

Instructor: Bill Peterson
GSB 5.176C
512-797-5690
Bill.Peterson@mcombs.utexas.edu
(please use email (not Canvas mail) to contact me and include section number in the subject of all emails)

Office hours: by appointment: <https://calendly.com/wtp3/bill-peterson-office-hours>

Sections:

Section	Date/Time	Room	Teaching Assistant
05900	MW 9:30-11am	UTC 1.118	Shivani Ranganathan (Shivani.Ranganathan@mba.utexas.edu)
05910	MW 12:30-2:00	CBA 4.348	Olivia Oreh (Olivia.Oreh@mba.utexas.edu)
05915	MW 2:00-3:30	CBA 4.348	Lyndi McIntyre (lyndi@mba.utexas.edu)

Required Materials: Coursepack: <https://hbsp.harvard.edu/import/901052>

Course Overview and Objectives:

As a major at McCombs and generally, marketing is a wonderfully diverse and complex discipline. It is also a critically important one, for at the heart of any effective organization's growth strategy is that firm's approach to creating value for customers.

Here at McCombs, we all start our marketing studies in the same place: MKT337. The foundation provided in that introductory class serves as a springboard for each of us to take a different path with the electives, internships, projects, case competitions, etc. which we select as part of our studies. Often, these pursuits give us deep but sometimes focused knowledge on a particular area of marketing.

As we near graduation and the time when we are expected to put into action our marketing expertise, it is important that we master a more holistic view of marketing - how the various components of marketing interact and can be woven together to create differentiated value for our customers.

That is the purpose of this capstone class: for one final time before graduation, to revisit and expand our knowledge of the various marketing tools, and especially to study how these various tools can be integrated together to create customer value and grow businesses.

While the concepts we discuss in Marketing Policies will be mostly familiar, the hands-on, intensive way in which we apply them may not be. With cases, a team project, class discussions and other activities, we will strive to put ourselves into realistic scenarios – the type you will face in your career after graduation – to build our skills and confidence in applying our marketing toolkit to real business situations.

Just like in the real world, this class puts a premium on dealing with ambiguity, applying marketing concepts to real problems in innovative ways, using data complemented by good business judgement to inform our decisions, and collaborating with other stakeholders & influencing them to make things happen.

Marketing policies is designed to be a “finishing school” for marketers at McCombs. It is intended to complement and integrate the substantial marketing expertise you have gained in your time here. I’m delighted that you have joined me in this class and I look forward to working with you to create a meaningful experience for us all.

Course Prerequisites:

Ninety semester hours of college coursework, including Marketing 337 or 337H; credit or registration for either Marketing 360 or 460, and one of the following: Accounting 353J, 366P, Business Administration 353, 353H, Finance 353, 366P, Management 347P, 353, 366P, 367P, 369P, Management Information Systems 353, 366P, Marketing 353, 366P, Operations Management 353, or 366P; and three additional semester hours of elective coursework in marketing.

Course Format and Policies:

- **Course Materials and Organization:** Class sessions will include class discussions, in-class exercises, cases, guest speakers, and other activities. Class discussions and case sessions typically alternate, with class discussions (and pre-class assignments) used to introduce/review key concepts and the cases that follow are to apply and further explore those concepts. Cases are included in the required coursepack and any additional materials for the course will be posted on Canvas.
- **Teams:** Just as in business, much of the work in this course will be done in teams. Students will be assigned by the instructor to one of the 4-6-person teams.
- **Workload:** This is a rigorous class and students are expected to fully apply themselves and be prepared for each class. Generally, it is expected that students will spend an average of two hours outside of class for each hour in class (i.e. an average of six hours outside of class each week) on MKT370 work. Typically, non-case classes will require less preparation time and case classes will require more.
- **Class Discussions:** Students are expected to actively participate in class discussions. Vibrant interaction in class not only provides a rich learning environment, but also helps to develop one of the most critical abilities any businessperson can have: verbal persuasion. Participation in class discussions is a major part of the “Individual Contribution” component of the semester grade.
- **Prior Knowledge:** As a capstone course, we will presume that each student has successfully learned the fundamentals of marketing in previous courses. Accordingly, in this course, we will focus on extending those concepts rather than teaching them directly. Often, articles and/or recorded lectures will be assigned in advance of class to serve as a refresher.
- **Writing Flag:** This course is designated as a Writing Flag course. Writing Flag courses are designed to give students experience with writing in an academic discipline. In this class, you can expect to write regularly during the semester, complete substantial writing projects, and receive feedback from your instructor to help you improve your writing. You will have the opportunity to revise assignments and you may be asked to read and discuss your peers’ work. More information can be found at <https://ugs.utexas.edu/flags/students/about/writing>.

Course Format and Policies, continued:

- **Independent Inquiry Flag:** This course is also designated as a Independent Inquiry Flag course. Independent Inquiry courses are designed to engage you in the process of inquiry over the course of a semester, providing you with the opportunity for independent investigation of a question, problem, or project related to your major. You should therefore expect a substantial portion of your grade to come from the independent investigation and presentation of your own work. More information can be found at <https://ugs.utexas.edu/flags/students/about/Independent-inquiry>.
- **Cases:** Cases are your opportunity to analyze real world business problems and develop recommendations. Situations in cases are frequently complex, only partial information is available, and relevant data are often presented in a non-linear fashion, just as the business problems you will encounter in the real world. You will succeed in your case analyses by carefully analyzing all available information, applying marketing concepts, dealing effectively with ambiguity, and clearly developing your recommendations (and being prepared to share those recommendations with the class).
- **Attendance:** Your attendance for each class session is important because this course is experiential and discussion-based with significant student interaction in class which cannot be replicated outside of class. As a result, this course has a less flexible attendance policy (as described in the “Grading” section of this syllabus). Students missing class or assignments due to a personal emergency must register their situation with UT’s Student Emergency Services (<http://deanofstudents.utexas.edu/emergency/>) prior to receiving any accommodation. If you miss seven or more class sessions (or instructor meetings specified on the syllabus) for any reason, you will receive a grade of “F” for this course for this course.
- **General Conduct:** All students in MKT370 are businesspeople, as is the instructor. Correspondingly, businesslike conduct is expected in class and we are all expected to conduct ourselves professionally. This includes:
 - Arriving to class on time. Classes should be viewed as professional commitments.
 - Being fully engaged with the class discussion. If you must conduct a personal conversation or use an electronic device for non-class purposes, please do so outside of the classroom or Zoom session.
 - No open laptop computers in in-person classes, unless otherwise noted. You are welcome to use iPads, tablets, smartphones, and any device that lays flat on the table during class (for class-related purposes only), but no laptop computers or other devices with a screen that rises above the desktop are allowed.
 - Not making gratuitous comments in an effort to increase individual contribution grades.
 - Being respectful of your classmates, guest speakers, the TA, and your instructor.

Students not conducting themselves in a businesslike manner will receive a decrement to their individual contribution grade, may be asked to leave the classroom, and may be subjected to additional penalties.

- **Late Assignments:** No credit for submissions after the due date/time will be offered for any assignment or other deliverable out of fairness to other students and because assignments usually have some sequential follow-on activity such as discussion in class, peer reviews, or subsequent assignments.
- **Zoom Etiquette:** In addition to the general Zoom best practices with which we have all become familiar, please note the following guidelines for any class session or meeting when Zoom is used:
 - Keep your video on at all times during class sessions or instructor meetings.
 - Include a professional photo of yourself for your Zoom profile picture.

- Use your preferred first and last name as the display name in your Zoom profile.
 - Pose questions or comments by using the “raise your hand” feature or typing in the chat window.
- **Academic Integrity:** In addition to the standard expectations for scholastic honesty included later in this syllabus, it is especially important to note that individual assignments (e.g. case analyses and assignment write-ups) are to be completed without outside assistance unless otherwise communicated. You are not to discuss your individual assignments with other students. You are also not to use any material from previous semesters, club/sorority/fraternity test files, solutions posted on the internet, or any other material unless directed otherwise. If you have ANY DOUBTS as to what is acceptable activity, ask me before proceeding. Any breach of this requirement will be penalized "to the full extent of the law". At the very least you will earn an F in the course, and you may be dismissed from the University.

Tentative Class Schedule:

Date	Day	Class	Class Type	Topic
1/19/22	W	1	Discussion	Course Overview
1/24/22	M	2	Case	Subway
1/26/22	W	3	Discussion	Situation Analysis
1/31/22	M	4	Discussion	The Team Project; Business Writing
2/2/22	W	5	Case	RoboTech
2/7/22	M	6	Discussion	Strategy and STP
2/9/22	W	7	Instructor Mtg	Instructor meetings
2/14/22	M	8	Case	Dollar Shave Club
2/16/22	W	9	Discussion	Product
2/21/22	M	10	Case	Mountain Man Brewing Company
2/23/22	W	11	Discussion	Place
2/28/22	M	12	Case	Tower Paddle Boards
3/2/22	W	13		TBD
3/7/22	M	14	Case	Redesigning the Wedding Dress Experience
3/9/22	W	15		TBD
3/14/22	M			(Spring Break)
3/16/22	W			(Spring Break)
3/21/22	M	16	Discussion	Promotion
3/23/22	W	17	Discussion	Marketing Math; Customer Needs Research
3/28/22	M	18	Case	Purple
3/30/22	W	19	Instructor Mtg	Instructor meetings
4/4/22	M	20	Case	Magellan Boatworks
4/6/22	W	21	Discussion	Pricing
4/11/22	M	22	Case	SpaceX Starlink
4/13/22	W	23	Discussion	CRM
4/18/22	M	24	Case	Krispy Natural
4/20/22	W	25		TBD
4/25/22	M	26		TBD
4/27/22	W	27	Presentations	Team Project Presentations
5/2/22	M	28	Presentations	Team Project Presentations
5/4/22	W	29	Presentations	Team Project Presentations; Course Wrap-Up

Adjustments will be made to this schedule as conditions warrant. Schedule updates and assignments will be communicated prior to each class, either in the preceding class or on Canvas.

Grading:

The components of your semester grade will be:

Component		Percent of Semester Grade			Evaluator		
		Team	Individual	Total	Instructor	Peers	Team
Team Project	Phase 1	15%		15%	✓		
	Phase 2	20%		20%	✓		
	Class Presentation	5%		5%	✓	✓	
Written Case Analysis #1			10%	10%	✓		
Written Case Analysis #2			10%	10%	✓		
Assignment Write-Ups			20%	20%	✓		
Individual Contribution			20%	20%	60%		40%
		40%	60%	100%			

A brief description of each grading component is as follows:

Team Project:

A key component of the course is a team project (with groups consisting of instructor-assigned teams of 4-6 students). The team project is an opportunity for you to gain additional experience in analyzing a business situation, identifying customer-focused growth opportunities, preparing detailed analyses, and making specific recommendations. The project serves to integrate the key points of the marketing curriculum as well as to prepare you for thinking about how to approach similar problems in your careers. A second key benefit of this project is that you have an opportunity to learn about a business of your own choosing. Guidelines for selecting and proposing the company which will serve as the subject of the project will be provided during the first several class sessions.

There are three main elements of the team project:

- Phase 1 – Situation Analysis and Strategy. This deliverable should consider all relevant factors to profile and select the most attractive organic growth opportunity for the selected company and define the strategy which will guide marketing execution.
- Phase 2 – Marketing Plan and Execution. This deliverable should seize upon the growth opportunity identified in Phase 1 and consider all relevant factors to arrive at marketing plan which gains support from all stakeholders and allows the pertinent company growth objectives to be met.
- Class Presentation. The class presentation should effectively summarize the entire project and persuade a hypothetical board of directors (for an existing company) or investor (in the case of a startup) to support the conclusions of the team. These presentations will be conducted during the last several class sessions of the semester.

Additional guidance for the team project, including detailed expectations and grading rubrics, will be provided in class and on Canvas.

Grading, continued:**Written Case Analyses:**

There will be approximately ten cases discussed in class this semester. All students are expected to fully analyze all cases and be fully prepared for each case discussion in class. Additionally, for two of the cases throughout the semester, each student will individually prepare a full written analysis of the case. The selection of the cases for which a written analysis is completed is at the discretion of each student, based on their interests and schedule. *Please do not select for written analysis a case which you have studied in a prior class.* Suggested format, contents, and grading rubric for the deliverable will be communicated during class and on Canvas.

Assignment Write-Ups:

Except for days when a case is discussed, there will be an assignment for most classes. Typically, the assignment will consist of reviewing a brief recorded lecture and/or reading several articles. All students are expected to complete all assignments and be fully prepared for each class discussion. Additionally, for five of the assignments throughout the semester, each student will individually prepare a brief write-up summarizing the assignment. The selection of the assignments for which a write-up is completed is at the discretion of each student, based on their interests and schedule. Suggested format, contents, and grading rubric for the deliverable will be communicated during class and on Canvas.

Individual Contribution:

- As with business, this class places a heavy emphasis on individual contribution. All students are expected to take an active and productive role in class discussions and other aspects of the class.
- In most class meetings, several students will be the recipient of a “cold call”. Additionally, there will be multiple opportunities for students to volunteer their insight on the discussion topics.
- With few exceptions, individual contribution will be graded by the teaching assistant and instructor in every class.
- The grading rubric for the teaching assistant / instructor component of the individual contribution grade will be as follows:

• Present and contributing especially insightful comments which enhance the learning of other students*:	9-10 points
• Present and actively contributing to the discussion:	8 points
• Present and not obviously unprepared:	7 points
• Present but unprepared:	5 points
• Not present:	0 points

* examples include: asking insightful questions about class material or assignments, redirecting a case discussion when the current point has been adequately covered, providing appropriate quantitative analysis, summarizing and/or reconciling previous comments, and drawing generic learning points from a particular case or class discussion.

Students who are not present in class for the full session or are otherwise negatively impacting the businesslike environment of the class will be subjected to penalties.

- You will frequently have the opportunity to suggest a self-appraisal of your individual contribution. This provides us an opportunity to identify and address any discrepancies in the perception of individual contribution. The format for this self-appraisal will be discussed in class.

Grading, continued:

- Like most aspects of business, there is a level of subjectivity in evaluating individual contribution. Additionally, not every student will have a chance to contribute in every class. Over the course of the semester, however, there will be ample opportunities for all students to contribute such that the individual contribution average at the end of the semester will be approximately 89-90 (in line with the target GPA for the class).
- To allow for the active extracurricular schedules of most upper-division Marketing students, the lowest two individual contribution grades for the semester will be dropped. Absences beyond two will not be excused for any reason. Note that students are responsible for all class material (including the material covered on days when class is missed). If you miss a class, you are responsible for obtaining the class materials from another student.
- In addition to the instructor/TA-assessed portion of individual contribution, your teammates will assess your individual contribution on your team project. Like the instructor/TA-assessed portion of individual contribution (and all graded elements of this class), these grades will be calibrated to a class average of approximately 89-90 (in line with the target GPA for the class).

Appealing a Grade: If you believe there is a grading error which is cause for review, you may make an appeal. All appeals must be submitted via email (not Canvas) to bill.peterson@mcombsutexas.edu and must be received no later than 11:59pm on the 7th calendar day after the grade is posted on Canvas or otherwise communicated to you. Your appeal must include a detailed, fact-based explanation of why you think the grade is in error (passage from a reading, lecture slide, etc.). If you wish to appeal an individual contribution grade, please try to resolve the matter with the teaching assistant prior to contacting the instructor. Note that an appeal is not an opportunity to provide new information or explain an answer, but instead to correct a legitimate grading error. Your grade may be increased or decreased as a result of the appeal. Appeals for team assignments must be agreed to by all team members (and the outcome will apply to all team members). Due to tight grading timelines at the end of the semester, no appeals for Phase 2 of the team project or the class presentation will be considered.

Final Grades: Final grades will be assigned as follows:

Semester Average	Grade	Grade Points
93-100	A	4.00
90-92	A-	3.67
87-89	B+	3.33
83-86	B	3.00
80-82	B-	2.67
77-79	C+	2.33
73-76	C	2.00
70-72	C-	1.67
67-69	D+	1.33
63-66	D	1.00
60-62	D-	0.67
59 or less	F	0.00

Consistent with the guidelines suggested by the Undergraduate Program Office, the average grade for this capstone course will be between 3.4 and 3.6 (or ~90%).

To avoid any misunderstanding regarding rounding methodology, grades will NOT be rounded up - an 89.99 (as close as it is to 90) will still be a B+.

Note that the grade calculations shown on Canvas are occasionally in error. The official grades for this class will be calculated as described in this syllabus and may be different than the grade calculations shown on Canvas.

Out of fairness to all students, I do not arbitrarily change grades or give additional extra credit opportunities. There will be no exceptions. The way to get the grade that you want is by earning it *during* the semester, and not by asking for an exception at the end of it.

FROM PRIOR SEMESTER

Required Disclosures

McCombs Classroom Professionalism Policy

The highest professional standards are expected of members of the McCombs community. The collective class reputation and the value of the McCombs experience hinges on this. Please let me know right away if this ever is not the case.

Faculty are expected to be professional and prepared to deliver value for each and every class session. Students are expected to be professional in all respects. Classroom expectations of students include:

- Students will arrive on time.
- Students will be fully prepared for each class.
- Students will attend the class section to which they are registered.
- Students will respect the views and opinions of their colleagues. Disagreement and debate are encouraged. Intolerance for the views of others is unacceptable.
- Phones and wireless devices are turned off unless otherwise instructed by the professor.

Students with Disabilities

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://diversity.utexas.edu/disability/>.

Diversity and Inclusion

It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed and that the diversity that students bring to this class can be comfortably expressed and be viewed as a resource, strength and benefit to all students. Please come to me at any time with any concerns.

Religious Holy Days

By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

Policy on Scholastic Dishonesty

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://my.mcombs.utexas.edu/BBA/Code-of-Ethics>. By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to

observe all student responsibilities described there. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Conduct and Academic Integrity website at <http://deanofstudents.utexas.edu/conduct/> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

Any class recordings are reserved only for students in this class for educational purposes. The recordings should not be shared outside the class in any form. Violation of this restriction could lead to Student Misconduct proceedings.

All class discussion material, exams and quizzes used in this class are copyrighted. Additionally, some class material is covered by non-disclosure agreements with client companies. Reposting or distributing class material is heavily punishable independent of the University of Texas Honor Code.

Campus Safety

Please note the following key recommendations regarding emergency evacuation, provided by the Office of Campus Safety and Security, 512-471-5767, More info at:

<https://preparedness.utexas.edu/>.

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings and assemble outside when a fire alarm is activated.
- Familiarize yourself with all exit doors of each classroom and building you may occupy.
- If you need evacuation assistance, inform the instructor in writing asap.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by Austin or UT police or fire authorities.
- Behavior Concerns Advice Line (BCAL): 512-232-5050 or [on-line](#).
- In case of emergency, further information will be available at: <http://www.utexas.edu/emergency>.

Safety and Class Participation

We will all need to make some adjustments in order to benefit from in-person classroom interactions in a safe and healthy manner. Our best protections against spreading COVID-19 on campus are masks (defined as cloth face coverings) and staying home if you are showing symptoms. Therefore, for the benefit of everyone, this means that all students are required to follow two important rules.

- **Every student must wear a cloth face covering properly in class and in all campus buildings at all times.**
- **Every student must engage in documented daily symptom screening.** This means that each class day in which on campus activities occur, students must upload certification from the symptom tracking app and confirm that they completed their symptom screening for that day to Canvas. Students should not upload the results of that screening, just the certificate that they

completed it. If the symptom tracking app recommends that the student isolate rather than coming to class, then students must not return to class until cleared by a medical professional.

If a student is not wearing a cloth face covering properly in the classroom (or any UT building), that student must leave the classroom (and building). If the student refuses to wear a cloth face covering, class will be dismissed for the remainder of the period, and the student will be subject to disciplinary action as set forth in the university's Institutional Rules/General Conduct 11-404(a)(3). Students who have a condition that precludes the wearing of a cloth face covering must follow the procedures for obtaining an accommodation working with Services for Students with Disabilities.

Other guidelines include:

1. Students in A/B cohort classes should attend their in-person section only on the day and at the time that they are scheduled to attend.
2. Students should not alter the layout of a classroom under any circumstances from its original configuration that is designed to maintain social distancing guidelines.
3. Students should remain outside the building until the passing time prior to their designated class time. Use designated campus study areas as needed.
4. Consumption of food and drink is not allowed in classrooms or public areas of university buildings except for designated break areas.
5. Enter the building at the designated entrances. Use the hand sanitizer as provided or your own personal hand sanitizer after entering the building.
6. Follow the corridor and stairway directional signage where applicable, maintain proper social distancing and noted paths of travel.
7. All physically-able students should use stairs whenever possible. If an elevator is required there should be no more than the number of occupants noted on the elevator signage in the elevator at a time, maintaining social distancing.
8. All classrooms doors should remain propped open before, during, and after class if it is not disruptive. This decision is at the discretion of the instructor using the classroom.
9. Students should enter the classroom at the designated entrance and fill the room by row from the first row to the last row and from the seat furthest from the entrance to the seat closest.
10. Only specific seats in classrooms will be available due to social distancing requirements.
11. Students should carry their own personal sanitizing wipes to ensure that they can clean surface areas including classroom stations as needed. Wipes should be disposed of after class in the nearest trash receptacle.
12. Students should exit the building immediately after the class completes at the designated exit. Each student should exit the room by row from the last row to the first row and from the seat nearest the exit to the seat furthest from the exit. Students who wish to speak with the instructor after class should do so at the location that will be designated by the instructor outside the building so that the next class can get set up and social distancing can be maintained.
13. Dispose of any waste after class in the nearest trash receptacle.
14. Exit the building at the nearest designated exit. Use the hand sanitizer as provided or your own personal hand sanitizer after exiting the building.

Title IX Reporting

Title IX is a federal law that protects against sex and gender-based discrimination, sexual harassment, sexual assault, sexual misconduct, dating/domestic violence and stalking at federally funded educational institutions. UT Austin is committed to fostering a learning and working environment free from discrimination in all its forms. When sexual misconduct occurs in our community, the university can:

1. Intervene to prevent harmful behavior from continuing or escalating.
2. Provide support and remedies to students and employees who have experienced harm or have become involved in a Title IX investigation.
3. Investigate and discipline violations of the university's [relevant policies](#).

Beginning January 1, 2020, Texas Senate Bill 212 requires all employees of Texas universities, including faculty, report any information to the Title IX Office regarding sexual harassment, sexual assault, dating violence and stalking that is disclosed to them. Texas law requires that all employees who witness or receive any information of this type (including, but not limited to, writing assignments, class discussions, or one-on-one conversations) must be reported. **I am a Responsible Employee and must report any Title IX related incidents** that are disclosed in writing, discussion, or one-on-one. Before talking with me, or with any faculty or staff member about a Title IX related incident, be sure to ask whether they are a responsible employee. If you would like to speak with someone who can provide support or remedies without making an official report to the university, please email advocate@austin.utexas.edu. For more information about reporting options and resources, visit <http://www.titleix.utexas.edu/>, contact the Title IX Office via email at titleix@austin.utexas.edu, or call 512-471-0419.

Although graduate teaching and research assistants are not subject to Texas Senate Bill 212, they are still mandatory reporters under Federal Title IX laws and are required to report a wide range of behaviors we refer to as sexual misconduct, including the types of sexual misconduct covered under Texas Senate Bill 212. The Title IX office has developed supportive ways to respond to a survivor and compiled campus resources to support survivors.