomington on Monday.

One resource I had overlooked was my old text books. My International Marketing text had a lot of good tips on doing research and my Consumer Behavior text had some useful general information about the EC as a collective market. I am still taking advantage of the Department of Commerce country and industry desks in Washington DC. They usually end up referring me to other sources but that is a start. Much of the time I feel like there has to be a quicker way to do this but I forget I still have eight weeks to get it all done.
Learning During the Period

On June 9th I visited the Global Business Information Network (GBIN) in Downtown Indianapolis. The network is based in Bloomington at the IU College of Business. After talking to Alex Radetich about the services the Network could offer, I was impressed and ready to sell the GBIN to Rick. He was not as impressed as I was. He was suspicious that many of the Network's resources were from the IU library and could be accessed by any student, namely me, without having to pay the $200 fee Day Dream would have to pay to join.

The GBIN's main selling point is the fact that they have all of these various resources at their fingertips. The Network's primary function is to "take the hassle and frustration out of finding international market information." This I quote from a follow up letter Mr. Radetich sent to me. I did go to Bloomington and found that most of the resources the GBIN claims to have are from the IU College of Business library. One thing I discovered as I was looking through all of this information was that the GBIN was not selling the fact that they had the information, but selling the services of doing all the tedious sorting and searching. This seems like an excellent resource to me, but I guess this service is what Day Dream is paying me to do and it doesn't make sense to pay someone else to do it also.

The rest of my week was spent finalizing my research. I believe I have mastered the art of gathering information but I have discovered that compiling information is not the only part of doing research. The next step, which is really where the learning comes in, is analyzing what you have gathered and determining what impact the information will have on the subject at hand. On Wednesday I finally sat myself down and read through everything I had. I separated it into EC information, country statistics, and related industry information. I organized the information into a few charts dealing with number of stores (book dealers, mass merchants, etc.) and amount of export sales. After looking at the information I had I decided to compare it to Day Dream's export sales and see if I could make any useful comparisons. One frustrating thing that you find in research is that numbers from different sources never match. This made any useful comparisons impossible. I needed to discuss my progress with Rick.
I sat down with Rick on Thursday morning and presented all of my accumulated findings to him. He was a bit overwhelmed but very impressed. We discussed the value of the information and what to do next. The purpose of much of this information is to prove why these markets would be good opportunities for Day Dream. The information dealing with population and gross domestic product shows that the customers are there and that they have money to spend. The information about number of stores and amount of exports in calendars and books shows the important fact that these countries have a mature retail environment and that this environment is receptive to Day Dream's type of product. This is exactly the information needed to make a sound argument for expanding to Western Europe. Some of the more detailed information I had found concerning consumer expenditure we felt was too detailed for our needs.

Activities During the Period

As mentioned above, this week was spent finalizing my research. I spent Monday in the IU College of Business library, Tuesday at Butler, and Wednesday at BSU. The time I spent in the office consisted of reading and organizing information into charts and graphs. I spent a little time on the phone talking to reference assistants in the Department of Commerce.

After Rick and I discussed the information, we deliberated over what to do next. He gave me a couple leads on places to get information about pricing and distributors because this is the area we need to tackle next. Almost all of the people I tried to contact were out until Monday. This left me with some time on my hands. Rick asked me to create a data base of business cards that he had collected at various trade shows and when I was finished with that task he sent me home.
Learning During the Period

After Rick decided that I had enough background country information, I had to start looking for calendar industry information. I was also interested in finding some information about Day Dream's past performance in the market compared to its competition. I happened upon a report the marketing department had put together for a recent meeting. It had all the information I was looking for. It is amazing to me that so much of this information is right here in the company but no one knows it exists. Rick had never seen this report before.

The report is separated into nine sections. The first section is titled 3-year goals and objectives. Because the backbone of Day Dream's business is marketing, the marketing department's goals and objectives are very similar to the company's objectives as a whole. These marketing goals and objectives can also easily be translated to international goals and objectives. The goals include: being a low cost producer of a quality product that provides excellent value for the customer, being a market leader by partnering with customers and developing category co-management programs, and aggressively expanding the business with high margin items. The objectives include: increasing profitability, continuing to grow, being a cost competitive manufacturer, managing returns, and being a leader in chosen markets. Following this definition of goals and objectives is a step by step listing of the objectives and how they are going to be achieved. This will serve as a great model for the export plan that Rick and I are working on.

The second section, Market Overview, gave me some of the information that I've been looking for ever since I started this internship. It gives a summary of the market size, the key players, the market niches, and a customer profile. If I had known this information before I started the international research, I would have had a better idea of what I was looking for. The calendar market is hard to estimate because it has been poorly defined. Because of this, it is helpful to look at the competition and the marketing channels to help define the market. Day Dream's top three competitors are Andrews & McMeel, Landmark, and Hallmark. The four main marketing niches are mass merchants, warehouse clubs, book stores, and office clubs. Day Dream's main customer has been defined by looking at who the main customer is at each of the different market niches. She is female, aged 26-
54, purchasing calendars mainly as gift items, looking for licensed products, and her household owns an average of six calendars.

Another section of the report that has helped me to better understand what international information I should be looking for is the channel profiles. This section gives a summary of each market niche and who the top performers are in each of these channels. It would be ideal if I could generate a similar amount of information about the international market but this detailed information has been difficult to find. Another difficulty is that there is not a complementary channel to compare to each of the domestic market niches in each of the international markets.

The other sections are more concentrated on Day Dream details and strategic plans. These sections include: competitor profiles, Day Dream overview, marketing roles & responsibilities, 1994 marketing plan, 1994 marketing programs, and a 1994 marketing planning calendar. All of these sections provide a great example of how we, Rick and I, could possibly set up an international plan. This report has given me a great insight into what kind of verbiage this company is used to and what kind of formats are successful.

This week I observed the decision making process for 1996's box calendar line. For the past week or so the licensing department has been compiling ideas for new box calendar ideas. These ideas included everything from weight watchers tips to midwestern art. They took examples of these and mounted them on poster board so that everyone could review them. Throughout the week they have been asking for people's opinions and narrowing down the selection. At first glance it seems like a very haphazard way of doing this, but it does get many people in the company involved and generates opinions from a lot of different types of people. After getting an idea of what people seem to like, the licensing department decides what products are possible. For example, one of the suggestions was a Star Trek trivia box but the Star Trek license has been difficult to win in the past so the idea has been put on hold until more licensing information is available.

**Activities During the Period**

Most of my week was spent working on a SWOT analysis of Day Dream. I am using resources Rick has given me and some of my old text books. I started just trying to do a strait analysis of the strengths, weaknesses, opportunities, and threats of Day Dream but I decided to take a step back. I decided to try to do a full analysis of the company similar to what I had done in MGT 491. It has taken longer then I thought it would but the results have been favorable. It was through trying to find information for this analysis that I uncovered the marketing report I discussed above. I also found out that there is one calendar association called the Calendar Marketing Association (CMA). I have contacted
this association and will be receiving some information from them which I hope will be helpful.

I met with Rick near the end of the week to discuss how things were going. The final goal is to have some sort of plan. We are trying to educate management about the opportunities available but also convince them that it is time to act. Hopefully by the end of next week I will have the company analysis done and have a format for using the international information I have gathered to educate and persuade management.
Learning During the Period

Because I am so close to finishing my international assignments for this internship, Rick has offered my services to other people at Day Dream. This week I have done several projects for the marketing department. I learned a lot about Day Dream and about the calendar business in general. I will discuss these projects further in the activities section.

This week I received some mail from the Calendar Marketing Association. Maria Tuthill, the Executive Director, sent me several back issues of Calendar News, the association's newsletter. Each year CMA writes up a 'State of the Calendar Report' and sends this information to the media and to its members through the newsletter. These reports include information on hot titles and what surprises might be expected for the coming year. The newsletters also contain calendar trivia, articles about the calendar industry, and advertisements from various members. Each year CMA sponsors the National Calendar Awards, in which Day Dream has won four category awards.

I learned a great deal about the marketing aspects of the calendar business from many of the articles in the newsletter. Some of the industry trends include: printing on recycled paper, box calendars, personalized laser calendars, computerized calendars, and perpetual calendars. Some various facts that I found interesting are: approximately 200 companies publish calendars in the USA, about 4000 different calendars are available to consumers, wall calendars are the most frequently chosen format, 20,000 copies of a calendar must sell for it to be a retail success, and the state of Iowa is the nation's capital of calendar manufacturing.

All of this information is very interesting and some of it even amusing, but at second glance, it is also extremely useful to calendar publishers. Because of the entertainment value of calendars, companies have to know what their competitors are doing so they can compete. There are many choices for a calendar publisher to make. One of these decisions is format. Illustrated by the industry trends, box calendars and personalized calendars may be good avenues to explore, but wall calendars still bring the most sales.

Two new uses for calendars are emerging and becoming prevalent. Using a calendar as an advertising piece has been done for quite a while. Many times banks, credit
card companies, and stores will give away free calendars so that each month you will be reminded of that particular company. Recently, companies have started to use calendars to distribute coupons. Consumer product marketers have found that the coupon redemption rates from calendars are one of the highest of any coupon distribution method. This can be attributed to the fact that consumers see the coupons every time they glance at their calendar.

Calendars are being used to benefit charitable causes in many ways. In New Orleans, Dr. Cameron Camp has developed a program to help Alzheimer sufferers. The program uses a page-a-day type calendar to help patients remember to do daily chores. Many environmental organizations use calendars to raise funds and raise awareness of their cause. World Wildlife Foundation produces many calendars in conjunction with Day Dream. The Audubon society and Greenpeace have been producing calendars for years. Calendars are also used as local fund raiser by schools, sports teams and smaller causes.

On Tuesday there was a company roundtable meeting to bring everyone up to date on the various happenings in each department. It is exciting to be working for a growing company because there are always so many new developments happening. Day Dream is going to get national TV coverage because of a calendar it is doing with some soap opera actor. The making of the calendar is going to be covered on 'Entertainment Tonight' and 'Hard Copy'. That is great publicity for a company who has really only been well organized for about three years.

After each department gave a brief update about what they were up to, Mike Bursaw (president) said a few words. He talked about how the company has been maturing. There have been some complaints that Mike and Chip (CEO) are never around. Mike explained this by saying that Day Dream doesn't need the two of them as a crutch. Day Dream is becoming a well established company whose associates don't need constant encouragement to get the job done. He then informed us that they have been working on acquiring one or several small time publishers to expand Day Dream's business. These type of opportunities are very exciting but they need to be well thought out before any action is taken.

Activities During the Period

On Monday Rick and I met with John Fontaine. He is an intern at the Department of Commerce. He is from France and is looking to work for an American company in France. He recently visited home and he talked to a few stores about Day Dream. No deals were made but it is a start. John says that the French companies are very demanding of their suppliers and are hard to work with. Both Rick and I agreed that targeting only France would not be worth the trouble
On Tuesday Rick informed me that I was not going to be working on international any more this week. He had something much more exciting for me to do. He told me Mary Sapletal, the licensing manager, had a project for me. She wanted me to go through all the 'Melrose Place' scripts to find trivia questions to include in the upcoming calendar. I was excited to be doing something new but I don't have cable and have never seen a whole episode of 'Melrose Place'. I only worked on the scripts for a couple of hours until we decided that I was the wrong person for the job. It is interesting to observe and take part in developing ideas for new calendars. Mary in currently working on a children's activity calendar. She went out and bought every kind of coloring book she could find and spent the evening coloring.

After that project panned out, I talked to Becky Rogers, the new Marketing VP. She showed me a large box full of competitor products. She wanted me to sort through these products, separate them by product type, and analyze them. Becky wanted to get an idea of what kind of format seemed to be the most popular for wall and box calendars. Characteristics I was looking for were image format, grid format, and anything extra. For example, a year-at-a-glance or an address page. The planners were a little more detailed. Becky wanted to know what sort of information was typically included in planners besides dates. Day Dream has just begun to include planners in their product line.

This project took up most of the rest of the week. I began by sorting the calendars by type and then by producer. There were several that were the same format just a different license. This was an interesting project because it gave me a clear idea of how the quality of this product really makes a difference. Having all of these calendars in one place illustrated the variety in paper quality, color quality, and creativity.

Becky gave me an additional project to work on. One of the other associates had put together a list of Day Dream's products compared to those of our top five competitors. The list was broken down by category but was still too general. Becky wanted me to break down the existing categories into smaller ones so that useful comparisons could be made. For example, so that you could tell at a glance which companies produced calendars with cats on them. This project was interesting because it gave me an insight into the various calendar publishers that are at the top of the market. Each company has a unique line of calendars that help to define what type of company they are. This project also helped me to learn some of the features in Microsoft Excel.
Bibliography


