**Executive Summary**

Pitsher Autos have been in the auto industry for two years manufacturing windscreen wipers and as its primary product. The company has recently developed car inner windscreen wiper after it realized there lacks a standard product that can automatically clean car windshields from the inside. Currently, the industry relies on the air conditioners and glass heater to clear the fog that forms from inside the windshields. The two methods impact slowly sometimes even causing accidents since the drivers occasionally go out of visibility while on high speeds during cold weather. Other than the two methods, another widely applied means of cleaning the inner windshield has been manual cleaning. It turns out to be the least efficient considering the frequency with which fog forms inside automobiles during winter. The good news is that the company product rises above such limitations. First, its engagement is automatic and prompt, averagely one second from the time of initiating a start and effecting action. A driver is only required to reach out to a button on the dashboard to set the two wipers on. Their length can be varied depending on the surface area of the windscreen targeted. Additionally, the rotation speed equally can be regulated from minimum slow, medium, first and maximum. Without exaggerations, the product is tipped to revolutionize motor vehicle utilization in greater scale. The product will exist in varieties; hence every vehicle type, from small ones to big ones will have its proportionate size suitable to the demands of each. The strategy is to have the product installed in every vehicle; therefore, having it available in abundance and at affordable prices is key to the company.

**Context**

***Branding and Idea Context***

Pitsher Autos seeks to define its signature in the automobile industry market by continuing to produce the best products beyond its customers' expectation and also remaining conscious of the issues of price and durability.

The company was formed in 2017 by Pitsher McConnell in the suburban districts of Detroit city. He first registered the entity as a sole proprietor in the summer of 2017. At the time, it was run as a car garage with four semi-skilled employees. Over the years, the company saw its fortunes multiply to become a successful auto parts manufacturer specializing in Windshield Wipers as its primary product. In late 2018, the company first introduced the first wiper with variable speed and intermittent settings. Through such a breakthrough, the company was able to attract the attention of giant auto manufacturers in the industry such as Ford, Tesla, and General Motors. In retrospect, the attention received by the company in an equal measure brought a high call of responsibility in the auto industry. It is through such lines of thought that the company engineered an idea of coming up with an inner windscreen wiper.

***Corporation Features***

Pitsher Autos has a lean management structure that helps it fast track production and selling of its manufactured goods. The company also relies on technology as a primary tool in running key processes such as research, actual production, marketing, and inventory management. Currently, the market size of the company covers middle-sized auto-manufacturers within the US, Canada, and Mexico. Plans are underway to capture the more overseas market and that of big car manufacturers such as Tesla, Ford, and GM.

***Products features***

The new product fits into the company system of planning and production process. Further, the process of its manufacturing heavily relies on technology just like other previous company products. Its adoption may not necessitate the acquisition of new physical infrastructure other than what already exists. The lean management structure of the company will help in fast-tracking production and sales of the production. Going forward, the company plans to use the new product to capture more markets. The company focuses on wooing Ford, GM, and Tesla to become one of its primary consumers. The inner windshield product is believed to be so differentiated that none of the giant firms will be able to resist it.

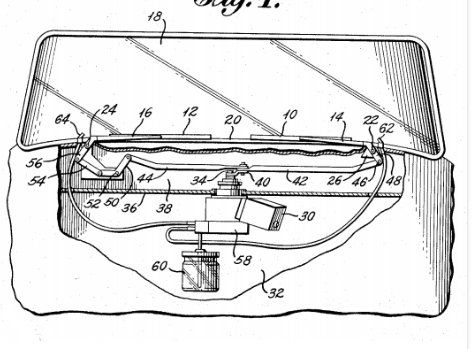


Fig. 1 *Windshield Wiper System from the control box.*

***Political***

The federal government has always extended immense support to the country's motor industry through legislation and executive orders that consistently help the industry make up for low manufacturing costs in China and Japan that rippled back to affect the cost of production. For instance, in May 2017, the government reduced corporate tax rates which helped major companies to reorganize their revenues such that research on technological innovation is greatly improved. It all trickled down to Pitsher Autos which managed to save $35 million from what would have gone to the federal government in the form of taxes. Notably, 78% of the above figure which translated to $29.5 million all directed towards research and development of the new product.

***Economic***

The motor industry is one of the biggest industries by revenue in the world. In 2017, the industry netted a total of $554 billion making the industry the highest earning industry in the country (Facts, 2019). Research still suggest the industry has a long way to go with numerous areas to make improvements. Pitsher Autos' new product is just one of the many exploits that the industry is yet to exhaust.

***Social***

Usually, before a company engages in an invention or discovery process of an item, it first evaluates impact the product will have on consumers. Currently, 35% of the US population are car owners translating 88% of the adult population of the country (Facts, 2019). Every car user would want to draw maximum prestige from whatever car they drive. A product that would help them clean their car windscreens from inside would make a lot of sense to almost every car user. The social satisfaction attached to the product is predicted to be the same as the one brought forth by mobile phones after its arrival.

***Technology***

Technology has been a significant catalyst in the motor industry for several decades by now. Going forward, the industry is still projected to be total technology reliant in several years to come. The role of technology in the auto industry has been so intricate that every growth and development realized in the past 27 years solely relies on technology. Continued utilization of technology in research and development and actual manufacturing in the industry have helped in doubling down the cost of production further resulting to reduced prices of vehicles in the market (Mullins & Walker, 2013). For instance, the development of inner windshield wiper has been technology-reliant throughout the stages. With the aide provided by technology, the initial projected cost of development has not been spent to half, yet the key milestones of development have been met.

**Five forces model**

***Competition Differentiation***

The auto industry is a competitive market full of substitutes for every product. Numerous buyers and sellers are interested in this industry. Being a mature market, competition elements are mainly based on pricing strategy and product strategy. However, other companies in the industry differentiate themselves through motivated consumer factors such as the definition of luxury, perception about convenience and prestige (Kusiak, 2018).

***Supplier Power***

Being a mature market and as expected with such kind of markets, there is a lot of suppliers in the automobile industry hence taking away the supplier power. Prices are determined largely by the interaction between forces of demand and supply. However, Pitsher Autos' new product lacks established substitutes hence making the company have a higher bargaining power of buyers.

***Buyer Power***

Another characteristic with mature markets is that buyers wield the last power. All suppliers and retailers will do everything as per consumers' wish since there are always many alternatives to get whatever they need. However, the new product is highly differentiated hence will set a new immature market that will hand all powers to the supplier until competing suppliers come up with a new substitute closely differentiated to the current Pitsher Autos’ product (Kusiak, 2018). The high percentages of the U.S. population who are car owners will be willing to pay more in interior car windshield cleaner. Additionally, the product is very new in the industry; therefore, a lot of campaigns will be required to help create manufacturer and consumers awareness.

***Substitution***

Currently, the company’s new product lacks established substitutes. The current products that try to perform the intended role of the new product have serious limitations such as time consumption and bad outcomes.

***New Entry into the market***

The automobile industry is a perfect example of industries with a high barrier to entry. The reason is high capital required for initial investment and massive ground infrastructure required for a takeoff. The industry also is plagued by aggressive federal regulations that often put off entities intending to join the industry. Furthermore, the industry market is mature with many suppliers and retailers all competing for buyers with absolute powers and numerous choices to make. The margins of differentiation are thin and majorly based on pricing, packaging, and branding. However, existing industry suppliers can create an immature market by introducing a new product with high-performance efficiency and use price skimming strategy to enjoy the first mover advantages.

**Fast interior Windshield Cleaner**

**Fast interior Windshield Cleaner**

**Pitsher’s Interior Wiper**

**Most Effective Cleaner**

**Least Effective Cleaner**

**Glass Heating**

**Air Conditioning**

**Slow interior Windshield Cleaner**

Fig.2 Positioning Map

The interior windshield wiper is differentiating its competitors by informing its customers, the automobile manufacturing firms, which currently lack a specific solution to the problem. Also, the product has high-performance efficiency, unlike the substitute such as air conditioning, glass heating or manual cleaning which apart from consuming much time also have low-performance efficiency. Also, the company will use innovation to maintain competitive advantages given the company history of making market first moves.

Given the market position the company product occupies and self-imposed industry obligation of solving market gaps relating to windscreen wipers, the product will adopt a skimming pricing strategy to set up the price. The company's product having a high-performance efficiency will be able to attract a lot of initial sales however high the prices will be until alternatives start establishing to form a challenge to the dominance of company’s product. Referring to the customer evaluate; a customer is willing to pay a high price for wellness and healthy product. Also, a high price defined as a high-quality product (Kienzler & Kowalkowski, 2017). Moreover, the product is new to the market product. That means no direct competitor to the company does not need to use a pricing strategy for competition.

***The effectiveness of the Brand***

Pitsher Autos’ is one of the many auto parts manufacturers in the US automobile industry. The company holds a considerable market share. Currently, the company market share only covers middle-sized car manufacturers in the US, Canada, and Mexico. The company has plans of expanding this market share to include giant car manufacturers in the US such as Ford, General Motors and Tesla. The company also eyes the overseas markets in its expansion plans. The sales trends of the company, in general, depict a steady rise. Parts for small cars topped the sales charts of the company followed by those for trucks. In terms of social classifications, low-end vehicle parts topped sales followed at a distance by their high-end counterparts. This can be attributed to the company's strategic planning and implementation goals which go hand in hand with the company mission and vision statements.

The company brand awareness has not been where it was expected to be. The challenge that initially clouded the process of increasing awareness levels was the lack of clarity over which market segment to go for. The company previously spent resources creating awareness among local middle-sized companies that currently comprise 95% of the company primary client base. Although it has helped achieve certain milestones, the general awareness of the company brand still lags, therefore, requires injections.

**Need**

***Behavioral Consumer Demographics***

In the beginning, the company specialized in manufacturing of truck parts and other large locomotives such as Lorries and buses. Later on, a decision was arrived at to incorporate all vehicle types in the production lines of the company. Today, the company lines of production encompass big and small cars, high end and low end, electric and gasoline and diesel and petrol. Retailing will mainly target private car assembling firms. All product ranges will be stocked at the retailer points. Production numbers will correspond to the sales trends depicted above.

***The Target Market***

The company primarily targets Ford Motors, General Motors, and Tesla to be part of its consumers. Besides, the Eurozone and Asian market also remain to be another targeted market. The new company product is believed to be the best catalyst in helping the company conquer the above markets.

***Unsatisfied Need from Consumers***

In an economic sense, a need is a basic requirement an individual must have for his survival to be guaranteed while want is a required one step from the needs. From the background of having a non-satisfactory product to handle windshield interior cleaning to a point where there is a new product to handle the same to satisfaction is a true definition of the dispensational shift. Automotive manufacturing firms had none of the currently existing methods of interior windscreen cleaning endorsed because they have been a complete mitigation strategy.

During humid weather conditions, fog continuously forms from the inside windscreen to the extent of interfering with driver's visibility. In many cases, accidents have occurred resulting from such experiences. On the other hand, drivers are forced to apply manual cleaning methods constantly to ensure perfect visibilities. Such actions consume time and to say the least is tedious.

***Consumer Trends***

The general trend in the market has been that Asian auto parts manufacturers concentrate on the Asian and European market while American firms remain to fight for the American market and slightly Europe. The trend has since been overcome by Chinese parts manufacturers who use low pricing strategy to gain in American and European Market. The Pitsher Autos Company targets the giant car manufacturers such as Ford and Toyota which have never used a single product of the Pitsher Autos Company. Ford for the longest time has been self-sufficient. However, recently it opted for importing various motor vehicle parts with the windscreen wiper being among them. Ford is a major market stakeholder with an average production rate of 850, 000 vehicles per year. Tying Ford to the Pitsher Auto's fold is a major market breakthrough by all standards.

***Information Dissemination***

It is Pitsher Autos’ full responsibility to ensure consumers receive information about how the company has finally filled the gap they strongly felt needed to be filled. The company will engage various advertising platforms, social media and organize trade fairs and exhibitions where key car manufacturing firms will be invited.

***Product Buying Situation***

The company will engage its current consumer list directly then extend its consumer base to other car manufacturing and assembling firms that currently runs different supplier lists. Finally, reactions and feedback from the first users to lead to another type of buying situation called modified rebuy which results after a buyer requested for some modification to be made after maiden use.

**Strengths and Weaknesses**

***Assess***

SWOT analysis begins with defining the desired objective. Identifying the elements in the SWOT analysis is crucial since planning for selected objectives may get derived from the analysis (Kotler et al., 2015). One of the first strengths in the business is a strong brand name. Pitsher Autos enjoys a strong brand name because of its innovative product and unique positioning in the market. Another strength that can affect new business offering is superior products. Pitsher Autos is a fast mover and introduced a superior product that none of the competitors in the market has. The product enjoys superiority compared to the available alternatives.

Another strength that is associated with the new company is the non-availability of substitutes. No close substitutes are in the market that matches with the innovative product by the company. Innovation is another strength that the company enjoys. Weaknesses entail the absence of competitive strengths. The first weakness is the high-cost structure. Pitsher Autos' product involves a high-cost structure that impacts the prices. Also, the company employed a price skimming strategy in the market. Another weakness is the lack of access to vital distribution channels in the market. The company also does not have patent protection to its product which is another weakness. Some of the opportunities for new businesses include the unfilled customer need. Pitsher Autos saw the unfilled customer need which was the absence of an inside windscreen wiper. Another opportunity was the growing market segment in the automobile industry. Technology also offers another opportunity for new business offerings. The technology was applied in developing the product. Another opportunity for new business offerings is socio-cultural changes. The country's culture on owning vehicles and enjoying satisfaction from services spearheaded Pitsher Auto’s product entry into the market. Threats are the flipside of opportunities. Some of the threats include threats in regulations, market trends, consumer behavior, and potential new market entrants. Consumer trends like consolidation and digitization impacts new business offerings.

***Opportunities: Consumer Trends***

Pitsher Auto Parts expects several issues that will arise in the motor vehicle parts supply industry. It is the flagship product, the inner windscreen wipers, received success in the market considering the revenues and its size of the market share. The company supplies its products to reputable companies like Ford and Tesla. Its brand is known for the innovative inner windscreen wipers that clean the windscreen from both inside and outside. This strength differs from the available alternatives that are in the market. However, the company expects consumer trends to impact the new product. The auto parts market is facing a dramatic shift with the evolving customer expectations and technological innovations. These changes influence consumers and other auto spares companies think of the automobile parts and how business gets conducted. According to McKinsey, its projection of the global industry imputes a global value of $760 billion. More than one-third came from North America then Europe followed closely with $237 billion and finally China with approximately $72 billion (Kempf et al., 2017).

The worldwide automotive aftermarket industry has a projection of $722.8 billion in 2020. There is a rise in demand for vehicles as people continue purchasing new vehicles. Vehicle numbers are increasing on the roads. 35% of the population in the U.S own a car which reflects 88% of adults in the nation (Facts, 2019). It means that the company expects more requests by the manufacturing assembly plants. Users want to enjoy the maximum benefit in the cars they drive. One of the trends is observed among the Asian and American auto parts manufacturers. For instance, Asia manufacturers target both Europe and Asia. American auto parts manufacturers scramble for the local market and slightly the European one. This trend is, however, changing as the Chinese parts are slowly finding their way in the American market. Such actions may impact the growing product presence' in the local market. Additionally, Chinese manufacturers employ low pricing strategies to gain entry. This strategy would attract the consumers hence reducing the company's market share and ultimately reducing profitability. Another trend observed is that the target market which is the motor vehicle companies are also currently considering using parts sourced from other companies to assemble their vehicles. The shift to local companies pits Pitsher Autos as a target because of its brand. Ford Company previously known for being self-sufficient is now importing auto parts and purchasing from Pitsher Autos.

Technology plays a critical factor among consumers. Consumer trends also get affected by technology which then affects their habits. Digitization of channels and interfaces is another trend experienced that impacts the new product. Digital channels increase influence among customers’ research and processes involved in making purchases. This trend can get observed in the developed and emerging markets. Consumers are turning to the online communities and observing reviews in the digital platforms. Manufacturers use their websites to provide information on products and also tutorials on how to use the products (Mullins & Walker, 2013). These behaviors help them make purchasing decisions. Several platforms that sell online parts are already there. The industry will increase online participation.

E-commerce sales projection will experience an increase of between 20-30% by 2035, at which it will likely plateau. Contrastingly, logistic-demanding parts like windshields that are difficult to transport will get sold by through the traditional OEM. Digital platforms aid the auto parts industry increase their value since connectivity will make them generate big data. The car parts manufacturers and distributors may come under pressure as the Original Equipment Manufacturers try increasing their influence on customers, reducing the margins of stakeholders that are used to having the full attention of the end customers.

The other witnessed trends in the market are consolidation among the parts distributors. Increase in the auto parts maturity will attract consolidation. In the auto aftermarket field, consolidation is highly expected among the parts distributors who have to reach a critical mass and also leverage economies of scale. Contrastingly, the aftermarket players engage in diverse consolidation activities for securing and further expanding their market position. Both distributors of auto parts and buying groups consider mergers and acquisitions to increase their size and develop a global footprint. Pitsher Autos currently belongs to an alliance of auto manufacturers. Additionally, companies in the alliance view the company as a respectable leader. Pitsher Auto’s product will have to match with the trends in technology to reach the ever-increasing vehicle ownership and demand for parts and services. Pitsher Auto will surely get its brand ahead of the consumers having the most targeted and relevant offers.

***Opportunities: Ethical Implications***

Increasing concerns on business ethics should make businesses face such issues with the utmost regard. The competitive business environment is now becoming severe daily, and these businesses cannot just focus only on concepts such as brand and product. Unethical behaviors exist in marketing activities in significant amounts. The ethical practices and beneficiaries' expectations impact consumers' behavior, the business reputation and value in the consumers' minds. Brand personality plays a primary role in strengthening consumers’ intention of purchasing (Kotler et al., 2015). Consumers expect branding initiatives to present products and services from a company. Thus, Pitsher Autos must engage in identifying the line between self-promotion and fabrication. Branding may impact a company when perceived by customers as unethical.

One of the perceived ethical violations is marketing controversial products. Controversial branding techniques may draw attention to a company when they are inoffensive. However, if a company engages in offensive advertising, it could lose its business and incur costs on litigation. Pitsher Auto may lose its credibility if it engages in unethical branding. An instance is when it uses a branding strategy that capitalizes on racism, sexism, and stereotypes in other countries. Practices that may endorse criminal behavior may also affect the company’s branding in the global market. A new product may ultimately fail to capture a new market if the company used an unethical advertising campaign. Another instance of unethical branding that may affect a company's reputation involves borderline cases. A branding method may appear unethical to consumers when the method is obvious. For instance, using fake photos in tricking customers into purchasing a product is dishonest. Also, in a sense, the strategy is a standard practice within some industries. The imperceptible fixes can get tolerated but to protect the integrity of a business, caution should be practiced. If Pitsher Autos used doctored photos for its brand, the brand's integrity might get compromised, and purchasers may not view it in good light ultimately affecting the new product's penetration.

Balance is another area on the ethical violation that companies should consider. Striking the right balance is vital. A middle-ground approach that is effective is to center conversations around positive aspects of the product by using the negative aspects in supporting the message. For instance, Pitsher Autos may establish itself as a brand that offers quality windscreen wipers, and that is why it costs more. Its high cost, which is the brand weakness, is also crucial to its quality and brand strength. In this case, the windscreen cleaner comprises hard-pressing wiper that has fibers and moves in a controllable speed. It also has a physical design that conforms with a windscreen's curves from the inside. It is these positive aspects that the company may focus on when spreading their message on the product. Lying is an unethical violation that consists of unethical strategies. For instance, auto parts manufacturers may want to position their products as superior quality, but tampering data on safety standards targeting the branding objective is unethical. Organizations using these unethical branding techniques risk censure, lawsuits, and low penetration levels in new markets (Mullins & Walker, 2013). Another unethical violation involves the use of trademarks and copyrights. Trademarks provide legal protection in the identification of marks and protections of logos. Meanwhile, copyrights offer protection to creative innovations and inventions intangible forms. Establishing materials associated with a company's branding of a product should entail no copyrighted images and images used by others. Successful brands develop aspirational demand on a worldwide basis. Pitsher Autos’ product may cause the global market to have a demand for their product and start attracting counterfeits. This development of counterfeits depends on the consumers’ ability to pay, especially in the emerging markets. Thus, brand owners like Pitsher Autos must ensure they sell quality and authentic goods under their brand names. Otherwise, the company may face reputation damage and lose their ability to recoup investments which would assist in the product's design and development.

***Affect***

Processes involved in establishing a business is challenging and having a proper business environment is crucial. Successful businesses do not operate in a vacuum since a brand which remains passive and does not apply the changing business landscape will ultimately fail. Monitoring and adapting to the changes in the environment is critical for the success of a business. Additionally, the business environment also connects with staff’s productivity directly.

One of the political factors that affect the company's product is government regulation. Government regulations play critical roles in business through the introduction of new regulations which alters operations in a business (Mullins & Walker, 2013). Additionally, the government introduced favorable policies which favor local industries to match better the foreign competitors that enter the market by low prices such as China. Such policies help the local business make up for the low-cost of manufacturing from Asian competitors. Through the government’s regulations, Pitsher Autos benefitted significantly through its operations. The government's favorable policies in the motor industry change the operations in businesses. Pitsher Autos benefitted from the government’s reduction of corporate taxes in 2017. Pitsher Autos, therefore, reverted the money saved from reduced taxes to the research and development department. Approximately $35 million was saved from the regulation, and 78% of the amount assisted the research and development department.

Economic factors also affect branding and operational activities in a firm. A firm must be effective in monitoring economic conditions. The economic factors determine a company's expenditure on growth, marketing, and market consideration efforts. Previous recession experienced in the years leading 2012 from 2007 drastically reduced the spending power of individuals. Inflationary periods see marketers attempt reducing or leveling their pricing to alleviate cases of losing customer loyalty. Recession affects branding and the way businesses operate. Companies may maintain their prices or reduce during such periods in countering the impacts of reduced demand. Additionally, such companies may also focus on increasing the efficiency in production as well as improving customer care. The automotive industry is one of the largest industries based on revenues alone globally. 2017 saw the industry make approximated figures of $554 billion which pits the industry as the highest-earning in the United States (Facts, 2019). Businesses like Pitsher Autos employ economics from the information concerning the auto industry in their operations. This industry expects future growth in both the global and local market. Thus, branding would involve intensified production levels. The research and design departments would also increase their research compared to the existing and future market.

The next factor that affects branding and business operations is social factors. A nation's social environment impacts the operations of businesses because it determines society's value system (Mullins & Walker, 2013). Sociological factors develop things like the work, group, and labor mobility culture; thus, the operation of a firm. Factors like cultural heritage, customs, cost structure, and views on wealth impact businesses significantly. Social factors are challenging for marketers to anticipate. Many social trends shape marketing strategies. For instance, different age groups possess broad interest range and defy the traditional profile of consumers. Companies have to follow the socio-cultural environment in developing their products. Pitsher Autos used the social factor witnessed in trends concerning car ownership in developing in adjusting its product development. 35% of the population own cars while the number constitutes 88% of adults who are owners. The windscreen wiper generated social satisfaction from users.

The next major factor that impacted the firm's branding and operations are technology. Technology is a crucial factor in the motor industry. It is the industry's catalyst in innovations. This industry will still rely on technology in the years to come. Today's marketing environment requires monitoring new technology to keep up with its competitors. The United States revealed in research and improved its track record in recent years through applied research. Increased utilization of technology in the auto industry helped reduce production costs leading to low vehicle prices in the market (Mullins & Walker, 2013). Pitsher’s windscreen wiper was dependent on technology in its stages of development.

**Core Competencies**

Core competency refers to capabilities which give a business a competitive advantage over others (Kotler et al., 2015). Pitsher Autos' core competencies allowed it to deliver unique products to consumers. It applied the coordination of skills and integrated several technologies in developing its product. Core competencies like this create sustainable competitive advantages for companies and also assist them in moving to several related markets. One of the Pitsher Autos’ core competency is innovation. Pitsher Autos engaged in an innovative drive to develop the windscreen cleaning tool that would also target the inner windshield. The existing tools were limited in their functions. The methods involving the use of glass heating and air conditioning, were not effective when cleaning the inner windshield. Pitsher provided the new product that would help clean the windscreen’s both inner and outer parts with precision. Its innovative features were a result of the company’s efforts to improve existing conditions. Pitsher Auto uniquely engineered the product which distinguishes it from competitors (Kotler et al., 2015). Pitsher Auto is also known to be the first mover in the market. The company used a price-skimming strategy for entry in the market. Another core competency associated with the firm is its performance efficiency. The firm's innovative product operates efficiently compared with the available options. These products consume more time and have low-performance efficiency. The windscreen cleaner operates efficiently due to the technological developments used in its production. Also, the company revels in research and design. Pitsher Autos continues to engage in research and development efforts to find the next best product that would help consumers. Additionally, the company has a resource allocation for its research and development efforts. Brand recognition is another core competency of Pitsher Autos. Brand recognition is further enhanced by the fact that the company’s product is easily identifiable because there is no close or similar product in the market. Through the product’s attributes, customers easily identify it. Since the social satisfaction derived from using the brand, customers easily remember the brand. Additionally, the customers are also willing to pay more for the products which further signifies brand loyalty.

**Pricing**

Introducing a product into the market, especially a market that has other players, requires a mix of strategy and objective logic to penetrate and claim a spot. Nonetheless, one of the most critical aspects is pricing the product (Mullins & Walker, 2013). The first consideration is the cost of manufacturing parts, considering which factor impacts on the final pricing of the parts. The second factor involves evaluating the target market to ascertain their average income to establish a price that is suitable and comfortable for their circumstances.

***Fixed and Variable Costs***

Costs are normally classified in different ways. The widely referred to costs are fixed and variable. Fixed as the name suggests are those that do not change regardless of increased or decreased units of production. Variable costs, on the other hand, heavily depend on the size or volume of units to be produced. An increase in units of production results to increase in variable costs and vice versa.

The company’s variable costs encompass costs related to production. The product development process has been technology reliant that the previously projected cost of production at completion will have its half spent. The initial project cost was estimated at $135 million. The current status of project progress depicts a 75% complete work with a total expenditure of $43 million. The fixed cost consists of the company's building, machine, utility expenses which stands at $12 million. Fixed and variable costs affect short- and long-term goals. If the company remains active in its manufacturing rate, the resultant effect is a reduction to the fixed cost per unit (Kienzler & Kowalkowski, 2017).

During the long run, Pitsher Autos having introduced the product to the market experiencing good sales resorts to produce a lot of units resulting in increased variable cost. The fixed cost remains the same since activities like rent advertising and insurance premiums do not change. The table below illustrates further.

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Windshield Wipers produced | Total Variable cost  ($) | Resulting Revenue | Total Fixed cost  ($) |
| 1 | 200 | 240 | 345,000 |
| 500 | 10,000 | 120,000 | 345, 000 |
| 10,000 | 2,000,000 | 2,400, 000 | 345,000 |
| 100,000 | 20,000,000 | 24,000,000 | 345, 000 |

***Competitor’s Pricing and the Difference***

Being the market first mover, it means the product lacks a substantive rival. Subsequently, there requires a proper competitor pricing comparison mechanism. The company will be at liberty to decide on the product price putting into consideration the industry rating standards while also exercising the skimming pricing strategy to exhaust the advantages of being a first market mover fully.

***Pricing Preferences***

Again, the product lacks substantive rival that may force the consumers to weigh options before finally spending. However, consumers being rational when it comes to spending must find maximum satisfaction from their money. Undoubtedly, the target market possesses a formidable ability to buy the product. The willingness to pay will come from the requirement to satisfy the need.

***Market Favored Price***

All industries make product price as the most significant market performance determinant. However, other product features such as good branding and packaging to a given extent also influence market performance. The company will carry out an industry price index analysis to determine the correct product price which is preferably placed at $240 to $280.

***Pricing Strategy***

The Windshield Wiper utilizes a skimming pricing strategy. Being a new product that lacks recognizable substitutes and has high-performance efficiency, it creates an immature market for itself which results in numerous buyers with no suppliers except Pitsher Autos. The strategy helps a market first mover to earn considerable revenues before the entry of many suppliers to tilt the market power to the buyers.

**Refinement**

The product, inner windshield wiper has gone through various stages starting from its design and development processes, market launch and now performance evaluation, feedback tracking and future fixes to betterment. There are a lot of factors that influence the success or failure of a product in the market. Some of the factors include the type of industry the products belongs to, the impact of cultural factors on the use of the product, use characteristics which define whether the product is of basic utilization or secondary, the product of price and many other issues. The product was a first market mover meaning there lacked a specific product that performed what it is designed to perform, that is cleaning the car windshield from inside. Products characteristically referred to as market first movers naturally require a lot of information sharing at the marketing level to reach the intended consumers. Also, of peculiarity is the package of information intended to provide consumers with knowledge about the product and how it tailored. In the end, after all, necessary activities that entail marketing through observation of the initially elucidated marketing strategies, the performance of the product in the market is put into various metrics.

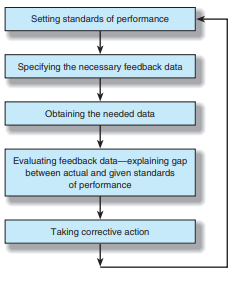
**Dashboard Display**

|  |  |  |  |
| --- | --- | --- | --- |
| Milestones | Time Period | Tasks | Measures |
| Business  Feasibility | 5 months | * Gap assessment * Technological requirements * Development capacity | * IT and Engineering specialists’ terms of reference. |
| Product development and testing | Eighteen months | Goals and Objectives | Able to remove fog and perform full cleaning.  Able to respond to speed controls |
| Product Launch | One full day | * The company officially avails product to the market * Soft launching strategy is applied to test the viability of the product in the market | Use explanation.  Taking orders, views, and opinions.  Reactions and trend analysis |
| After launch | Update and assessments after every three months | * Setting standards of performance * Necessary feedback data setting * Obtaining the needed data * Correcting gaps | Monitoring trend of sales and getting the difference  Data evaluation and explanation of gaps between actual and given performance standards  Addressing marketing plan strategies’ weak areas.  Quitting if situation is too harsh |

***Success Evaluation***

How can Pitsher Autos design strategic systems of monitoring sales activities? To ensure its strategies remain in sync with the constantly changing market and an environment full of competition in which it has operated in for the last few years (Frösén et al., 2016). How can the company come up with marketing metrics systems for reasons of ensuring that the marketing outcomes it plans for actually turn out to be the results delivered? In more relatable words, if the company gets off the rail during while on the pursuit of objectives and goals, either strategically or in terms of execution of the marketing strategy, how can we make sure that we know quickly of the deviation so that mid-course corrections can be made promptly? In today's rapidly changing markets, even the best-laid plans are likely to require changes as their implementation unfolds.

The monitoring and evaluation of marketing strategies involve a five-step process which sequentially follows each other. The process is then applied to the controls of strategy which concerns issues like how the company can monitor while at the same time evaluating the overall company marketing strategy to ensure its viability in the ever-changing market and the realities of competition (Frösén et al., 2016). Further, Pitsher Autos applies the performance tracking process of the newly introduced product in the market by the company. The face of all these, Pitsher Autos asks itself whether it is meeting sales targets as well as its margin targets in aggregation. Irrespective of the size and nature of the organization, the universally known processes that measure performance include performance standards setting, feedback specification, data gathering, evaluation of the gathered data and finally taking up corrective measures.

Fig. 1 

* *The setting of Performance Standards.*

Pitsher Autos had its performance standards developed from the company’s objectives and marketing strategies. From this, a list of expectations related to profitability inclined performance. At the levels of product market, performance standards encompass sales and determinants of market share like the effective distribution percentage, awareness, and attitudes of the customer on the product, customer satisfaction, and pricing parity extents.

Likewise, for each detail in a showcasing spending plan item advancement costs, publicizing and limited time costs, costs for sales reps and many more explicit and quantifiable measures of execution must be set so every one of these components of advertising execution can be assessed (Frösén et al., 2016). We address the improvement of these models later in this section. Without a sensible arrangement of execution benchmarks, directors cannot recognize what results are being gotten, the degree to which they are agreeable, or why they are or are not attractive. Execution-based measures are regularly attached to the pay of those people in charge of accomplishing the predetermined objectives.

* *Returning on Marketing Investments.*

Progressively nowadays, financial specialists, sheets, CFOs, also, others are demanding that showcasing supervisors complete a superior occupation of estimating the arrival their showcasing programs convey on the venture in that. Doing as such is vital for an assortment of reasons, including exhibiting the by and large and program-by-program viability of advertising uses, picking among different promoting strategies or media, and acquiring the budgetary assets important to help top-line deals development. The developing utilization of online limited time methodologies, the vast majority of which are prominently quantifiable, is making this undertaking more feasible than it used to be. Be that as it may, for some sorts of showcasing spending, including many brand-building endeavors, it very well may be hard to clarify associations between a publicizing effort, for instance, and the present moment and long haul sway it has on income and brand value, on the grounds that a large group of different factors from the climate to contender activities and more can likewise assume huge jobs. To put it plainly, guaranteeing the responsibility of showcasing administrators and their spending is a smart thought. In any case, transforming that intelligent thought into training and doing as such without acquiring unfriendly outcomes is much harder than it looks (Järvinen & Karjaluoto, 2015).

* *Analysis of Profitability.*

Investigators can utilize direct or full costing in deciding the gainfulness of an item or showcase fragment. In full costing, investigators appoint both direct, or variable, and indirect expenses to the unit of investigation. Backhanded expenses include certain fixed joint costs that cannot be connected legitimately to a single unit of examination. For instance, the expenses of inhabitance, general administration, and the administration of the sales force are for the most part aberrant expenses for a multiproduct organization (Frösén et al., 2016). The individuals who utilize full costing contend that just by dispensing all expenses to an item or a market would they be able to get a precise image of its esteem. Direct costing includes the utilization of commitment bookkeeping. Those favoring the direct costing approach contend there is no precise method to dole out roundabout expenses. Further, since roundabout expenses are generally fixed, an item or market may make a commitment to benefits regardless of whether it demonstrates a misfortune. In this way, despite the fact that the organization should, in the end, ingest its overhead costs, the commitment strategy unmistakably shows what is picked up by including or then again dropping an item or a client.

***Feedback Loops and Processes***

* *Specification and Feedback Data.*

When an organization has set up its execution norms, its subsequent stage is to build up a framework that gives usable and convenient input information on real execution. By and large, somebody must accumulate and process significant information to get the execution measures, particularly at the item advertise level (Grzegorczyk, 2016). Examiners get input information from an assortment of sources, including organization bookkeeping records and syndicated advertising data administrations, for example, Pitsher Autos. The business receipt or other exchange records, for example, those created by retailers' point of-deal frameworks, are the essential interior wellspring of information since they give a nitty-gritty record of every exchange. Solicitations are the reason for estimating productivity, deals, and different spending plan things. They additionally give information to the investigation of the geographic dispersion of offers and client accounts by sort and size.

Another source, and normally the most costly and tedious, includes undertaking at least one promoting research activities to get the required data. In-house inquire about undertakings are able to take longer and be more costly than utilizing an external syndicated administration. Be that as it may, there might be no option, for instance, in deciding mindfulness and frame of mind changes and getting information on client administration.

* *Feedback Evaluation.*

The board assesses input information to see if there is any deviation from the plan and, provided that this is true, why. Pitsher Autos does this in an assortment of ways, including sending its local VPs into the field all the time to realize what is happening and why. Regularly, administrators utilize an assortment of data to figure out what the organization's execution ought to have been under the real economic situations that existed when the arrangement was executed. At times, this data can be acquired in estimated structure; models incorporate a move in close to home extra cash (accessible from government sources), a change in the interest for a given item type (acquired when estimating piece of the pie), the effect of another brand on piece of the pie (detailed by a business source), or a change in cost by a noteworthy contender (Grzegorczyk, 2016). Regularly, be that as it may, the clarification lays on surmising drawn from summed up information, as would be the situation in crediting poor deals execution to an improvement in a contender's sales force. At the detail level, regardless of whether for income or costs, results are contrasted, and the gauges set in stage one of the control procedure. A stock supervisor or purchaser at a clothing retailer, for example, Gap, for instance, would follow deals aftereffects of each style or stock class regarding its selling rate (how long supply is close by generally speaking and in which stores) and its gross edge execution (Järvinen, & Karjaluoto, 2015). For a locale deals group of a mechanical product's maker, sales reps may be estimated on the quantity of offers calls they make every week, the number of new records they create, their business volume in income and units, their movement costs, and an assortment of different measurements. A beautician in a delight salon may be estimated in terms of the number of hairstyles or the business income she creates every day or every hour.

***Future Planning and Other Factors***

*Taking Corrective Action.*

The last advance in the control procedure concerns endorsing the required activity to address the circumstance. At Pitsher Autos, this is halfway cultivated at its different congresses held each Friday and Saturday when supervisors choose what moves to make to take care of selected issues.

Accomplishment here relies upon how well directors do the assessment step. Whenever linkages among sources of info and yields are clear, supervisors can assume a causal relationship and indicate proper activity. For instance, accept that input comprised of a publicizing. The plan that predetermined the recurrence of given TV commercials. The goal was to change demeanors about a given item property (the yield). On the off chance that the mentality change did not happen, the therapeutic activity would begin with an assessment of the company's publicizing exertion, especially the promoting message and how as often as possible it ran. Be that as it may, as a rule, it is hard to recognize the reason for the issue. Quite often, a profound impact exists among the information factors just as the earth (Grzegorczyk, 2016). There is too the issue of postponed reactions and vestige impacts. For instance, publicists can once in a while separate the effects of the message, media, recurrence of introduction, and aggressive responses while trying to decide to publicize impacts. Regardless of whether the organization could determine the reason for an issue, it faces the trouble of recommending the proper move to make. The consequence of these troubles is that advertisers keep on battling with measuring the estimation of showcasing endeavors and with creating a culture of responsibility for advertising execution.

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