

VERSION 1.2
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INTEGRATED MARKETING COMMUNICATIONS PLAN

TREASURE VALLEY SCOUT RESERVATION

INTRODUCTION

The Treasure Valley Scout Reservation Integrated Marketing and Communications Plan (IMC Plan) describes a modern and holistic external and internal marketing and communications plan that fosters the idea that while Scout camping must preserve its history, it must embrace the values and culture of today's youth to become a thriving and sought-out destination and second-home. The Plan will serve as an aide in the reshaping of brand perception, bolster community and public awareness, and increase camper enrollment. The Plan also builds solidarity and comradery in all whom call TVSR home including campers, volunteers, seasonal and professional staff.

TREASURE VALLEY TODAY

Treasure Valley has no significant brand identity.

The camp has never developed an integrated plan; the use of historic logos and trademarks have been mixed and unplanned since the camps founding in 1926. The proprietor of the camp until recently has spent limited to no resources on marketing. While limited media outlets have always been available, they have not been consistent or relatable. Summer camping fosters friendships and memories that last a lifetime (Henderson, 2007), and while each person has a story to tell, with a consistent brand, they can be part of a compelling, gripping, and emotional storybook.

Treasure Valley holds significance with alumni but is losing touch with new youth.

Alumni who have developed maturity and reflected on their time at camp have a strong appreciation and affiliation for the camp. It is however, becoming increasingly more difficult to

connect with today's youth with inconsistent techniques, dated and mismatched trademarks, and inconsistent messaging and access to information.

PROMOTION OPPORTUNITY ANALYSIS

Treasure Valley is a summer camp offering age-appropriate programs for youth aged 5-17. Summer programs are open primarily to members of the Boy Scouts of America, though exceptions exist, such as friends and family of Day Campers, and overnight experiences for families – both boys and girls.

MARKET & OPPORTUNITIES

Each summer in the United States, 10 million youth attend summer camps (Thurber, 2006), contributing to an industry of over \$18 billion and 14,000 individual camps (ACA, 2017).

Create brand awareness from a time-honored tradition

When consistent messaging is utilized in branding in all aspects of the operation, Treasure Valley builds a brand that is strong and enduring. This sees that challenges faced by the camp can be overcome, including:

- Observed lack of brand awareness
- Lack of public identity/knowledge
- Low alumni engagement and giving
- Poor Staff and Volunteer retention

The Boy Scouts of America is founded on the principals of skills education, leadership development, citizenship, and values training. (BSA, The Building Blocks of Scouting, n.d.) These

time-honored traditions are easily formed into a relevant and relatable message to both parents of youth and youth themselves.

Additionally, developing strong brand equity can powerfully and dynamically increase and add value to testimonials and brand-engagement. As one of the most researched topics in marketing (Nam, 2011), consumer satisfaction has been regarded as a fundamental determinant of long-term business success, much of the research on consumer satisfaction investigates its impact on consumers' post consumption evaluations such as behavioral and attitudinal loyalty. (Cooil, 2007)

Highlight exceptional customer service and character development programs

Major contributing factors to recent success of Treasure Valley's camping programs are related to an increased focus on customer service. Unique services position the camp well for media and marketing. Further, refined program offerings position the camp to excel in its presentation.

COMPETITIVE ANALYSIS

The camps evaluated in this section are identified in the Boy Scouts of America annual camping reports and documents developed by the Mohegan Council Outdoor Program Committee (proprietor).

Similar Camps

Compared to other similar sized Scouting summer camps, Treasure Valley maintains a similar ratio of campers to counselors, cost per camper, program offerings, and general program design.

In general, other camps have a much higher OOC (out-of-Council) attendance. This indicates stronger brand awareness among potential campers.

Area Camps

Compared to camps offering resident Boy Scout camping programs in the BSA North East Region, Treasure Valley is slightly below average in pricing. The camp has few 'high adventure' programs, camps with higher recognition such as Wanocksett and Onteora tend to have more varying and robust programs.

Treasure Valley ranks as one of the strongest in in-Council-camping, meaning that internal relations and/or loyalty is strong.

Qualitatively, Curtis S. Read Scout Reservation is the exceptional camp. The camp has a vast assortment of well-planned program offerings, quality facilities, good size facility, and reasonable fees.

Aspirations

With resident camping facilities across the country, Boy Scout troops and individuals will travel far distances to seek quality experiences once they realize what is out there. Consistently found amongst the most sought-after camps in the country such as Goshen Scout Reservation, Fire Mountain Scout Camp, and Citta Scout Camp are quality facilities, numerous 'high adventure' programs, and quality, consistent counselors – things that Treasure Valley struggles to maintain.

COMPANY SPECIFIC TARGET MARKET & CUSTOMER ANALYSIS

Segment

Considering that the programs of Treasure Valley are offered primarily to members of the Boy Scouts of America, it would be unreasonable to assume that all youth attending summer camp might attend camp at Treasure Valley. The BSA has a youth membership of **2.5 million** in the United States, Puerto Rico, Japan, and Italy.

Needs & Wants

- Families are busier than ever and need camps that are convenient for their schedules and lifestyles.
- Parents want to perceive value for their money and know their children are safe.
- Scouts want exciting adventure experiences they can't obtain in their everyday life.

Parents and guardians of youth want the best for their children. Participants in summer camp programs not only develop personally important qualities through experiential education such as self-esteem but also qualities such as trust and empowerment that will help their communities thrive. (Feenstra, 2015)

Customer Buying Process

It is not an easy task for a Boy Scout troop to change the camp that they go to, it is usually an engrained routine. For provisional campers and Cub Scouts however, opportunity for marketing outreach is abundant.

The process for Cub Scouts and for provisional Boy Scout campers seeking camps to attend is relatively similar. The cognitive mapping for a Scout summer camping experience is atypical as it is something that is decided and sought after.

- Recognition
 - Parents or Scouts will recognize that they wish to seek out a summer camp for their Scout. Or, a unit or individual will have a poor experience at a camp and wish to explore new opportunities.
- Evaluation of Alternations
 - The first place that individuals will look for alternatives will be prior knowledge and word-of-mouth transaction. After this, they will turn to other resources such as online data bases and searches.
 - Cost will place a factor in one's decision, as most camps will provide a similar perceived experience at varying costs. However, there are many camps out there that offer more programs and services at a higher cost.
- Purchase
 - A decision will be made, and a Scout will attend a program.
- Post-Purchase
 - Several factors will go into play before, during, and after the camping experience that will affect the post-purchase phase including:
 - Pre-Camp contact and information
 - Camping experience and customer service
 - Post-camp follow-up and overall emotions

- Most campers will determine whether they will return to a camp the following year before they leave camp.

BRANDING & POSITIONING

BRAND IMAGE

Scouts are naturally adventurous creatures; Treasure Valley inspires a sense of belonging amongst those seeking adventure and free spirit. When a camper, alumnus, or parent recall Treasure Valley, they are reminded of the smell of campfire and the legends of old told around them, great expanses yet to be explored, challenges and tribulations that tested and bettered them, and the laughter and cheer of friendship bond in brotherhood.

Theme Components

As one of the camp's major intangible assets, consistent use of theme components builds a strong connection to the brand. (M'zungu, 2010) Fonts, slogans, and colors are extricated from the Boy Scouts of America Brand Identity Guide. For building brand and culture within Treasure Valley, supplemental components are utilized consisting of color and the *tagline*. Primary colors include **Valley Green** (Hex #296740) and **Blaze Orange** (#fd9b35).

The words 'Discover' 'Adventure' are employed to form the *tagline*. The purpose of the tagline is to build subliminal stimulation as one of the camp's best and least expensive forms of advertising. (Freeman, 2005) The tagline may appear in plain text, but should only appear in black, Valley Green, or Blaze Orange colors, and in standard or approved fonts. The tagline may be seen in the following ways:

- Together with a hashtag (#), standing alone or following a statement. #DiscoverAdventure
- Together with a hashtag (#), finishing a sentence to #DiscoverAdventure.
- Separated, used in a sentence to Discover Adventure.
 - *Never separated standing alone or following a sentence. ~~Discover Adventure~~*

In all cases, the *D* and *A* are capitalized.

Brand Promise

For people who care about what is happening to kids, Scouting is the fun, exciting program that builds better young people. (BSA, Brand Identity, 2011) Treasure Valley makes good on the Promise of Scouting by aiding Scouts of all ages in their quest to #DiscoverAdventure.

Insignia

Kodiak the Bear adorns this modern seal of the camp. A recent mascot of TVSR, Kodiak is named for the numerous bear sightings in recent summers. The high mountains and low trees of the colorized version represent the great outdoors that the mighty bear, and likewise the *Leaders of Tomorrow*, are free to roam with the skills and knowledge they learn at our camp. The forest green color reflects the dense forests of our camp, and the burnt orange, the brilliant sunset that lights the sky over Browning Pond and the fire that fuels the imagination of a boy.



POSITIONING VALUE TO CUSTOMERS

Supported by empirical research, (Wang, 2015) Scouting's programs and outdoor adventures prepare young people for a lifetime of character and leadership. (BSA, Brand Identity, 2011) Treasure Valley delivers a years' worth of the Scouting program in one week with dedicated counselors in a safe and fun environment.

POSITIONING DIFFERENCE FROM COMPETITION

When compared to other camps, Treasure Valley offers a unique customer service-oriented focus on the camping experience and trains it's counselors to be sensitive to the needs of all campers, family, and volunteers.

OBJECTIVES

BUILD INTERNAL BRAND AWARENESS

Before Treasure Valley's brand can be built for the public façade, it must garner internal awareness and support by its own members.

- Utilize consistent branding on public relations materials.
- Direct-mail branded promotional materials to all members with clear brand use.
- Increase and refine activity on social media.

IMPROVE ALUMNI ENGAGEMENT AND GIVING

The camp has many hundreds of local alumni who are waiting to be asked for their support. Many of which who have shown generous support with little development effort.

- Develop a brand strategy to preserve the integrity of modern brand features while being sensitive to a century-old legacy.
- Employ a part-time or volunteer Alumni Aide for managing campaigns and personal selling.
- Focus messaging strategies on two campaigns:
 - Reigniting the fire
 - A plea to one's childhood.
 - Preserving the Legacy
 - A call for help.
- Utilize Facebook specifically to reconnect Alumni.
- Direct-mail campaign literature.

GROW NOTORIETY

In becoming a destination for camping and adventure, Treasure Valley will become a staple among the well-known camps by Scouts across the country.

- Employ a part-time or volunteer Marketing Aide for creating new marketing assets on a YouTube Channel.
- Utilize Google AdWords and Facebook Ads to spread marketing assets.
- Use direct-mail lists to mail marketing literature to mass areas.
- Attend camp shows and area events.

INCREASE ENROLLMENT

The effect of the brand can be measured by the quantity of increased summer enrollment, as well as increased retention of quality campers, staff, and camp advocates.

- Deploy national ad campaign based on the *tagline* and relevant marketing assets.
 - Syndicated TV
 - Radio
 - Google
 - Facebook
- Direct-mail literature with trackable promotional codes to mass lists.

SUMMARY

IF YOU BUILD IT, THEY WILL COME

Simply put, the key to the success of the IMC is the consistent use of the brand. Further, continuous brand success can only be realized if the brand is lived up to by employees and brand ambassadors. (Henkel, 2007) Each of the outlined objectives are realized in succession most naturally when the brand is properly utilized.

Treasure Valley has carried on a long tradition of honor and character, the value offered to campers and families remains unchanged for a century. The Boy Scouts of America has a proven program, there is no question. What has changed, is how we convince families of the *how* and *why*.

Because of this, we can no longer rely solely on the promise and position. Treasure Valley must show that it understands the needs of the family and desires of the youth and provide a cohesive and holistic experience in all aspects of it's program.

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