

Full Sail University -PAM



# Product Planner Packet

For: Tactical Harlequin, an influencer in the Internet  
ROTC multi-channel network

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## Product Plan Details (35 pts)

### a) Person/Scenario Description - for whom are you designing these products?

The Tactical Harlequin is a YouTube and Twitch content creator who uses video games and other media to teach lessons that are interesting to military gamers, veterans, and hopeful future service members. These lessons are a more accessible version of the training given to new military recruits, noncommissioned officers, and officers and are based in actual military doctrine, tactics, techniques, and procedures. While The Tactical Harlequin is a part of the Internet ROTC multi-channel network which appeals to all branches of the military, he is a former Army noncommissioned officer and is primarily focused on the Army market. He has been featured on Discovery Network, History Channel, and in military web publications.

### b) Description of target audience (primary & secondary target markets, and tertiary market if there is one):

The Tactical Harlequin has three major audiences with some overlap. The market with the most spending power is Niche 1, made up of military veterans and mid-career soldiers aged 24-35. They are slightly more diverse than the country as a whole, though less Hispanic than the country as a whole (2004). This audience is likely to be starting families, moving out of the barracks, and entering leadership positions in the military or civilian world. An important sub-group of this market is soldiers moving bases every 2-3 years. Many are in college.

The largest market is Niche 2, made up of potential or recent recruits with plans to enter basic training, JROTC, ROTC, or another military commissioning program. This market has less direct spending power but is expected to ask for Tactical Harlequin merchandise as presents for birthdays, Christmas, graduations, enlistments, or other major life events. They are aged 14-25 and are slightly more racially diverse than the country as a whole.

The smallest audience, but one with significant disposable income, is Niche 3, that of military history aficionados who watch The Tactical Harlequin as a way of feeling better connected to military news, culture, and history. This is an older audience that learned about The Tactical Harlequin through his appearances on broadcast and cable television. This audience is primarily white and older, aged 41-54 (Thompson, 2014).

### c) New Products/Services Offered:

We're launching three new distinctive products: 1. The Lowest Drag Packing Guide, 2. Tactical Harlequin Notebook Cover, and 3. The Fister's Map Template.

### d) How will these products/services enhance the image or brand?

Talking Tactics and The Tactical Harlequin are the thinker's alternative to "Bro Vet" brands like Grunt Style and Ranger Up. These items tie into the brand's theme of being smarter, better prepared, and more thoughtful than the opposition and rivals while also being fun and functional, a major part of The Tactical Harlequins appeal as a content creator.

### e) Customer Value: how do the products/services add value to the customer? Any special lifestyle or lifetime experience? Why would the fans want this?

These products are items that would be useful to an actual soldier but also allow prospective recruits and military aficionados to show off their identity, enhance The Tactical Harlequin's brand as the thinker's alternative to "Bro Vet" brands, and help create conversations starters for fans who want to share their love of Talking Tactics and The Tactical Harlequin with their friends, squad members, and classmates.

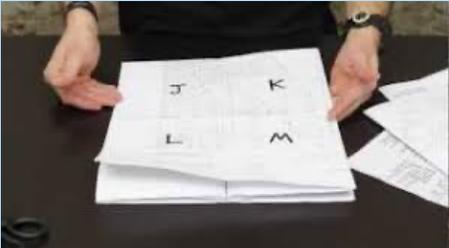
### f) Timeframe/project for product launch:

All 3 products will be manufactured and available for sale online within 1 year and at private retailers soon after. For the packing guide, this will start with print-on-demand copies with the ability to transition into a traditional print run as sales increase (2021). These products will also be introduced through government retailers, mostly as items for the tools and book sections of Clothing Sales, on on-post military retailer ran by the U.S. government. All channels' sales numbers reflect projected sales for months 1-24 after launch, except for Clothing Sales projections which are projected sales for months 13-24 after the product is launched, since it is expected that it will take an extra year to get items into this pipeline.

**g) Similar offerings by competitors? If so, please describe:**

Clothing Sales, Ranger Joes, and other retailers have a number of packing guides and notebook cases available. In addition, private creators make many notebook cases and sell them on retailers like eBay, Etsy, and other online stores. By contrast, The Fister's Map Template is a unique item. The technique to "slit-and-fold" military terrain maps has fallen out of style even though maps prepared in this fashion are a popular part of many soldiers' kits and a status symbol of combat troops. Currently, most non-combat soldiers and many combat troops order pre-prepared maps at personal expense from specialty retailers, even though a properly prepared map can be made with just a razor blade, glue, and laminate after the appropriate terrain map is requisitioned for free from the unit.

Sample Product Images for The Tactical Harlequin (5 pts)

<p>Product A</p> <p>The Lowest Drag Packing Guide</p>	<p>Image</p> 	<p>Additional Details (if needed)</p> <p>Product description printed inside cover: This guide contains the combined wisdom of sergeants described by their leadership as “adequate,” “not a pain in my butt,” and “capable of out rucking Chesty Puller.” It will not get you top marks on an NCOER or cool-guy points with the staff OICs. It has one mission: Help you pack for everything from short field exercises to Ranger School like a seasoned pro. Learn where to put the weight, what items are needed but not on packings lists, and how to make sure dry socks are always within reach. Then pass it on to your Joes when you (inevitably) pin your stripes.</p>
<p>Product B</p> <p>The Tactical Harlequin notebook covers</p>	<p>Image</p> 	<p>Additional Details (if needed)</p> <p>All designs available sized for three-ring binders, common Rite-In-The-Rain notebooks, and Moleskin notebooks.</p> <p>Designs include “The Tactical Harlequin” as a unit patch, <del>Operator</del> Erudite AF, Partnered Ops, and The Slap Stick.</p>
<p>Product C</p> <p>The Fister’s Map Template</p>	<p>Image</p> 	<p>Additional Details (if needed)</p> <p>This 1:1 guide to cutting and laminating terrain maps into the slit-and-fold design comes with easy-to-use instructions and a link to a website where users can purchase terrain maps, if they don't want to request them from their company supply. It's re-</p>

		usable and can be passed around the barracks like a can of dip.
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## Product Fit (20 pts)

As the below sections show, these products fit well with The Tactical Harlequin’s fanbase and the targeted product audiences. The key to long-term success of merchandising will be offering unique, useful items at acceptable price points for each of the audiences. For instance, the audience of high schoolers is expected to be fairly price-conscious, while mid-career leaders are more likely to be willing to pay for fun graphics that will differentiate their gear in the office and the field as well as useful tools that will make career schools, exercises, and operations easier.

<p>The Lowest Drag Packing Guide appeals to niches 1 and 2 because it provides useful advice for kids headed to JROTC or basic and mid-career soldiers heading to leadership schools like the Basic Leader's Course.</p>	<p>According to market research, Niche 2 shops online and purchases items they learn about from social media influencers. Niche 1 also shops online, but frequents on-post and off-post gear stores on or near major military installations.</p>	<p>Online sales instantly give world-wide access to these audiences, but we expect sales to increase with Niche 1 as the guide is introduced in on-post and off-post gear stores. We will start with a test launch at Ranger Joes, a popular gear store near Fort Benning, Georgia.</p>
<p>The Tactical Harlequin's notebook covers appeal to niches 1, 2, and 3 because it provides a visible indicator of belonging to a fun, military-associated brand. It is expected to resonate most closely with niches 1 and 2.</p>	<p>According to market research, Niche 2 shops online and purchases items they learn about from social media influencers. Niche 1 also shops online, but frequents on-post and off-post gear stores on or near major military installations. Niche 3 shops online and at military history events.</p>	<p>Online sales and gear store sales are, again, great avenues for reaching niches 1 and 2. To better reach Niche 3, the product will be taken to military history conferences and events and flea markets near the company headquarters in Dayton, Ohio.</p>
<p>The Fister's Map Template is squarely aimed at Niche 1, though it has some crossover appeal to Niche 2, especially at the ROTC level. It is a useful tool that makes an obscure but useful map-folding technique instantly accessible.</p>	<p>According to market research, Niche 1 shops online and in gear stores. The sub-niche of ROTC candidates shares product suggestions with each other online and shop at on-campus bookstores.</p>	<p>Online sales and gear stores, starting in and around Fort Benning are a leading marketplace for this item. To test the ROTC audience, the product will also be sold at Norwich University, the oldest private military college in the U.S.</p>

In all cases, the goal is to come in with a premium price point and the accompanying materials to justify it, while remaining within the affordability range of the targeted niches. It’s better for these items to exist on barracks bookshelves and carried in rucksacks for 3-5 years for people to talk about a share with each other during the Army’s high unit churn than it is to get a low price point but have the items be disposable, showing up in trash bins more often than “high-speed” soldiers’ hands.

## Shopping Behaviors

Sales in the first two years, broken down in the table on the following pages, is projected against current shopped behaviors on streaming channels with similar audiences to The Tactical Harlequin. The average streaming channel, once it scales up, brings in 15-20% of its revenue through merchandise sales (Kharif, 2020).

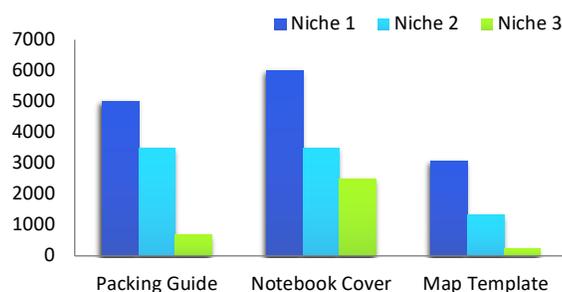
In the projections below, it is assumed that traditional streaming merchandise, such as hoodies, T-shirts, stickers, and magnets, will comprise 70% of merchandise sales with the remaining 30% being more niche items like the packing guide, map template, and notebook cases. Potential future niche merchandise items for this audience include organizational items for new officers which will be marketed as branch-specific BOLC graduation presents, stylish pens that can carry popular Rite-In-The-Raid pen cartridges, and the *Sadsack's Guide to [LOCATION]*, a travel-book like series with tips for PCSing or deploying to high-population bases overseas like Camp Casey or Grafenwohr Training Area.

The bar graphs at right show which niche audiences are expected to constitute what part of total revenue per first-wave items. Please note that Niche 2 sales include those items purchased by parents and other loved ones as gifts for Niche 2. As a reminder:

Niche 1: The market with the most spending power is that of military veterans and mid-career soldiers aged 24-35.

Niche 2: The largest market is that of potential or recent recruits with plans to enter basic training, JROTC, ROTC, or another military commissioning program.

Niche 3: The smallest audience, but one with significant disposable income, is that of military history aficionados who watch The Tactical Harlequin as a way of feeling better connected to military news, culture, and history.



**Preliminary Sales Forecasting, Per Product** (20 pts)

Preliminary sales forecasting is based on a conservative estimate of sales over the first two years. Clothing Sales estimates are low because product manager projects it will take at least a year to get complete items onto the shelves of these on-base, government stores.

<p><b>Product A:</b> The Lowest Drag Packing Guide</p>	<p><b>Target Customer:</b> Mid-career soldiers Secondary: New recruits, ROTC candidates, etc.</p>	
<p><b>Overall Points of Sale (POS):</b></p> <ul style="list-style-type: none"> <li>a. Websites</li> <li>b. Clothing Sales</li> <li>c. Ranger Joe's</li> <li>d. YouTube store</li> </ul>	<p><b>Preliminary Estimate of Number of Products Needed per Sales Channel:</b></p> <ul style="list-style-type: none"> <li>a. Websites: 540</li> <li>b. Clothing Sales: 20</li> <li>c. Ranger Joe's: 50</li> <li>d. YouTube store: 312</li> </ul>	<p><b>Preliminary Estimate of Total Items Needed:</b></p> <p><u>Math:</u></p> <ul style="list-style-type: none"> <li>a. Avg. of 5-6 per week for 104 weeks= 540</li> <li>b. Clothing Sales: 1-2 per month for 12 months= 20</li> <li>c. 0-1 per week for 104 weeks = 50</li> <li>d. 3 per week for 104 weeks= 312</li> </ul> <p><u>Est. Total needed:</u> 922 book copies</p>

<p><b>Product B:</b> Notebook Covers</p>	<p><b>Target Customer:</b> Fans of The Tactical Harlequin YouTube channel, especially those still in school, mid-career soldiers, and non-military fans.</p>	
<p><b>Overall Points of Sale (POS):</b></p> <ul style="list-style-type: none"> <li>a. Websites</li> <li>b. Clothing Sales</li> <li>c. Ranger Joe’s</li> <li>d. YouTube store</li> <li>e. Event booths</li> </ul>	<p><b>Preliminary Estimate of Number of Products Needed per Sales Channel:</b></p> <ul style="list-style-type: none"> <li>a. Websites: 450</li> <li>b. Clothing Sales: 50</li> <li>c. Ranger Joe’s: 250</li> <li>d. YouTube store: 350</li> <li>e. Event booths: 100</li> </ul>	<p><b>Preliminary Estimate of Total Items Needed:</b></p> <p><u>Math:</u></p> <ul style="list-style-type: none"> <li>a. 450;</li> <li>b. Average of 4-5 per month for months 13-24: 50;</li> <li>c. Average of 10-12 per month for 24 months: 250</li> <li>d. 350</li> <li>e. Event booths: 25 each per 4 events: 100</li> </ul> <p><u>Est. Total needed:</u> 1,200 notebook covers</p>

<p><b>Product C:</b> The Fister’s Map Template</p>	<p><b>Target Customer:</b> New recruits, ROTC/JROTC candidates, and mid-career soldiers</p>	
<p><b>Overall Points of Sale (POS):</b></p> <ul style="list-style-type: none"> <li>a. Websites</li> </ul>	<p><b>Preliminary Estimate of Number of Products Needed per Sales Channel:</b></p> <ul style="list-style-type: none"> <li>a. Websites: 375</li> <li>b. Clothing Sales: 55</li> </ul>	<p><b>Preliminary Estimate of Total Items Needed:</b></p> <p><u>Math:</u></p> <ul style="list-style-type: none"> <li>a. 375;</li> </ul>

<p>b. Clothing Sales c. Ranger Joe's</p>	<p>c. Ranger Joe's: 200</p>	<p>b. Average of 4-5 per month for months 13-24: 55; c. Average of 8-9 per month for months 1-24: 200 <u>Est. Total needed:</u> 630 Fister's Map Templates</p>
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## REFERENCES (10 pts)

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