



2016 STRATEGIC MARKETING PLAN

**The Sam Houston Area Council
Boy Scouts of America**

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FIVE-YEAR STRATEGIC PLAN

The Sam Houston Area Council (SHAC) is currently operating under a five-year Strategic Plan approved by the Board of Directors in 2012 (reference "Sam Houston Area Council Executive Summary Strategic Plan 2013-2017"). The Plan has five key areas of focus - growth, diversity, safety, quality, and resources. As stated in the Plan, the marketing mission of the Council is "to effectively communicate to the entire community the programs and impact of the Sam Houston Area Council, to increase and maintain the numbers of youth involved in traditional Scouting, to strengthen communication within the Scouting community, and to leverage external partnerships to maximize reach." Two macro strategies were articulated in the Plan - "Perception, Awareness, and Image" and "Recruitment Campaigns." Objectives, goals, strategies, expected outcomes, and measurements were defined for each strategy. Progress to date achieved under this strategic plan has prompted the development of a

Strategic Marketing Plan for 2016.
This will become the baseline for future annual marketing plans.

What follows is an assessment of the progress made to date on the marketing strategies articulated in the Plan. A scale of 0 - 5 was used for comparative analysis:

- 0** - No Progress
- 1** - Minimal Progress
- 2** - Below Expectation
- 3** - Expected Progress
- 4** - Above Expected Progress
- 5** - Exceptional Progress

PERCEPTION, AWARENESS, AND IMAGE

Develop a PR plan for ongoing dialogue to own key news stories and communicate throughout the year, i.e. patriotic holidays, Father's Day, popcorn, Scout Fair, Distinguished Family Award, Eagle Gathering/Eagle stories, and Back to School - **1**

Align with strategic partners who can assist with marketing - **4**

Create and adjust existing programs to reflect multi-cultural sensitivity - **3**

Grow brand presence with spokespeople, personal identification with the Scout brand "More than an activity, it's a way of life" (leadership, character, self-confidence, fitness) - **1**

Assist on camp perception

research - **2**

Adjust website for interactive components - **4**

Increase Facebook interaction, and explore additional social media outlets (mommy bloggers) - **4**

Streamline internal communication within Scouting community - **3**

- 0 – No Progress
- 1 – Minimal Progress
- 2 – Below Expectation
- 3 – Expected Progress
- 4 – Above Expected Progress
- 5 – Exceptional Progress

RECRUITMENT CAMPAIGNS

Use culturally appropriate materials to reach targets - **2**

Target parents and kids, as well as single moms - **2**

Develop media partners to help spread the word - **2**

Develop plan for new families moving to Council area (get sponsor) - **1**

Utilize sports tie-ins for incentives - **4**

Increase awareness, knowledge, and perception of decision-makers and influencers (parents, relatives, community, and religious leaders) - **3**

Deliver recruitment message directly in venues where parents/kids gather (events, schools, churches, soccer clubs, school bus signs) - **4**

Use All Markets committees to deliver our message and to distribute materials in diverse communities - **3**

Include a recruitment component in marketing of public programs (i.e. Scouting for Food, Scout Fair, popcorn, speaking events) - **3**

The **Marketing Plan for 2016** will address the progress made to date, suggest additional tactics to improve performance of current strategies, and recommend additional strategies for enhanced market penetration and performance.



CURRENT SITUATION ANALYSIS

VISION, MISSION, AND VALUES

The **Marketing Plan for 2016** is founded on the Boy Scouts of America Mission Statement, Vision, and the Values articulated in the Scout Oath and Scout Law.

The Boy Scouts of America is one of the nation's largest and most prominent values-based youth development organizations. The BSA provides a program for young people that builds character, trains them in the responsibilities of participating citizenship, and develops personal fitness.

For over a century, the Boy Scouts of America has helped build the future leaders of this country by combining educational activities and lifelong values with fun. The Boy Scouts of America believes — and, through over a century of experience, knows — that helping youth is a key to building a more conscientious, responsible, and productive society.

MISSION STATEMENT

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

As stated in the Sam Houston Area Council Strategic Plan 2013 - 2017, the Mission of the council is "to provide safe, quality, relevant programs and camping opportunities to a greater number of youth and sponsoring organizations throughout the Sam Houston Area Council, in accordance with the aims and methods of the Boy Scouts of America."

VISION

The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Scout Law.

VALUES

SCOUT OATH

On my honor, I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight.

SCOUT LAW

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

SHAC DISTRICT MAP

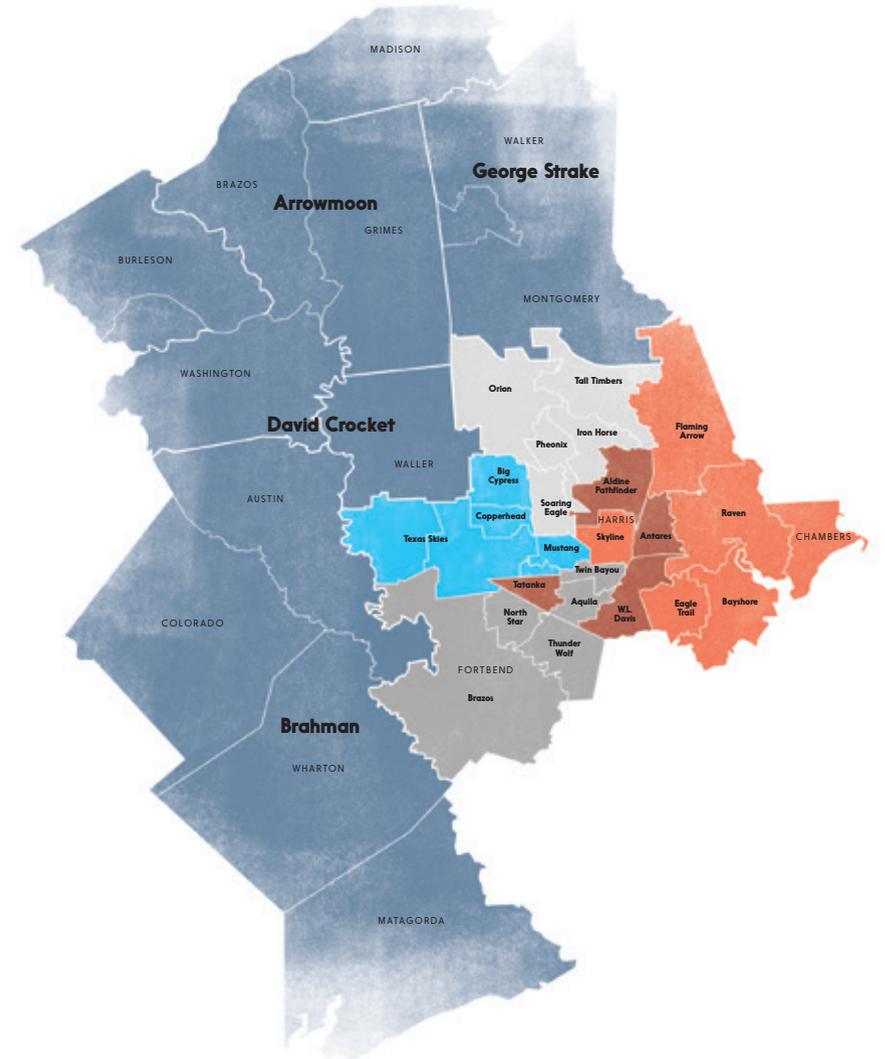
MARKET SEGMENTATION

Market segmentation is a strategy which involves dividing a broad target market into subsets who have, or are perceived to have, common needs, interests, and priorities, and then designing and implementing strategies to target them. For the purpose of the **Marketing Plan for 2016**, the SHAC segments are defined by:

- Geography
- Ethnicity
- Gender
- Age
- Programs
- Organizations
- Roles

GEOGRAPHY

The Sam Houston Area Council is in the Southern Region of the Boy Scouts of America and serves sixteen (16) counties in Southeast Texas. The council has geographically defined districts. All Scouting programs are offered in every district. A Scouting Professional serves each district in the role of District Executive. Each district has a District Chairman who is the top volunteer Scouting leader and who serves on the Sam Houston Area Council Board of Directors



- NORTH DIVISION
- EAST DIVISION
- CENTRAL DIVISION
- SOUTH DIVISION
- WEST DIVISION
- FRONTIER DIVISION

ETHNICITY

The Sam Houston Area Council is committed to having our membership and leadership reflect the make-up of the communities we serve. Specific marketing strategies and programs are targeted toward three (3) ethnic groups:

African-American
Asian
Hispanic

The **Marketing Plan for 2016** will expand on these initiatives, working in partnership with the Sam Houston Area Council African-American Scouting Committee, Asian Scouting Committee, and the Hispanic Scouting Committee. Each ethnic sector offers distinct opportunities for significant growth and enhanced market penetration.

GENDER

The council serves both boys and girls depending on the program offering. Volunteers are both male and female, serving in a wide range of roles.

AGE

Scouting serves boys from first grade through age twenty (20) and girls ages fourteen (14) through twenty (20).

PROGRAMS/ PRODUCT OFFERINGS

Sam Houston Area Council programs are divided into Traditional Scouting (Cub Scouting, Boy Scouting & Venturing) and Learning for Life. Youth and adult leaders are registered as members of the Boy Scouts of America as follows:

Cub Scouting - Boys,
Grades 1st - 5th

Boy Scouting - Boys,
Ages 11-18

Venturing - Co-eds,
Ages 14-20

Learning for Life is an affiliated program and is a non-traditional, non-membership educational outreach program that takes place during or after school hours and is not a part of the Scouting program. Youth and adults are participants (not members of the Boy Scouts of America) and are organized as follows:

Exploring (Career-Based) -
Co-eds, Ages 14-20

Learning for Life (School Based) -
Co-eds, Grades K-12

Traditional Scouting and Exploring membership fee is \$24. Learning for Life participation is a predetermined annual licensing fee that is paid by the Council.

ORGANIZATIONS

Programs are delivered through Sponsoring Organizations. The Sam Houston Area Council has approximately 1,700 units with approximately 1,000 Sponsoring Organizations. Sponsoring Organizations include religious institutions, civic/community groups, and parent-teacher organizations. Every Sponsoring Organization is chartered by the Sam Houston Area Council on an annual basis with an annual fee.

Sam Houston Area Council programs are completely funded by the generosity of those that believe in the Council's mission. For the purposes of the **Marketing Plan for 2016**, those organizations/individuals are referred to as Supporting Organizations.

ROLES

There are two (2) major sub-segments of the Sam Houston Area Council - professional staff (employed by the Council) and volunteers. As of June 30, 2015, the Sam Houston Area Council employs 120 professional and administrative staff. As of January 1, 2015, the council has 19,160 volunteers.

VALUE PROPOSITION

The Sam Houston Area Council renders value by providing safe, quality, relevant programs to youth and Sponsoring Organizations in accordance with the aims and methods of the Boy Scouts of America. Value is measured through participant, Sponsoring Organization, and Supporting Organization feedback.

MARKETING AUDIT

On June 4, 2015, Sam Houston Area Council Vice Chairman of Marketing, Bill Peel, facilitated a one day Marketing Audit, with the following Sam Houston Area Council professionals in attendance:

Jim Rees
(SHAC Chief Development Officer)

Shane Burks
(SHAC Marketing Director)

Martin Sepulveda
(SHAC Director of Field Services)

Thomas Franklin
(SHAC Chief Operating Officer)

This team of professionals was joined by market specialists averaging 30+ years of leadership in marketing, advertising, public relations, and strategic planning. They are also skilled in the rapidly developing field of e-communications and social media.

Brandon C. Coleman, Jr.

John Crabb

Randall Pollock

The Audit included review of the council's marketing programs and materials from the past three (3) years. Discussion focused on how to achieve the maximum impact on future marketing programs and optimize the return-on-investment. Final recommendations were concentrated into six (6) key strategies.

Aggressively access and expound on the input, impact, and reach of the grassroots marketplace (Scouting at the individual unit level)

Implement a high-volume social media campaign with the use of video where possible - take Scouting viral

Take measures to increase the conversion rate from Cub Scouts to Boy Scouts and beyond, while making the conversion frictionless, seamless, and easy - once a Scout, always a Scout

Maintain brand consistency across all markets - focus initially on the internal stakeholders and communications generated at the Council level, then expand to be a resource to communications emanating from the District and Unit levels

Own the mind of the Millennial Mom to understand how this sector of the market processes information, shares it with others and makes decisions - be the subject of the carpool line text messages

Expand the marketing to target ethnic markets, starting with the Hispanic market sector; build messages and communications that resonate with the Hispanic family, and expand this niche marketing to the African-American and Asian market sectors based on the successful penetration of the Hispanic sector

Many strategies, actions, and tactics arose from the audit session and were captured for consideration in the planning and execution of the [Marketing Plan for 2016](#).



POSITIONING STRATEGY

Scouting competes with a wide array of youth programs, from athletics to the arts. This competition heightens as the age of the youth participants increases. Scouting also competes with school-based programs. During the school year, Scouting activities may occur at any time, but the majority are on afternoons, nights, and weekends. This is the same time frame as competing organizations' activities, plus many of these organizations have exposure during the school day where Scouting does not.

Scouting is positioned as a values-based organization where programs and activities are fun, educational, and character-building. The **Marketing Plan for 2016** will build on this positioning and extend messaging that supports the unique attributes of Scouting programs.

MARKET ENGAGEMENT

The Sam Houston Area Council engages the market through promotion of activities that are based on youth and family participation in unit-based activities. This includes camping trips, pinewood

derbies, Scout Fair, community service projects, training programs, and a wide range of opportunities for face-to-face endorsement of the values of Scouting. Increasingly, market engagement is becoming virtual with the proliferation of social media supported by testimonials, both written and audiovisual.

The **Marketing Plan for 2016** will address the increased value and importance of social media in market engagement. This will help create a structure to capture and disseminate testimonials from a broad range of sources and target the full spectrum of audiences. Market engagement initiatives provide target participants with a process and vehicle for accessing Scouting programs. Therefore, it is imperative for Scouting leaders to recognize the

importance of market engagement as they plan and execute programs. The Sam Houston Area Council Marketing Team will support these engagement opportunities with collateral material and social media posts. Dedicated Sam Houston Area Council professionals will follow up with interested parties to generate new membership.

RECRUITING, TRANSITION AND RETENTION

The bulk (80 - 90%) of recruiting occurs during the Fall Recruiting Campaign, generally held in September and October. Marketing supports this campaign with advertising, collateral material, and incentives for new member generation. Marketing works closely

with the Membership Committee in recruitment. This is primarily through the development and production of recruiting materials and incentives. Marketing further supports recruiting through dissemination of social media messaging and through other traditional advertising channels, such as print and broadcast.

Transition from Webelos to Boy Scouts occurs during the January/February timeframe in a Cub Scout's fifth-grade year. This allows the Scout to prepare for summer camp. Because the Cub Scout Pack and the Boy Scout Troop are different entities, the Scout must leave Cub Scouts in order to join Boy Scouts. As part of the rank advancement, during the Cub Scout's fifth-grade year, he visits three (3) Boy Scout Troops to determine which one he wants to join. This transition occurs independently of the affiliation of packs or troops with a Sponsoring Organization. Though multiple members of a den may participate

in the troop visits, it's ultimately an individual decision as to which Troop to join. Currently, approximately 30% of Cub Scouts in fifth-grade do not transition to a Scout Troop. They drop out of Scouting. This is a significant Marketing opportunity to retain membership and advance the youth participant from Cub Scouts to Boy Scouts.

Venturing is a youth development program of the Boy Scouts of America for young men and women who are at least thirteen (and have completed the eighth-grade) or fourteen years of age but not yet twenty-one years of age. Venturing's purpose is to provide positive experiences to help young people mature and to prepare them to become responsible and caring adults. Boy Scouts can participate in both Scouting and Venturing. High Adventure programs are a key draw and incentive in attracting Scouts into Venturing. It is also attractive because it's a co-ed program. Venturing enables the program

participant to extend his or her Scouting experience. Participation in Venturing is less driven by recruiting and more by personal interest in Venturing programs. There is minimal opportunity for the Marketing Team to impact this particular transition other than through the packaging and promotion of Venturing programs.

Exploring is Learning for Life's career education program for young men and women who are at least fourteen (and have completed the eighth grade) or fifteen years of age but not yet twenty-one years of age. Adults are selected by the participating organization for involvement in the program. Exploring's purpose is to provide experiences to help young people mature and to prepare them to become responsible and

caring adults. Explorers are ready to investigate the meaning of interdependence in their personal relationships and communities.

Exploring is based on a unique and dynamic relationship between youth and the organizations in their communities. Local community organizations initiate an Explorer post by matching their people and program resources to the interests of young people in the community. The result is a program of activities that helps youth pursue their special interests, grow, and develop.

Explorer posts can specialize in a variety of career skills. Exploring programs are based on five areas of

emphasis: career opportunities, life skills, citizenship, character education, and leadership experience.

The majority of the marketing materials for Exploring/Learning for Life are developed at the national level. The **Marketing Plan for 2016** will support the Exploring/Learning for Life programs but will require minimal resources.

MESSAGING

It is important for messaging to be highly targeted and consistent across all channels of distribution. The Marketing Team constantly strives to work with staff, volunteers, and unit leaders to develop messages that align with the marketing strategies and are consistent in content and presentation. This is a significant challenge, as communications occur daily and originate from a wide range of sources. The **Marketing Plan for 2016** will advocate for a central point of review and message refinement to achieve the highest possible level of message alignment, consistency, and clarity.

It is critically important to develop messaging for the Hispanic and Asian markets that are sensitive to the cultural norms of those market sectors. This will require close collaboration between Marketing and the Hispanic Scouting and Asian Scouting Committees. Currently, Google Translate is on every page of the SHAC website, which is an advancement in the Council's engagement of a range of diverse audiences. However, it is not sufficient to just do a translation of messages, as different socio-cultural groups within ethnicities interpret messaging from their unique perspective. Further investigation of message localization will occur during the course of the Marketing Plan year.



COMMUNICATIONS

PROMOTIONS

The Marketing Team supports Field Services, Program Services, and Development through a range of promotions that occur throughout the year. Each promotion includes the development of marketing messages, collateral material, and in some instances, advertising (further delineated in the following section). These programs are done in collaboration with both the Scouting professionals and volunteer leadership. Currently, many of the collateral materials in Communications are not fully coordinated with a comprehensive marketing strategy. It is the intent of the **Marketing Plan for 2016** to identify and capture as many of these communications as possible under a comprehensive Marketing/Communications Program. The Marketing Team will strive to coordinate all messaging, graphic

design, and branding to align with the Council's Strategic Marketing Plan. The following is a listing of the promotion for each program area. (Note: in certain years, additional, special programs arise which will need marketing support and will be blended into the traditional annual program.)

Council Administration

Annual Report (presentation and print version)

Field Services

Fall Recruitment (August - October)
Scout Fair (March-April)
Popcorn Sale (August - October)
Friends of Scouting (Annual)

Program Services

Scouting for Food/Souper Bowl of Caring (January - February)
Council Recognition Reception (May)
Cub Leader Pow-Wow
University of Scouting

Development

New Eagle Scout Reception (May)
Distinguished Family Award Dinner (September - October)
Friends of Scouting (Board Campaign) - (Annual)
Leaders of Tomorrow (Annual)
Whitney M. Young, Jr. Service Award Luncheon (October)
Corporate Dodgeball Challenge (June)
Annual Sporting Clays Tournament (April)
Annual SHAC Golf Classic (October)
Endowment/Heritage Society
Donor Touchpoints

Marketing also provides support to Program Services for a number of Council events including (but not limited to) Fun with Son, Resident Camp, Day Camp promotions, Weekend Camp, Summer Camp Leader Guides, etc. Please refer to the follow Marketing Program Calendar and matrix for an overview of a typical year.

	TIME FRAME	DATE OF EVENT	RESPONSIBILITIES
COUNCIL ADMINISTRATION			
Annual Report - Print	Dec - May	May	All
Annual Report - Slide	Nov - Dec	Dec	All
DEVELOPMENT			
Eagle Scout Recognition Reception Postcard	April	May	All
Eagle Scout Recognition Reception Program	April	May	proof
Distinguished Family Award Dinner	June - Sept	Sept - Oct	Proof, Print, Mail
Leaders of Tomorrow	Annual	Annual	
Whitney M. Young, Jr. Award Program	Sept	Oct	Proof, Print
Corporate Dodge Ball Tournament	April	June	All
Golf Tournament Invite	Aug - Oct	Oct	All
Endowment/ Heritage Society Invitation		When Needed	All
Sporting Clays	Jan - April	April	All
Donor Touch Points	Annual	Annual	All
Giving Guide	Nov - Dec	Dec	All
Book of Lists	Nov - Dec	Dec	All
FIELD SERVICE			
Scouting for Food Marketing	Nov - Feb	Jan - Feb	All
Fall Recruitment - Materials, Advertisements	April - Oct	Aug - Sept	All
Scout Fair - Material	Nov - April	April	All
Popcorn Sale	June - Sept	Aug - Oct	Minimal
Friends of Scouting Brochure	Oct - May	Dec - May	All
PROGRAM SERVICES			
Cub Day Camp	March - June	June - July	All
McNair Cub Adventure Camp Publications	March - June	June - July	All
El Rancho Cima Publications	March - June	June - July	All
Tellepsen Publications	When Needed	Annual	When Needed
Winter Camp Publications	Oct - Dec	Dec	All
Fun with Son Publications	Aug - Oct	Oct	All
Cub Scout Leader Pow Wow	Sept - Nov	Nov	All
University of Scouting	Dec - Feb	Feb	All
Scouting For Food	Nov - Feb	Jan - Feb	All
INTERNAL COMMUNICATIONS			
eScouter	Annual	Monthly	All
Council Website	Annual	Daily	Approve
Facebook	Annual	Daily	Approve
EXTERNAL COMMUNICATIONS			

All= create, proof, print and mail

ADVERTISING

The Council uses advertising to extend the brand into the marketplace and promote individual programs. This includes print, broadcast (radio and television), out-of-home (billboards), and online. The decision regarding which media to purchase is dependent on budget and potential revenue impact of the individual campaign. The **Marketing**

Plan for 2016 is predicated on an increase in the use of online media, incorporating video for higher engagement of the target audience. Historically, the majority of the advertising budget has been spent promoting the Fall Recruitment Campaign. The **Marketing Plan for 2016** contemplates a similar prioritization of the advertising budgets. What follows are sample advertisements placed in 2015.



Make friends.
Catch fish.
Earn badges.
Climb rocks.
Explore caves.
Take hikes.
Visit museums.
Launch rockets.
Race cars.
Roast marshmallows.
Take pictures.
Help people.
Discover trails.
Ride bikes.
Play sports.
Learn games.
Build character.
Gain confidence.
Hit targets.
Laugh loud.
Grow better.
Camp out.
Work together.
Have fun.

BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

ADVENTURE IS WAITING.
BUILD YOURS AT BEASCOUT.ORG.

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Make friends.
Serve others.
Gain confidence.
Build friendships.
Take chances.
Grow up.
Make a difference.
Seek opportunity.
Leave a legacy.
Build others.
Share adventure.
Expand your horizons.

ADVENTURE IS WAITING.
BUILD YOURS AT BEASCOUT.ORG.

VENTURING 914



Make friends.
Catch fish.
Earn badges.
Climb rocks.
Explore caves.
Take hikes.
Visit museums.
Launch rockets.
Race cars.
Roast marshmallows.
Take pictures.
Help people.
Discover trails.
Ride bikes.
Play sports.
Learn games.
Build character.
Gain confidence.
Hit targets.
Laugh loud.
Grow better.
Camp out.
Work together.
Have fun.

ADVENTURE IS WAITING.
BUILD YOURS AT BEASCOUT.ORG.



BUILD CONFIDENCE.

BUILD CHARACTER.

BUILD AN ADVENTURE.

Make friends.
Catch fish.
Earn badges.
Climb rocks.
Explore caves.
Take hikes.
Visit museums.
Launch rockets.

Race cars.
Roast marshmallows.
Take pictures.
Help people.
Discover trails.
Ride bikes.
Play sports.
Learn games.

Build character.
Gain confidence.
Hit targets.
Laugh loud.
Grow better.
Camp out.
Work together.
Have fun.

ADVENTURE IS WAITING.
BUILD YOURS AT BEASCOUT.ORG.

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COOPERATIVE ADVERTISING

The Marketing Team will collaborate with Development to investigate opportunities for cooperative advertising. A good example of this working successfully was the partnership with Schlumberger during the Houston Business Journal's Century of Service advertising campaign. Development is in ongoing discussions with potential cooperative advertising partners and will submit ideas for innovative, cooperative campaigns.

AGENCY OF RECORD

The **Marketing Plan for 2016** will include prequalification selection of an advertising agency of record. Selection of this agency will be initiated during the fourth quarter of 2015. Partnership with an agency of record will promote consistency and coordination of all marketing campaigns in messaging, market focus, graphic style, and content.

The Cockrell Scout Center creates an opportunity for promoting Scouting on one of the city's busiest freeways. The **Marketing Plan for 2016** will include an investigation for strategies for communicating Scouting through static and/or dynamic imagery. The Marketing Team will further explore the creation of a Banner District along TC Jester to display and promote scouting programs.



COLLATERAL MATERIAL

There is a vast array of collateral material produced annually. Pieces originate at the council, district and unit level. There is an opportunity to coordinate and manage these materials in a manner that will significantly heighten Scouting's market impact across our service area. Under the current protocols, there is a dilution of market impact that can be measurably improved through a fully coordinated program. The **Marketing Plan for 2016** will begin the process of establishing Marketing as the administrator for all council-generated collateral material. The focus will be on consistency of messaging, brand interpretation, graphics, and production quality. This will be accomplished while maintaining the highest sense of urgency and speed

to market. It will necessitate the addition of staff members skilled in these areas to provide a value-added resource to all internal and external stakeholders. Currently, Marketing is serving in a reactive capacity when requests are made at the district and unit levels. The ultimate goal is for Marketing to prepare collateral material guidelines for use at the district and unit level. This process will be initiated in 2016.

Samples Collateral Material:

Have what it takes?



Sam Houston Area Council
DODGEBALL CHALLENGE 2015
Adventure

BOY SCOUTS OF AMERICA
www.samhoustonbsa.org/dodgeball

CUB SCOUT LEADER POW WOW NOVEMBER 8, 2014



BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

★★★
Please plan to attend Cub Resident Camp at
McNAIR CUB ADVENTURE CAMP
at Bovay Scout Ranch

Cost is \$120 for Scouts and \$70 for Adults and siblings

CAMP SESSIONS:

- Session 1: July 8 - July 11
- Session 2: July 12 - July 15
- Session 3: July 15 - July 18
- Session 4: July 19 - July 22
- Session 5: July 22 - July 25
- Session 6: July 26 - July 29
- Session 7: July 29 - Aug 1

To reserve your spot please contact Geno Aguilar
at 713-756-3304 or genoaguilar@scouting.org

McNair Cub Adventure Camp at Bovay Scout Ranch
is located at 3450 CR 17, Navasota, TX 77868

BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

2014 Scout Fair Coupon Pack



CELEBRATING A CENTURY OF SERVICE 1914-2014

SCOUT FAIR
April 12 - Reckitt Arena
10:00 am - 5:00 pm
Free Admission / Parking \$10
samhoustonbsa.org

Hamman High Adventure Base

ROUGH RIDERS

Come discover some of the forgotten land of El Rancho Cima with the Rough Rider program and spend a week of your summer on the historic Devil's Backbone.

★ The Rough Riders program is an experience designed to challenge the senior members of your troop and venture crew and prepare them for other high adventure base camps. ★ At El Rancho Cima's Hamman High Adventure Base at Iron Wheel Mesa, your troop or crew will have the advantage of going through the ever growing COPE course.

BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

★★★
HOMETOWN HEROES



Cub Scout Day/Twilight Camp is a council camp hosted by districts for Cub Scouts entering 1st - 5th grade for the 2015-2016 school year. Scouts earn rank advancements, learn new skills, play sports and games, make crafts, but most of all have fun. Scouts can attend any district's camp that best suits their schedule. Participants receive a t-shirt and patch.

BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

THE WEST COOPER'S FINEST SCOUT CAMP
EL RANCHO CIMA

WALTER SCOUT CAMP AT HORSESHOE BEND

Be a part of Cowboy Camp... sleep in a 22 foot teepee at the Native American Village. The West is best when you experience it at Horseshoe Bend. Saddle up at the Cavell and Jim Linder Equestrian Center. Test your skills in our rodeo. Take a trail ride through the hill country. A shaded pool awaits to top-off each day.
\$28/RS SCOUT

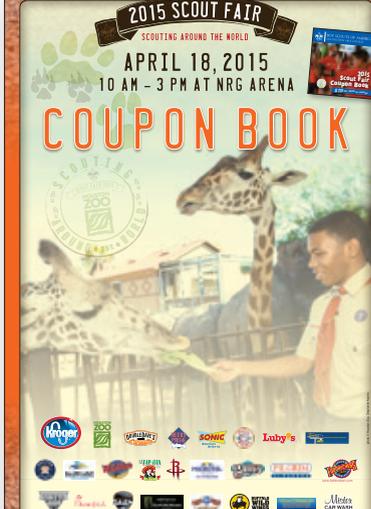
COCKRELL RIVER CAMP

The Blanco River offers the thrill of kayak racing, canoeing, rowing and swimming. Back on land... enjoy the Walter Family Shooting Sports Complex for archery, rifle and shotgun shooting. Loads of fun... and you'll pack up merit badges and some C.O.P.E. skills along the way.
\$28/RS SCOUT

BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

2015 SCOUT FAIR
SCOUTING AROUND THE WORLD
APRIL 18, 2015
10 AM - 3 PM AT NRG ARENA

COUPON BOOK



FREE ADMISSION / PARKING \$10
www.samhoustonbsa.org/scout-fair

BOY SCOUTS OF AMERICA
SAM HOUSTON AREA COUNCIL

PUBLIC RELATIONS

All public relations are currently handled internally. This includes the preparation and dissemination of press releases and media kits, media relations, crisis communications, and special events. The Council does not currently have (nor does it envision having) a public relations agency. Public relations activities are heavily guided from the Boy Scouts of America National Service Center. The **Marketing Plan for 2016** is based on continuing this strategy. Tom Varnell, CEO/Scout Executive, is the Council's primary spokesperson. Media coordination

and accommodation is accomplished through Shane Burks, Marketing Director. In select instances, board members are engaged in public relations activities that can include interviews, quotes, and select personal appearances. This might also include making presentations for speeches on Scouting to civic, community, and religious organizations.

The **Marketing Plan for 2016** will address Crisis Communication training for individuals who might be thrust into a spokesperson role. Recommendations will be offered for conducting a Crisis Communications Training Program in concert with other leadership training currently provided through the Council. This will include referencing currently available training modules from the National Service Center.

ONLINE MARKETING

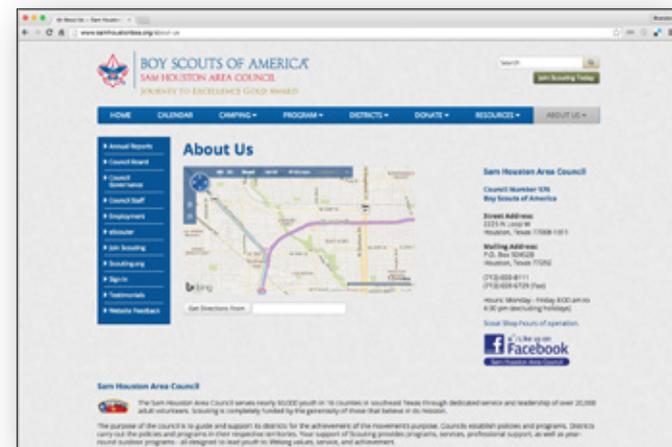
Online marketing will be one of the most important aspects of the **Marketing Plan for 2016**. This will include maintenance of Council websites, landing pages, and social media. As the Council embraces the strategy of "owning the mind" of the Millennial Mom, internet-based communications will be the key conduit for messaging. The online marketing strategies will include the integration of websites and social media maintained by the National Service Center. This will primarily include the following sites: scouting.org, beascout.org, and scoutingwire.org. Also included will be the National Service Center social media presence on Facebook, Twitter, Google+, Instagram, Pinterest, YouTube, etc.

The Sam Houston Area Council currently maintains one website (samhoustonbsa.org), an electronic newsletter (eScouter News) and a council Facebook page. The **Marketing Plan for 2016** will include content growth and diversification of the website and expansion of the Council's social media footprint. This will require the addition of staff experienced in, and dedicated to, advancing the Scouting experience in digital media. Currently, content development is being provided through a highly dedicated volunteer. With additional staff, the Marketing team will be able to proactively engage and empower a network of contributors at the unit level.

Characterized as the "Mom Network," this strategy will focus on capturing episodic news of activities at the unit level. Emphasis will be placed on capturing video of Scouts in action and posting the content in real time. Further, the goal will be to go viral with the content, as research indicates that the Millennial Mom is heavily influenced by this type of communication. The **Marketing Plan for 2016** will also investigate expansion of the Council's social media presence to other high volume

platforms, such as Google+, YouTube, Vimeo, Instagram, Pinterest, and other emerging social media. New Marketing Team members will be selected based on their ability to contribute to the advancement of the Scouting experience through social media. This includes skills in content development, messaging, graphic design, video editing/ integration and digital media management.

A key initiative will be the expansion and refinement of messaging to the Hispanic market. This will require consultation from specialists in Hispanic marketing engagement and communications. The Marketing Team will interview and recommend a consulting firm to partner with the Council on this initiative. This effort will be closely coordinated with the Hispanic Scouting Committee.



ORGANIZATION

The following is the proposed organization chart for the Marketing Team. The position description for the Marketing Director is included. Position descriptions for proposed

new positions (e-communications coordinator and graphic coordinator) will be prepared during the final quarter of 2015.

The Marketing Committee, led by Bill Peel, Vice Chair of Marketing, will be populated by individuals skilled in branding, communications, market research, social media, Hispanic market, and community engagement. Recommendations for

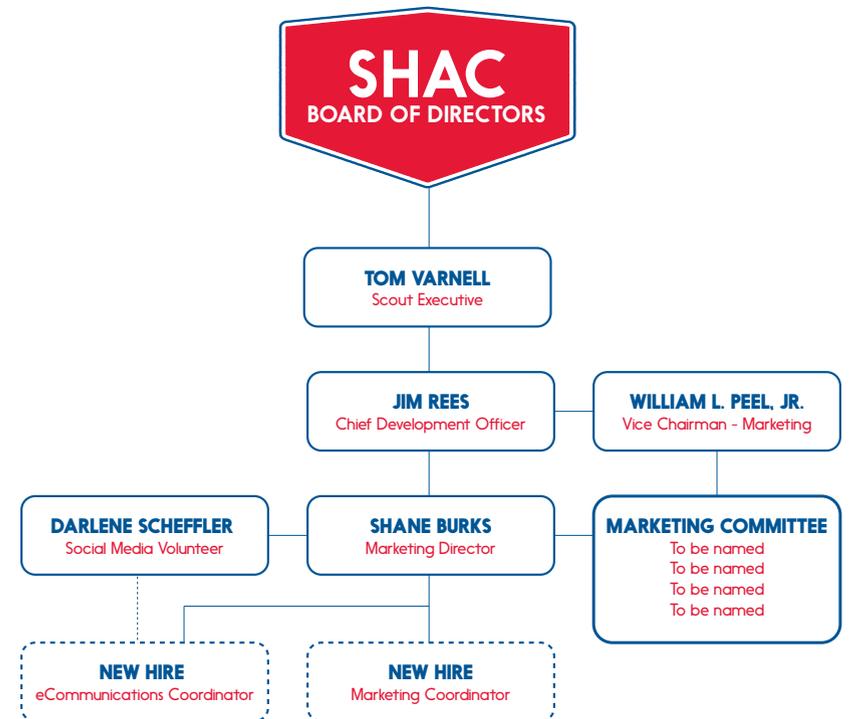
committee members will be solicited from the Board of Directors as well as identified through network relationships. The goal is to have the committee and job descriptions in place by January 2016.

COLLABORATION MODEL



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MARKETING TEAM ORGANIZATION



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GOALS AND ACTION PLAN

The **Marketing Plan for 2016** will focus on five key goals reinforcing the following strategies: branding, expansion, messaging, penetration, and impact.

Improve Scouting awareness, brand identity, and value proposition. (Branding)

Implement aggressive messaging program across a range of media (print, social, and broadcast)

Ensure that collateral materials are available at all major programs

Maintain a proactive speakers program to community organizations (staff and volunteers)

Equip speakers with audiovisual presentations and collateral material

Consider option for using the Cockrell Scout Center for brand statements

Investigate the potential for cooperative marketing and advertising campaigns, working closely with Development

Add specialist in branding to the Marketing Committee

Inundate social media channels with aggressive communication of the Scouting experience. (Expansion)

Dramatically expand the breadth and depth of social media posts

Hire the e-communications coordinator

Establish "Mom" network

Increase use of video clips in social media

Effectively use National Service Center resources and communications

Add specialist in social media and e-communications to the Marketing Committee

Own the mind of the Millennial Mom. (Messaging)

Conduct research on the psychographic profile of the Millennial Mom

Develop highly targeted messaging that will resonate with the Millennial Mom

Engage the "Mom" network to provide examples of Scout experiences with an emphasis on video clips

Develop rapid-response protocols to fully leverage viral messaging into increased membership

Develop video testimonials from Millennial Moms and post on social media

Add specialist in market demographics with an emphasis on generational profiling to the Marketing Committee

Dramatically expand the engagement of the Hispanic Market. (Penetration)

Interview and select a Hispanic market consultant

Work with the Hispanic Scouting Committee to establish focus groups in the Hispanic community

Develop messaging specific to the Hispanic market

Translate all council collateral material and social media to the appropriate socio-cultural context (more than just straight bilingual translation)

Add specialist in the Hispanic market to the marketing committee

Focus all marketing actions for maximum market impact. (Impact)

Coordinate all communications and collateral material through the Marketing Committee

Aggressively monitor and manage messaging and packaging to align with the Council's brand, mission, vision and value proposition

Hire a graphic designer to the Marketing Team

Interview and retain an agency of record for creative direction and production of major campaign

Concentrate on consistency of materials and messaging, recognizing that repetition build reputation

MEASURES OF SUCCESS

The Marketing Team, in collaboration with the Marketing Committee, will develop a score card to measure the success of the **Marketing Plan for 2016**. The score card will have key performance indicators (KPI). This score card will be developed during the final quarter of 2015 and ready for implementation in January of 2016. The Marketing Committee will conduct quarterly performance reviews to assess progress and offer on-course suggestions and Plan modifications. The KPI will arise from the action items associated with each goal previously delineated.



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SAM HOUSTON AREA COUNCIL

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