

## Management Marketing- Clearblue

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### Abstract

The number of couples requiring medical support for fertility has been increasing in Japan. However, Japanese women prefer to conceive without such expensive treatments. Clearblue Advanced Fertility Monitor With Touch Screen is found to have a good opportunity amidst young women and childless couples as well as specialists who work in fertility treatment clinics due to its multiple usage benefits. These customer segments shall be the target market for the product. The major objectives of this marketing plan are to raise awareness of this products in potential customers, to continuously increase revenue in three years and to have an increasing profit and customers base by a reasonable amount after one year. To obtain these objectives above, we intend to apply effective promotion campaigns including the integration of online and offline marketing communications. We have a plan of importing Clearblue Fertility Monitor from the USA in the first three years and then distribute this product to more than 55,000 convenience stores and 53,000 drug stores in Japan. Premium pricing strategy will be followed by Clearblue Fertility Monitor because of the increased level of demand and willingness for the product as well as there are no significant competitor products in the market. Financial analysis performed on the given conditions indicated a reasonable level of profitability for the product within the first three years of its operation. Thus, the expansion of Clearblue Fertility Monitor has proved to be feasible in the Japan market.

### Keywords

Clearblue, marketing, Management.

### 1. Introduction

After conducting researches on the trend of the healthcare industry and the demography of numerous countries, the decision of selecting a new location for expansion has been made that Japan will be the first market in Asia to distribute the Clearblue Advanced Fertility Monitor with Touch Screen. Hence, a marketing strategy should be well planned so that the organisation would achieve success since this is a new market for this product.

Clearblue Advanced Fertility Monitor with Touch Screen distribution channel would be the convenience stores and pharmacies in the urban areas of Japan as this is the first high-tech fertility monitor that has been retailed in this market. There are four top fertility monitors which are currently purchased online on global websites by customers including Clearblue Advanced Fertility Monitor with Touch Screen, OvaCue Fertility Monitor, Maybe MOM Mini-Ovulation Microscope and Petite Sophia Basal Fertility Monitor (Most Accurate Pregnancy Test 2016).

The long-term objective of Clearblue Advanced Fertility Monitor with Touch Screen is to become the first choice of Japanese customers when they have concerns about the reproductive health. In the short term, this brand's objective is to attain these following percentages of annual revenue over the period of three years:

2017 – 2%

2018 – 3.5%

2019 – 6%

The annual revenue is expected to grow slowly as a result of the low rise in Japanese healthcare expenditure and fertility rate (Deloitte 2015). However, Japan is a potential market since this is one of the world's largest healthcare products and service spenders (Deloitte 2016).

## 2. Target Market

To achieve the long-term objective, Clearblue Advanced Fertility Monitor with Touch Screen's target market is people who have any concern about the reproductive health. The segmentation of target customers is based on Japan's population research and projections (National Institute of Population and Social Security Research 2016):

Females in the reproductive age from 15 to 49 years old, which account for 22.8% in the population of Japan (Ministry of Internal Affairs and Communications 2016):

Young women in the age group of 15 to 19 – these customers will seek for a solution to prevent giving births without marriage because of the strict culture (T.B. 2014). Hence, this monitor can help them to know the ovulation day to avoid pregnancy.

Women from 20 to 49 years old – that have difficulty in conceiving. Therefore, they desire a natural method to get pregnant to avoid the cost of medical treatments to deal with infertility.

Married couples, who live in the urban area, have been married for many years and struggling to have children since there is an increasing number of Japanese couples that decide to get married or have kids in the later of their lives (Ito 2015a). Based on Japanese urban lifestyle research, the healthcare expenditure in this area is high since urban people pay more attention to their health (Hays 2013). Nowadays the Japanese urban population rate is 93.7%; hence, the promotion of this product should be launched in the metropolitan cities (Worldometers 2016).

People have the medium to high levels of income so that they can afford to buy Clearblue Advanced Fertility Monitor with Touch Screen as the price of this product is higher than some other kinds of fertility monitors.

Specialists – who work in approximately 600 clinics and hospitals that provide fertility treatment and advice to the childless couples in Japan. By using this product, better service can be given to the patients so that they can have children in a short time with a lower cost (Ito 2015a).

## 3. Product

We define the product Clearblue Advanced Fertility Monitor with Touch Screen according to its customer perceived value levels (Kotler & Keller 2012).

### 3.1. Core Product

It is said that in Japan, childless women “grapple with extreme loneliness and guilt” (Kakuchi 2004). Longing for a child is not only the women's desire for a happy family but also the pressure to produce an offspring from parents-in-law and the society. However, nowadays, Japanese women tend to focus on working or pursuing higher education when they are young; and then when they have a “high income” enough to raise their children, they suddenly “find that they are too old” and hard to have children in a natural way (McCurry 2016). Surprisingly, “1 out of 6 couples suffer from infertility” (Ito 2015b). As a result, many Japanese couples drive to fertility treatments. However, such treatments are not affordable and successful for every case. “Key procedures are not covered by national health insurance, which pushes up medical costs and adds to the physical and emotional toll endured by couples in the process” (Ito 2015b).

In additions, many studies find out that “infertile women experienced negative social interactions, such as insensitive remarks or inappropriate support from family and friends” (Akizuki & Kai 2008). Also, fertility treatments in some regions in Japan are not openly discussed and women often feel a little isolated when they visit a clinic.

In recent years, “pregnancy and childbirth are celebrated more than ever” in over the world (Euromonitor 2013). Therefore, it can be seen that Japanese women desire to have a product that can help them to have children naturally without any fertility treatments. By using Clearblue Fertility Monitor, women can get pregnant in an easier, safer, more private and more affordable way.

For young girls from 15 to 19 years old whose their body has not fully developed and for women who do not want to conceive, Clearblue Fertility Monitor is considered as an additionally effective method to avoid getting pregnant.

### 3.2. Actual Product

Clearblue is a P&G famous brand in many countries and evaluated as the world’s number one selling brand (Clearblue 2016a). Among many helpful and effective Clearblue products, we choose to launch Clearblue Advanced Fertility Monitor with Touch Screen because it is our most modern and latest product, which is the most suitable to serve Japanese market – the toughest market in the world. Compared to other products, this product has five more advanced features including: to detect all women’s fertile days, easy to use with touch screen, to provide women’s daily fertility status, to store, display and protect women’s personal fertility information as well as to accurately predict ovulation (Clearblue 2016b)

The name of the product is still kept as “Clearblue” because when it is read by Japanese people as “クリアブルー”, there is no strange or mistaken meaning of the word. There are both Japanese and English languages used in Clearblue Fertility Monitor device to ensure both Japanese and non-Japanese speakers can easily use our product. The package is designed as small as possible and can be recycled to comply with environmental laws in Japan and to satisfy environment sensitive customers.

### 3.3. Augmented Product

According to Edward Hall’s theory of high and low context (Hall 1976), Japan is considered as a high context culture. Thus, when delivering the product to customers, our staff is required to have right gestures and appreciate voice and facial expression. We want to create a good relationship with our customers to urge them to repurchase this product as well as to buy our cross-selling products such as Clearblue Advanced Digital Ovulation Test and Clearblue Easy Ovulation Combination Pack.

Our product Clearblue Fertility Monitor with Touch Screen has a two-year limited warranty and free exchange service if there are any technical problems.

Studies show that Japanese customers are ranked at the 1st position to have sophisticated buying decisions and Companies doing business in Japan are also at 1st position in term of how well they treat customers (World Economic Forum 2015). As a result, we apply social listening method so as to serve our potential customers in the best way. In our website [www.clearblueeasy.jp](http://www.clearblueeasy.jp) (version for Japanese market), we will create online forums for customers to ask questions, share their own experiences and their successful stories. We also have Facebook page to gather customers’ comments. In addition, there are gifts for customers who suggest new and possible ideas to improve the product.

### 3.4. Product and Culture

Based on Diffusions of innovations theory (Rogers 1983), we understand that we need to create and follow a step-by-step plan to access to Japanese customers and gain their loyalty. This

product needs time to prove its effectiveness and to build trust in customers. We not only sell this product but also deliver hope, belief and create long-term relationship and values for our customers.

## 4. Promotion

The Clearblue brand will launch a promotion plan by utilising the integration of both online and offline communications to achieve these following marketing objectives:

Building and increasing awareness of Clearblue Advanced Fertility Monitor with Touch Screen to achieve the customers' recognition, trust and retention.

Value proposition: Helping women to get a maximum chance of natural pregnancy.

Message of the promotion campaign: "Clear answers, clear mind".

### 4.1. Market Research

Since Japan is an elaborate market, the market research promotion plays a vital role to help us deeply understand the customers and achieve success when introducing and retailing the Clearblue Advanced Fertility Monitor with Touch Screen. These days the number of market research agencies has risen significantly in Japan since new products need to be promoted through this tool until late of its lifecycle to maintain good relationship with Japanese customers and partners (Deloitte Tohmatsu Consulting 2014). By using service from Medilead – a Japanese marketing research agency specialised in medical products industry, the information, behaviours and feedback of Clearblue Advanced Fertility Monitor with Touch Screen's customers can be collected and analysed through in-person interviewing with the sales staff and clients purchasing this monitor in pharmacies; also the patients and specialists in private clinics (Cross Marketing Group Inc. 2016). Furthermore, the online approach should be highly recommended by creating usability sessions so that the interaction of respondents will be captured through video software. Hence, the marketing staff can observe the customers' reaction when watching advertising video or using new features of mobile app on smartphones and tablets to keep track on their reproductive health (3Waves Japan 2016).

### 4.2. Advertising

Nowadays, digital marketing is a trend to build brand awareness. Facebook and Youtube advertising campaigns should be launched when social media networks and Japanese website of ClearBlue brand are created by Tarrows Company, which provides website design in Japanese and Google AdWords service (Tarrows Co. Ltd. 2016). Online advertisements should be presented on Women's Park, which is one of the largest website and forum in Japan that has a huge number of members joining in to get information and discuss about fertility issues (Benesse Corporation 2015).

The Clearblue Advanced Fertility Monitor with Touch Screen advertisements will be placed in the healthcare category of five major national Japanese newspapers, which are the Asahi, Yomiuri, Nihon Keizai, Mainichi and Sankei. Hence, the brand would gain awareness from the readers (Rausch 2012) as a result of the high rate in newspaper reading habits of Japanese people (69% reading a newspaper daily) (Nikkei Inc. 2016).

### 4.3. Public Relations

Clearblue brand will sponsor the annual meeting of the Japan Society for Reproductive Medicine in the next three years to introduce Clearblue Advanced Fertility Monitor with Touch Screen to the medical specialists (Japan Society for Reproductive Medicine 2016). Hence, the brand can get business deals with the pharmacies to distribute this fertility monitor and grow sales. Clearblue can also sponsor the annual International Conference of The International Society for Quality in Health Care, which is held in Tokyo, to gain awareness and increase

business opportunities (The International Society for Quality in Health Care 2016). Furthermore, the Japan Medical Association has the function of promotion the healthcare services to the community; therefore, our product can also approach the target market when the association's public activities and events about reproductive health are organised with the sponsorship by Clearblue (Japan Medical Association 2016). In addition, Clearblue Advanced Fertility Monitor with Touch Screen can also raise public brand awareness by the product's recommendation from the experts.

#### 4.4. Direct Marketing

The customers' personal information are required to provide when they register for an account on Clearblue website and mobile app with a privacy policy to protect consumers data. Therefore, by using email marketing service from SendinBlue Company, the users will receive e-newsletters from the brand to get the latest news of the recently updated online features on the website and mobile app; also the information of the public activities and meetings about reproductive health (SendinBlue 2016). Furthermore, printed flyers of Clearblue Advanced Fertility Monitor with Touch Screen will be given to the customers who come to convenience stores, pharmacies and clinics; also the people participating in meetings and events. The flyers should be designed and printed by Tarrows Company since it has lots of experience in providing service to international companies willing to do promotion in Japan (Tarrows Co. Ltd. 2016).

#### 4.5. Marketing Budget Plan

	2017	2018	2019
Personnel (Fulltime positions of P&G Clearblue Brand's Marketing Team)	6	7	9
Salaries, wages	¥72,000,000	¥73,440,000	¥76,000,000
Personnel Total	¥72,000,000	¥73,440,000	¥76,000,000
Market Research			
Offline Market Research - Medilead	¥2,420,000	¥2,468,400	¥2,554,794
Online Usability Session - 3Waves Japan	¥1,663,500	¥1,696,770	¥1,756,156
Market Research Total	¥4,083,500	¥4,165,170	¥4,310,950
Marketing Communications			
Advertising			
Offline - Advertisements of newspapers	¥5,766,540	¥5,881,871	¥6,087,736
Online - Advertising campaigns	¥3,191,640	¥3,255,473	¥3,369,414
Direct Marketing			
Direct Marketing - Online: E-newsletters	¥351,090	¥358,112	¥370,646
Direct Marketing - Offline: Printed flyers	¥8,768,240	¥8,943,605	¥9,256,631
Public Relations: Sponsorship	¥4,435,800	¥4,524,516	¥4,682,874
Marketing Communications Total	¥22,513,310	¥22,963,577	¥23,767,331
Total Marketing Budget	¥98,596,810	¥100,568,747	¥104,078,281

\* See appendix 2 for marketing budget explanation

#### 5. Distribution

For the first three years of operation of Clearblue Advanced Fertility Monitor with Touch Screen, we need to consider both good and bad scenarios of administration, finance and distribution. Thus, by critically evaluating 6C factors affecting channel choice i.e. cost, capital requirements,

control, coverage, character of the product and continuity (Kirkland 2016), we decide to directly import the product (without package) from P&G own manufacturer in the USA in the first three years. The reason is we want to reduce the risks of cost and capital requirements as well as to have a good control of the products' brand and quality. The product is imported under WTO bound tax rate of 0% (for medical measuring devices) (Japan Customs 2016b).

P&G entered the Japanese market in 1973, acquiring the Nippon Sunhome Company and then building its headquarters in Kobe (Japan Inc 2008). Therefore, Clearblue Fertility Monitor will be delivered by ships from the USA to the Port of Kobe, Japan. The Kobe port is one of the oldest and most modern harbors in Japan. In addition, Kobe is placed in the middle of Japan (Kobe Meriken 2016); thus, from Kobe port the product can be easily delivered to the headquarters as well as other parts of Japan by Shinkansen, expressway and highway. When the product reaches the Kobe port, we need to submit to Customs the following documents: invoice, the certificate of origin (where a WTO rate is applicable), packing lists, freight accounts, insurance certificates, licenses, certificates, etc. (Japan Customs 2016a)

From the fourth year, with the condition of high revenue from selling Clearblue Fertility Monitor With Touch Screen, we will produce the product in Kobe Japan. Directly manufacturing in Japan brings significant advantages in term of administration, cost management, sales policy, customer relationship and distribution network.

In more details, in the first year, we focus on distributing this product to big cities in Japan. According to studies, the urban population of Japan is 93.5% of total population (2015 est.) and the rate of urbanization is 0.56% annual rate (2010-15 est.) (Central Intelligence Agency 2016). Therefore, it is a good strategy to begin with building markets in 6 biggest Japanese regions including Tokyo, Osaka-Kobe, Nagoya, Kitakyushu-Fukuoka, Shizuoka-Hamamatsu and Sapporo. From the second year, we will expand the market to other cities in Japan.

Customers will find it easy to buy Clearblue Advanced Fertility Monitor with Touch Screen in our website [www.clearblueeasy.jp](http://www.clearblueeasy.jp). The product will be mainly sold in convenience stores and drug stores where Japanese people often feel it easy to access to purchase goods and services. The figures of total of 55,699 convenience stores (Statistics Japan 2010a) and 53,304 drug stores (Statistics Japan 2010b) in Japan show the importance of "combi" (convenience stores) and pharmacies for Japanese customers. We ensure this product will be available in three biggest "combi" chains in Japan including Seven-Eleven, Lawson and Family Mart (Matcha Japanese travel magazine 2016) as well as in five major drug store brands consisting of Matsumoto Kiyoshi, Don Quijote, Tsuruha, Cocokara Fine and Welcia (miner8 2016). This product will be also recommended by doctors and experts in their private clinics.

## 6. Price

The price of Clearblue Fertility Monitor is decided depending upon several factors. The first factor is the cost of production involves the expenses of touch screen monitor, plastic body, instruction paper and package.

The second factor is that fertility devices are highly demanded by our target customers because the current birth rate is only at 1.4 and declining populations make childbirth to be a necessary aspect in Japan (Stanton, 2016). Clearblue Fertility Monitor shall be fixed with a premium price since the willingness of product purchase is found to be high.

The third factor is that there are no major competitors for Clearblue Advanced Fertility Monitor with Touch Screen in Japan. Ovulation calculators, Pregnancy test kits and Pregnancy monitors are available from a few firms that do not have all the combined features as of our product. First response and Easy@home are the separate devices available for tracking and monitoring where they cost huge in amount ranging from 24000 JPY up to 37000 JPY. Moreover, these two

products are imported from various countries such as USA and their costs are extremely high (Ito, 2011).

The final factor includes the costs of inclusive of duties, transport, retailer mark-ups and the production cost of instruction paper and package (instruction paper and package are made locally) and warehousing cost.

These four factors above make the Clearblue Fertility Monitor to be set at the price of 28170 JPY. This price can be accepted because the current economic value of each individual in Japan is high. Orientation of people is very supportive in the country where the spending on children and family is comparatively huge rather than other countries in the world. Especially young mothers are ready to buy any stuff for childcare and their health. The fertility treatments in the country are also not worth of cost, time and efforts that they consume (Ujikane, 2016). Hence, Clearblue Fertility Monitor will have no issues in terms of pricing due to the readiness of people for family spending. Also, the usefulness of the product will attract customers regardless of the pricing. This attitude of people will be taken advantage by Clearblue Fertility Monitor and shall be benefitted with huge profits from its premium pricing.

## 7. Financial Statements

The major financial aspects that shall concern the product Clearblue Fertility Monitor in Japan shall be the expenses spent for production, distribution, marketing, sales and start-up. The resources required shall be acquired with the initial investment of 700,000 JPY which shall include machinery, property, registration, transportation and labor for set up operations. These functions shall be carried out from the year 2017-2019 as per the plan. The sales level for the first year has been assumed to 7000 units as the demand level in the market is high where it is assumed to increase every month.

**Table 1.** Income Statement projections for Clear Blue fertility monitor (2017-2019) - Values in JPY

Income Statement			
Years	Year 1	Year 2	Year 3
Unit price	28,170	28,170	28,170
No of Units per year	7,182	7,326	7,581
Revenue	202,316,940	206,091,720	213,556,770
Sales Cost at 30%	60,695,082	61,827,516	64,067,031
Gross Profit	141,621,858	144,264,204	149,489,739

The above table indicates the financial projection of the proposed marketing plan for the years 2017-2019. With gross assumptions taken from the competitor operations and their cost, the likely expenses were calculated. Wages shall consume a huge amount with 20 employees at the beginning stages and shall be increased. The marketing expenses shall arise from market research, direct marketing, public relation and sponsorship.

**Table 2.** Profit and Loss account for Clearblue Fertility Monitor (2017-2019) - Values in JPY

Profit and Loss account			
Year	Year 1	Year 2	Year 3
Wages (except Mkt staff)	6,960,000	7,308,000	7,673,400
Start up investments	700,000	-	-
GST Payment at 15%	4,035,469	4,237,243	4,449,105
Production costs	6,600,000	6,930,000	7,276,500
Rental expenses	3,000,000	3,150,000	3,307,500
Marketing cost	98,596,810	100,568,747	104,078,281
Logistics and distribution	3,780,000	3,969,000	4,167,450
Miscellaneous expenses	1,800,000	1,890,000	1,984,500
Depreciation	3,110	3,110	3,110
Total Operating Expenses	125,475,389	120,748,100	125,266,446
Earnings Before Interest and Tax	16,146,469	23,516,104	24,223,293
Interest from bank	-	-	-
Income Before Tax	16,146,469	23,516,104	24,223,293
Tax at 28%	4,521,011	6,584,509	6,782,522
Net Profit After Tax	11,625,458	16,931,595	17,440,771

Sales cost is assumed to be 30% of the revenue and gross profit of 141,621,858 is likely to be yielded in the first year. The profit has been calculated after deducting the expenses of logistics, marketing, rent and others. This is a considerable amount of profit where the investments in the business can be returned within the first year of operation. The income statement of Clearblue Fertility Monitor represents a good level of cash flow. Revenue shall be the only source of cash inflow and the sales cost is already calculated to be considerably less. An approximate account on all likely expenses is given and will contribute to the cash outflow. An overall profit level of 16,146,469 JPY is to be achieved at the end of first year and an after tax profit of 11,625,458 JPY will be the operating profit of Clearblue Fertility Monitor. This proves that the business shall be successful and feasible at the estimated financial conditions.

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