



Marketing Plan



From Many, One! Leading Each Other to New Heights!
Plan of action for Marketing and Public Affairs in Michigan Wing 2008 - 2011



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SUMMARY

Brief summary of the content in this plan

Background and Overview

Civil Air Patrol National Headquarters is requiring all Wings to develop a Marketing Plan for the purpose of clarifying the mission of CAP Public Affairs as well as implementing a new national branding strategy. The Marketing Plan should also help the Wing coordinate internal and external communication and help the Wings create an offensive and effective Public Affairs and Marketing program.

Defined by national PA Office **Public Affairs Mission**

“The mission of the Civil Air Patrol Public Affairs (PA) program is to inform internal and external audiences of Civil Air Patrol’s national importance, safeguard the image and assets of the corporation, and strengthen relations with key audiences and customers, which enables the organization to grow.” (CAP Regulation 190-1).

New branding strategy

The CAP national PA office is kicking off a major communications initiative - not a short-lived “campaign”, but a long-term branding strategy built on the tried and true principles of integrated marketing communications. It’s an exciting and critical endeavor that will take CAP to the next level in garnering the support and respect we deserve. Everyone knows companies like Coca-Cola and Nike are powerful “brands”. But CAP is a brand in our own right too and everything we say and do contributes to our “brand image” out in the general public.

Reason for national marketing effort

The need for a national marketing effort was recognized when CAP leaders noticed a steady decline in membership over the past five years. The decline has prompted the obvious question: Why? And, of course, what can be done to reverse the trend?

To find the answers, the Public Affairs Office at CAP National



Headquarters initiated a research in a three-phase research study. The objectives were to develop a clear, accurate assessment of the situation and to establish a baseline for all future brand growth. Phase one consisted of a focus group with CAP directors/Wing Commanders. Phase two included interviews with current and former CAP members and phase three consisted of a national survey with adults 18 years and older.

Background and Overview

RESEARCH SUMMARY:

FOCUS GROUP WITH CAP OFFICERS

The focus group conducted with CAP officers indicated that there is a great deal of satisfaction at the officer level. There were however, some concerns about the drop in senior membership and the perceived changes in CAP's "corporate culture". It was felt that the drop in senior membership was not only increasing the workload for the remaining senior members but was reducing the opportunity for seniors to work with cadets.

The officers expressed concern that in some units there was a lack of professionalism as evidenced by members "lack of pride in the proper care of their uniform and a trend to dress down". Additionally, the officers noted that there was a need to more effectively brand CAP with perhaps a tie-in with the tag line US Air Force Auxiliary.



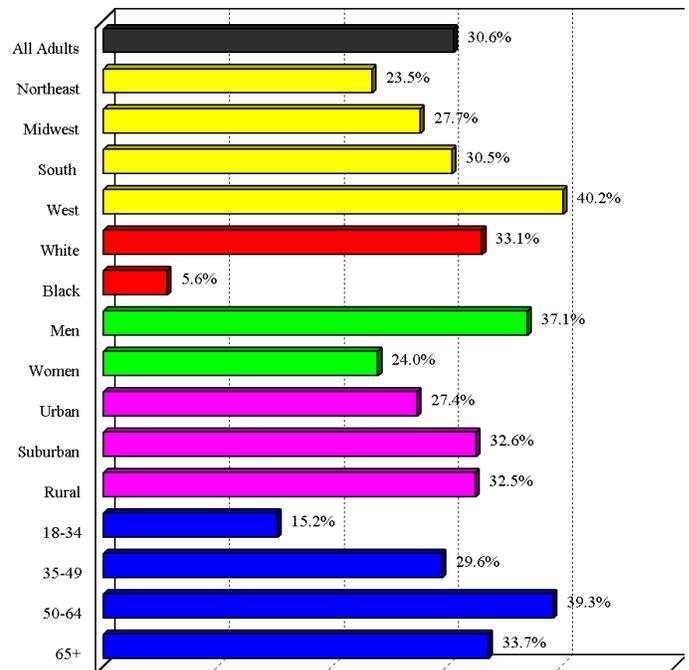
GRAPHS AND DATA COURTESY OF THE CUNNINGHAM GROUP AND CAP NATIONAL HEADQUARTERS

RESEARCH SUMMARY:

SURVEY OF BOTH CURRENT AND FORMER CAP MEMBERS

The survey of both current and former CAP members indicated that there is a high level of satisfaction among those who become volunteers in the organization. Significantly, the former members do not leave due to dissatisfaction, but they typically leave due to life circumstances such as moving to a new location. This survey pointed out a need to stay in touch with members as they move around the country and to make sure they are contacted by the CAP unit closest to their new address. Both current and former members indicated that they became a member of CAP through personal contacts including friends, family members, etc. Significantly, none of the surveyed indicated that they became aware of CAP from non-personal sources (i.e. printed materials, television, radio or outdoor.) This finding was not unexpected in view of the fact that CAP has not had the resources to develop a formalized media awareness and image program.

Level of Familiarity with CAP



Background and Overview

RESEARCH SUMMARY:

GENERAL PUBLIC SURVEY

The general public survey pointed out that there is a lack of awareness and understanding of CAP's mission and service contributions to communities throughout the country. The survey revealed that the lack of awareness of CAP, its mission/programs and contributions to this country is especially noteworthy among women and the 18-34 age group. While more focused local programs may help create awareness and interest with the above noted groups, a formalized national media effort can be more productive in targeting specific groups with "product" information and image-creating messages. Additionally, a national image/branding program will likely serve to increase current membership satisfaction as well. The awareness problem brought forth in the research is not a new one for CAP. We have long been "unsung heroes" quietly performing critically important missions and service for our country. We're not seeking glory, fame and fortune. We're just giving back to the communities we love and our nation.

Low awareness

It is a bit surprising how few Americans really know and understand the many ways Civil Air Patrol has contributed to the fabric of their communities. Ego aside, then, the fact of the matter remains that without great awareness, CAP cannot realistically hope to recruit great amounts of new members or garner great press coverage. If we don't purposefully tell the story, no one will. That's what the national marketing plan is all about. Intentionally and consistently communicating the powerful message behind CAP so that awareness (and therefore membership) increases nationwide.

Grassroots effort

It is important to note however, that it will be completely ineffective to produce a national campaign of any sort without a combined grassroots effort that will help put the CAP message directly before the desired audience. The message needs to be communicated in everything that is produced from flights, squadrons, wings and regions.

Branding consistency

Another very key ingredient for success will be the high level of consistency in every sector. Maintaining brand consistency in an organization as big as CAP will be challenging, but there are 940 talented and committed public affairs officers (PAOs) throughout the country, and they will no doubt make it happen. The true success of the plan lies in our very capable hands.

As is often the case with organizations such as CAP, financial resources are quite limited. Currently, there is simply not the

Chart G

Proportion Who Are Aware That the Civil Air Patrol Has Done Things to Benefit Their Community

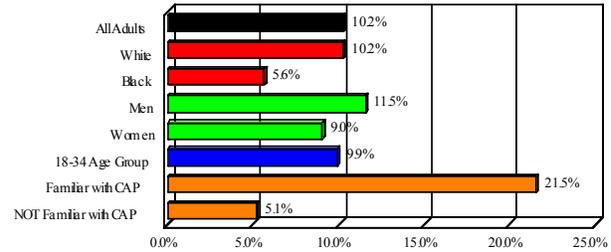


Chart G-1

Ways the Civil Air Patrol Has Benefited Communities

	Those who indicated that CAP has benefited their community	All Adults
Search & Rescue	28.9%	3%
Educate Youth	10.8%	12%
Help Patrol Community	11.2%	12%
Protect the environment	4.8%	0.5%
Not Sure	36.2%	NA
Not aware that CAP has done things which have benefited community	NA	89.8%

budget for massive, widespread branding in a traditional marketing sense. Therefore, careful attention will be paid to the cost-effective (and incidentally very credible) methods of grassroots communication and visibility-boosting initiatives.

As these grassroots efforts take effect during year one, momentum will be on the upswing. The hope is that decision-makers will see the positive changes and choose to capitalize on the swelling ground movement by appointing more funding and resources in year two and three. As awareness grows in local communities nationwide, it will be of utmost importance to begin a national media campaign that serves to unite the local awareness with the message of belonging to something much bigger. Constructing a formidable national presence and groundbreaking awareness will not likely happen without an intentional branding campaign across the country.



Background and Overview

WHERE DO WE STAND IN MICHIGAN WING?

As the surveys showed, there is a lack of awareness and understanding of CAP's mission and service contributions to communities throughout the country. There is also a clear drop in senior membership. It was felt that the drop in senior membership was not only increasing the workload for the remaining senior members but was reducing the opportunity for seniors to work with cadets. Both current and former members indicated that they became a member of CAP through personal contacts including friends, family members, etc. Significantly, none of the surveyed indicated that they became aware of CAP from non-personal sources (i.e. printed materials, television, radio or outdoor).

Michigan Wing is experiencing the same and the numbers are close (in proportion) to the situation in the nation. However, the situation in Michigan is more of a problem with retention rather than recruiting.

Public Knowledge

The general public's knowledge of CAP reflects the data for the rest of the nation. During the last five years, we have not had any "high profile" missions that have caught interest from media and we have not had many other activities of interest to a broad public. Granted, there have been some very good activities with great media coverage, but they have been few. There's also the issue of "what is news?". We take many of the activities we do for granted and don't see that these could be of public interest and therefore, don't release any information about them. Nothing released means no coverage and leads to no knowledge.

We also have the other side of the spectrum, where units bombard their local media about everything, leading to the media being "tired" of CAP and ignoring the releases.

Overall, there's a great difference between units and groups and there is clearly more awareness of CAP in some parts of the state and little to nothing in others. This doesn't mean the groups and units have done a bad job, it means the efforts have not been coordinated as they should have been both from National level and Wing level. The units who have been successful have done their work mostly on their own and at their own expenses with little or no support from higher echelons.

Recruiting is directly depending on public knowledge. If we want to increase recruiting, we need to get the word out and to do so, we need to train our PAO's. The lack of coordinated campaigns from Wing level and support for the unit PAO's with material, knowledge and in some cases, manpower has left them on their own. If we consider that few of them have had any



PERFORMING MISSIONS FOR AMERICA

marketing experience before, the results they have achieved have actually been good.

Internal information

Internal information has been lacking in Michigan Wing during the last few years. The website is hopelessly outdated, the newsletter not published since 2004 and not much else has been aimed to give appreciation or information to members. Most communication has been on unit meetings, conferences and through e-mail. Members who have not been on the wing mail list server have not gotten any more information than what their unit has given them. This means they have known very little of the wing's activities and the wing has seemed distant.

This causes problems since so much information are distributed through "word-by-mouth". We all know the old tale about "the feather that became a chicken". This has happened in the wing as well. Someone has made a good proposal, someone else tells about it but forgets the total meaning or details and when the proposal finally has spread throughout the wing, it has been distorted and is not a good proposal anymore. In fact, it sometimes is so distorted that members are getting angry and are wondering what on earth the wing staff is really thinking. The best of intentions has become source for anger and dissatisfaction, causing some members to leave CAP. These things have also planted a "forget the wing and let's do our own thing" mentality among some units.

The members need a hub for information. A place they can go to for updates and news that haven't been given/sent to them.

Background and Overview

RECRUITING AND RETENTION

As the surveys showed, there is a lack of awareness and understanding of CAP's mission and service contributions to communities throughout the country. There is also a clear drop in senior membership. It was felt that the drop in senior membership was not only increasing the workload for the remaining senior members but was reducing the opportunity for seniors to work with cadets. Both current and former members indicated that they became a member of CAP through personal contacts including friends, family members, etc. Significantly, none of the surveyed indicated that they became aware of CAP from non-personal sources (i.e. printed materials, television, radio or outdoor).

Michigan Wing is experiencing the same and the numbers are close (in proportion) to the situation in the nation. However, the situation in Michigan is more of a problem with retention rather than recruiting.

Recruiting

Recruiting in Michigan Wing is working fairly well. A couple of new units have been chartered during the last few years and the cadet program is going on the same level as it has since 2001. Most recruiting in our wing has been through word-by-mouth and open house activities in the Cadet Program. The Aerospace Education program is also a proven ground for gathering of new members since these activities are targeted and reaching out to the public as well as getting attention in media. Emergency Service activities was an important factor for recruiting immediately after 9/11, but has faded since then, mostly because there have been (thankfully) few "real" missions that gathered media attention.

The search for Steve Fosset that occurred in September 2007 gave CAP much nation-wide media coverage and gained interest in the public for our ES activities. Some units have reported an increase in inquiries from the public due to this, but it's too early to measure any results.

Retention

Since recruiting has worked fairly well, but the membership has stagnated and/or even decreased, it's clear that we are not doing good at keeping members. Many lost members are contributed to "natural causes" as moves, other activities taking over, family situations and even death. There's not much we can do about these, but there are other causes that we can and should work on.

Cadets for example, who have been active and worked their way to the program would be very attractive to have as senior members/Officers, but this is not happening in a rate we would

National Membership levels

Year	Cadets	Seniors	Total Membership
2002	26,983	35,991	62,974
2003	26,652	35,209	61,861
2004	24,356	34,100	58,456
2005	22,721	33,492	56,213
2006	21,892	33,697	55,580

	Year One 5% increase	Year Two 10% increase	Year Three 25% increase
Total New Members (since 2006)	2,800	5,600	14,000
New Members (by year)	2,800	2,800	8,400
Average New Members (per squadron)	1.65	1.65	4.94
Total Members	58,880	61,600	70,000

like. The questions is why? These cadets know the program, have participated in missions and know what CAP can do. They are also very supportive of the organization but still don't transfer to seniors once they reach the age. It's obvious that we are doing something wrong, or more of them would of course continue.

One reason is the differences between the cadet program and the senior development program. Many cadets refer to the senior program as "the dark side". They see many senior members as "unprofessional". As opposed to the cadets, they can't salute, can't wear their uniforms properly and are not proficient in customs and courtesies. Also, many of the seniors are parents of cadets and who wants to work with their parents?

Another reason is college. Who's retaining cadets when they go to college? Are the units near colleges actively contacting these cadets?

The only ways to get for members recognition has been through conferences (once per year), encampment, practice missions and courses. Since all members don't attend these events, the information ha not spread as it should and members have not received the recognition they so well deserve. Members who don't feel recognized for what they do, don't renew their membership and that seems to be a big part in the wings retention problem.

Branding consistency

As these grassroots efforts take effect during year one, momentum will be on the upswing.

Mission Statement

To receive justified recognition of the Civil Air Patrol and Michigan Wing through an ongoing organized and comprehensive marketing campaign targeted directly at the following audiences:

- Potential new members and existing members
- Legislators and key local, state and federal officials
- Possible CAP donors or sponsors
- Other influential organizations and people

Emphasis will be placed on the tasks CAP can perform more economically and / or more thoroughly than assets currently being utilized by these agencies. Additionally, we must stress the need to continually provide current and potential members with compelling reasons for their involvement with CAP.

The ultimate goals are more and better missions, resulting in improvement of CAP's public image, our actual mission effectiveness, Officer and Cadet recruitment / retention, as well as our Aerospace Education and fundraising efforts.

Premises and basic operating assumptions:

- It is far easier to grow our organization, its membership and the services we provide if we create new revenue streams. Generating new business from new customers as well as additional business from current customers is the most reliable method to accomplish that growth. The high profile this will create will also encourage new membership for your units.
- The National Guard and other state, federal and DoD assets are often not always as cost-effective as using CAP for many of the same missions. We must get this message out to key local agencies, using concrete examples and actual success stories.
- We need to make common cause with other local organizations to address issues we have in common, and benefit from their higher profile among the general public and state legislators alike.
- The heightened awareness of the need to monitor our borders creates a window of opportunity that we must fill before agencies get used to utilizing other assets to get the job done. The 2008 DHS budget has \$2.3 billion earmarked for border patrol, providing an opportunity to capitalize on the pilot program of border patrols performed in other wings during 2006 and 2007.
- Many federal agencies are being asked to do more with less, as the cost of the war in Iraq eats up a greater share of federal resources. DoD assets in particular are being spread thin, and are unable to provide the kinds of domestic support they provided in years past. This creates a vacuum that CAP can be positioned to fill locally.
- Simultaneous with our marketing effort must be a coordinated push to create support from State legislators to use CAP. Our Legislative Liaison team along with our senior leadership are key elements in producing and maintaining this vital support.
- We must work closely with the HQ Program Development Directorate to coordinate the "look and feel" of corporate image programs for a consistent message and to avoid duplication of effort. The same goes for harmonizing our marketing direction so that all our efforts are aimed at the same goal.

Challenges and Opportunities

Major challenges, opportunities, business climate and marketplace conditions facing CAP on the local level as we try to increase our market share, raise public awareness and generate new business:

On the membership level:

- Some members are feeling they don't "get out as much as they put" in for our organization, causing them to be unsatisfied and in some cases even leave CAP. These members can also interfere with recruitment as they will not promote CAP and in some cases even advising potential members not to join.
- The variety on members training, perceptions of the organization and experiences since there is a large variety of styles among the wings local units. Some are "militant", some are distancing themselves from the AF, some focus on AE, some on ES, etc.
- Bureaucracy causing members to hesitate getting involved in activities as well as politics, discouraging members from taking on higher positions in the wing or advancing in the program.
- Costs for training and activities. This has an impact both for existing and potential members. It also prevents many families from participating as much as they would like.
- War on terror, which has an impact on potential members as many are "afraid they will get deployed" if they join the U.S. Air Force Auxiliary.
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programs for a consistent message and to avoid duplication of effort. The same goes for harmonizing our marketing direction so that all our efforts are aimed at the same goal.

On the Federal Agency level:

- The inertia that causes most agencies to attempt to perform new tasks in the same way, and with the same internal assets, as they have done in the past.
- The threat that using an outside source to perform their missions will jeopardize their existing capital assets, and make it more difficult to obtain funding for new hardware in the future.
- The perceived loss of operational control that using another agency to prosecute their missions creates.

On the DoD level:

- Discomfort with using a non-military, non DoD asset to perform a mission they have been tasked with.
- The active involvement of civilians in an operation being performed by the military.
- Concern that using an outside entity to do part of a mission they have been tasked with will reflect badly on the military, and especially the officer who recommended its use.

On the State / Local Government level:

- Pushback from the local agency because they will be threatened by the implication that CAP was brought in because it was felt that their organization could not do the job.
- Again, the threat that using an outside source to perform their missions will jeopardize their existing capital assets, and make it more difficult to obtain new funding in the future.
- Some concerns that using "outsiders" will compromise the effectiveness of the mission. Possibly causing some locally within that organization, to actively work behind the scenes to limit our effectiveness.

On the national citizen, person-in-the-street level:

- Addressing the perception that CAP is a direct part of the USAF, and has no need of or desire for outside support of any kind.
- Lack of understanding that we are unpaid volunteer civilians with patriotic motives, not paid employees of a government organization.

Objectives

Branding, PA and Membership

Branding and PA Objectives:

Establish brand synergy among internal and external CAP stakeholder groups so that every communication piece speaks with one voice by Spring 2008.

- Create new Wing Website that will work as a communication hub for the Wings members and a source for the public and agencies.
- Unify brand “look” and “language” on every piece of collateral produced on a national and local level.
- Improve awareness among all stakeholder groups so that baseline awareness from the 2006 Southeast Research, Inc. Report increases 30% over three years.
- Maximize exposure through grassroots visibility and tenacious public relations efforts by every PAO successfully implementing the following:
 - Place at least one article in local print or online media each quarter. and secure local TV coverage at least once per year (with National Headquarters successfully garnering broader media coverage at least twice per quarter).
 - Speak at local civic clubs, schools, association meetings or other community-based gatherings at least three times per year.
 - Boost visibility within local communities by actively partnering with Points of Light Foundation on a state and local level to connect CAP members with community service opportunities.
 - Create relationships at the local level with hometown media outlets to provide SDIS images and ride-along opportunities as appropriate in exchange for on-air credit.
 - Strengthen awareness among military members nationwide by having PAOs near each military base meet with the PAO of that base and arrange a meeting between the Wing Commander and Base Commander at least once per year.
 - Improve Congressional ties by including the Congressional office in the state in the distribution of items of interest and other branded communications.
 - Purposefully foster relationships with local groups who have a natural affinity for patriotism, civic duty, aerospace education, leadership development and service to community such as, but exclusive to:

- Retired military groups/associations
- Chaplains at local military installations, hospitals, prisons, etc.
- Home school associations
- Local ROTC squadrons
- Boy Scouts/ Girl Scouts
- AARP
- Local Red Cross
- Local pilots/smaller community airports
- Ham Radio Operators
- American Legion, VFW

- Use current members and donors to reach potential members and/or donors in their circle of influence.
- Create mailing list of top local government agency decision makers and potential donors, and send them the CAP Volunteer magazine regularly, along with a cover letter from your commander, highlighting missions we have accomplished recently.

Membership Objectives:

Increase new memberships by 5% above the 2006 level during year one, 10% during year two and 25% during year three. Cultivate greater retention rates among current members by 25% during 2008-09 and 50% by 2010, with 2006 figures serving as the baseline.

Create reasons for new members to join and current ones to stay

- Establish a new monthly Wing Newsletter to allow quick and wing-wide recognition of members activities throughout the state.
- Raise profile of CAP with general public, especially within target audience of citizens wishing to serve their country, as well as veterans recently separated from the armed services.
- Emphasize the patriotic nature of CAP service to young and old alike, and the types of activities they can get involved in.
- Actively recruit pilots and individuals with special skills, like communicators, SAR professionals and educators.
- Re-energize your existing members by reminders of what the organization has accomplished with the help of people like them.
- Develop a “welcome” system used when active members move to a new city. Have closest squadron in new location engage recent transfer ASAP.
- Consistently administer exit surveys to aid in better understanding reasons for decreasing retention rates.
- Partner with military services to specifically market to retiring or resigning servicemen and women.
- Create and maintain a clean, comprehensive, real-time database of members and donors.

Objectives

Mission and Marketing

Mission/Marketing Objectives:

To help increase the number of meaningful missions we perform and the agencies we perform them for, we must identify those with the greatest potential need, approach them in an organized, professional manner and show them the benefits of becoming CAP customers.

Key prospects

- Local agencies tasked with a flying or ground mission appropriate to CAP's core competencies and our available local assets.
- Organizations who could be performing such missions based upon their existing mandate, but who currently lack either the assets, know-how or personnel to do so.
- State or local organizations tasked with Homeland Security missions such as port and reservoir security, gas pipeline and power transmission line patrol, powerplant reconnaissance, security of critical infrastructure, etc.

Position local CAP units as a cost-effective alternative resource

- Provide specific, customized data showing the current missions being performed by a given organization that CAP can perform with less expense, with no compromise in service or frequency.
- Show actual cost information for specific missions currently being performed for other organizations locally that meet similar needs demonstrated by that organization.
- Develop cost comparison tables to show cost savings realized by using local CAP assets vs. that organization's existing assets over the course of the fiscal year.

Show our ability to maintain sustained operation

- Summarize multi-day / multi-location missions performed previously.

- Provide lists of assets and personnel available to Lead Agencies from local CAP units on a continuous basis.

Demonstrate core mission and developmental competencies

- Make sure potential customers understand CAP's existing track record in successfully prosecuting HLS / DR / SAR missions.
- Show off your aerial imaging and airborne sensor data acquisition capabilities by arranging live demonstrations.
- Summarize counterdrug operations successes and emphasize reconnaissance potential (within Posse Commitatus limitations).
- Show CAP's impressive track record in successful youth programs, leadership development and Aerospace Education initiatives.



Strategies

Branding and Public Affairs

To help increase the number of meaningful missions we perform and the agencies we perform them for, we must identify those with the greatest potential need, approach them in an organized, professional manner and show them the benefits of becoming CAP customers.

Branding and PA Strategy:

Generate a consistent external marketing approach

- Create new wing website that will work as a communication hub and a source for the public and agencies. The website should have a design and style that matches all other material distributed from wing for easy recognition and consistency.



- Distribute new marketing DVD demonstrating the 3 main missions of CAP. Individual “chapters” allow our viewers to skip directly to their area of interest, such as Cadet Programs, Aerospace Education or Emergency Services.
- Use the national slogan, “Performing Missions for America”, and use style sheets from National Headquarters for a professional look and consistency of message.
- Make sure all unit PAO’s have an updated PAO toolkit and utilize updated toolkit including hometown releases.
- Belong to local Speaker’s Bureau.
- Send an introduction letter to groups like Lion’s Club, Rotary Club, local schools, etc. Follow up with a phone call.

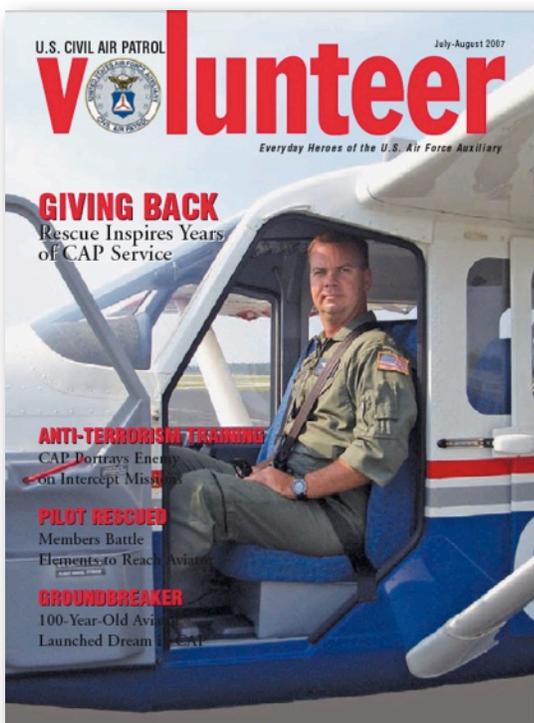
- Take advantage of the full-time personnel at National Headquarters who are dedicated to helping PAOs make it happen.
- Utilize the following uniform explanation paragraph from National Headquarters consistently with every printed piece:

“The U.S. Civil Air Patrol was founded on Dec. 1, 1941, less than a week before the Japanese attack on Pearl Harbor brought the U.S. into World War II. CAP, the official auxiliary of the U.S. Air Force, is a nonprofit organization with more than 55,000 members nationwide. CAP performs 95 percent of inland search and rescue missions, as tasked by the Air Force Rescue Coordination Center, and was credited by the AFRCC with saving 58 lives in 2006. Its volunteers also perform homeland security, disaster relief and counterdrug missions at the request of federal, state and local agencies. Members play a leading role in aerospace education and serve as mentors to the more than 22,000 young people currently participating in the CAP Cadet Program. For more information, go to www.cap.gov.”



Strategies

- Establish a brand standards policy to ensure seamless brand representation across media vehicles, graphic elements and geographical contexts.
- Members will always wear CAP uniforms when performing volunteer service work.
- PAOs will use community service projects as a source for promotional opportunities and press releases.
- Every single time the group performs an act of service in the community, a press release should be sent to the local hometown media.
- While out in the community, PAOs and members in general will purposefully get contact information from potential new members and follow up with them about opportunities to join CAP.
- On unit levels, call the news director at the leading television station in the community. Inform him/her about how CAP can partner with the station to provide photos and potential ride-along opportunities following disasters or when working in search and rescue. Stress the importance of having an understanding in place before news breaks.



Branding and Public Affairs

- Inform military personnel about what local squadrons are doing and how they are involved in the community. Ask about ways to partner together for greater impact and exposure.
- Make sure local military bases have plenty of Volunteer magazines in high-traffic, long-stay areas.



- Create a relationship with units nearest Air Force base CAP Coordinating Officer. The CAP State Director should be involved in each of these contacts.
- Support the Wing Commander in actively pursuing a personal relationship with state and national members of Congress. Meet with them and keep them informed of all the wonderful things CAP is doing in their districts. Invite them to major events, ceremonies and civic volunteer days.
- Encourage current members and donors to persuade their friends, family and circle of influence to join or donate by sharing the intrinsic value of an all-volunteer humanitarian organization and in the process inspiring them to be an active member.
- Capitalize free online media opportunities by encouraging junior cadets and cadets to blog about their squadron and include photos from activities on their MySpace and Facebook sites.
- Update current Wing and Unit Websites to be more realtime interactive and exciting during years two and three.
- Discuss with Air Force authorities the possibility of having CAP representatives participate regularly in base-level "Warrior Start" briefings for newly assigned AF personnel.

Strategies

Mission/Marketing

By concentrating our efforts directly at those with the greatest perceived need for our services as well as potential new members with the right skill sets, we will be able to use our time and effort the most efficient way possible. By researching the mission needs most vital to these various audiences, we can reinforce the perception we are professionals who understand the needs of both local organizations and our members alike, adding vital credibility to our story.

Mission/Marketing Strategy:

Build on our existing customer base

- Visit current customers where we are a proven commodity to ascertain if there are additional missions we could be performing.
- Bolster our credibility by ascertaining their future needs, and pitch missions they have yet to perform.
- Use existing contacts to leverage appointments with related agencies or to generate success stories to use to generate new missions with other agencies.

“Pick the low hanging fruit” (Go after the easiest targets first)

- Concentrate on organizations who need our services but may not have the aviation assets or trained personnel to do the job.
- Target those with aviation assets who may need to do more than their current aircraft and personnel can accomplish, or in a more cost-effective manner than presently being employed.
- Tap current customers for additional missions we can perform for some other department at that organization.

Concentrate on needs we can fill

- Go after only those missions where CAP can clearly do the job more effectively and / or economically than currently being done.
- Emphasize those specific CAP core competencies that relate to the actual mission(s) we could be performing for that agency.

Do our homework! (Research by making inquiries beforehand)

- Learn everything possible about your potential customer, including who the key decisions makers are, what their budget is, their planning cycle and what internal assets they currently have to get the job done.
- Create personal relationships with those people who can say “yes” to CAP, and discover what internal roadblocks (if any) may exist precluding our use.
- Overcome objections in advance by determining what the biggest objections to using CAP might be, and addressing these perceived shortcomings with concrete facts in all your contacts with the prospective customer.

Address common misconceptions about CAP

- Make it clear that our mission-qualified members are highly trained professionals who just happen to be unpaid volunteers.
- Explain that CAP trains its members, so prospective volunteers needn't worry if they don't have training in a specific mission area.
- Demonstrate that using CAP is not a paperwork nightmare for an agency, and that the process of getting approval to use CAP for new missions in a timely fashion is streamlined.
- Show documentation that CAP can react quickly and mobilize in as little as 2 hours if an existing MOU is in place.
- Distribute the CAPabilities Handbook as widely as possible so potential users can get vital information about CAP when they need it.



Tactics

Mission/Marketing

Use mailings, follow-up telephone calls and personal visits to likely prospects in multiple categories simultaneously to capitalize on the fact that the more friends you make, the more likely we are to close a deal successfully. Work multiple initiatives simultaneously. This includes both mission generation as well as support for recruitment of new members and potential donors.

Tactics:

Our mission concentration should be in three main areas

- Organizations who currently have a security, aerial patrol or critical infrastructure reconnaissance mission in our area.
- Organizations tasked with local disaster relief and / or mitigation.
- Organizations currently considering or actively using external assets to gather aerial information on specific locations, either visually or via digital photography or other sensors.

Use of on-line databases for research

- Use available on-line databases to ensure that we have every current and historic data that may be relevant about a potential customer.
- Create internal fact sheets on potential prospects to ensure you have all the data you need to make a compelling case and overcome any possible objections.
- Insure that you have verified who the key decision makers are, while not stepping on any toes at an outside organization, thereby creating a potential internal adversary.

Forge strategic alliances with local organizations

- Raise CAP's profile by supporting any of their programs that address aviation issues appropriate for CAP to support.
- Secure regular mention of CAP in local on-air and print media.
- Have regular contact with aviation-oriented organizations to generate increased public awareness from our association with them.

Tap member knowledge base

- Determine which of our current members may already be working for an agency CAP could be serving, and make sure they are aware of types of missions CAP already performs.
- Actively solicit suggestions from CAP members who may have ideas on groups we may not have thought of or contacted that may have need of our unique skill set.

- Ask current Guard and Reserve personnel who are CAP members to be on the lookout for needs in their units that could be filled by CAP.

Utilize our web site for mission history and outreach

- Create section on our web site that summarizes your involvement in major missions, such as 9/11, Hurricane Katrina, local floods, etc.
- Ensure that local missions such as blizzards, floods, searches for lost hikers, etc. are highlighted on the site as they occur. This effort supports not only new missions, but recruitment and retention as well.
- Make sure that agency decision makers who come to the site see missions CAP has performed for other, similar agencies in a professional context. National and your DO can help with this part.

Work to garner mentions in local organization newsletters

- Generate press releases when we get a new mission from an organization, and get them published in their internal newsletter.
- Have our field and unit PAO's send those press releases to decision makers at similar organizations, with a cover letter explaining who we are.
- Send press clippings about CAP that appear in other publications to the PR people at targeted organizations for possible inclusion in their publications and to generate interest in CAP.

Make sure all efforts also support member and donor recruitments

- Careful wording can make a press release or magazine article generate new missions and create interest in an individual for either joining CAP or making a contribution. Make sure all outreach is sensitive at all times to the multiple groups we are trying to reach.

Action Plan

Public Affairs Office

It will take great efforts to follow these aggressive strategies and reach our objectives. Most of all, it will take much time which would be impossible to accomplish with only a couple of individuals. Therefore, a new approach must be taken in the organization of the Wing Public Affairs Office to enable the tasks to be accomplished without creating an overload on some staff members. The organization will need to be restructured as described below:

Action Plan - organization of Wing Public Affairs Office:

What needs to be accomplished:

1. Ensure that we have **enough manpower** to accomplish the aggressive strategies and goals.
2. Ensure that we have staff in **various geographic locations** as well as within the **three main missions** (besides group and unit PAO's).
3. Increase **support and training** of group and unit PAO's.
4. Divide Public Affairs Office duties into separate **manageable segments**.
5. Involve **staff from other offices** to utilize their expertise
6. Increase the amount of **qualified MIO's** in the Wing.

How to go about it:

- To increase the **manpower** needed for our mission, we are appointing "**Field PAO's**" who work for the Wing Public Affairs Office, but are located in throughout the state of Michigan. These field PAO's are reporting directly to the Director of Public Affairs and are working with Wing Public Affairs Activities such as together with group and unit PAO's, contacting agencies and organizations in their area as well as writing press releases for Wing activities in their area.

Ensure adequate coordination with the three main programs/mission:

- The directors of the three missions, Emergency Services, Cadet Programs and Aerospace Educations as well as Communications, will be requested to make sure there are PAO's in their organization who can help and cover events within their field. Therefore, some of the appointed field PAO's belong to these offices and work for the Public Affairs Office as additional duty. This will also make the Public Affairs Office duties divided in to more **manageable segments** since field PAO's from the Cadet Program will focus on activities within that program, ES PAO's and MIO's will focus on ES activities, etc. We should also encourage cadets to be more involved in Public Affairs.

Support and training:

- We need ensure all PAO's receive adequate training and support in their job. Therefore, we will arrange PAO training seminars on various levels during 2008. These seminars will be in cooperation with the Region PAO to ensure coordination between Michigan Wing and Great Lakes Region.

In addition, we desperately need more MIO's and consequently, we will have training seminars for Mission Information Officers. These will also be arranged in cooperation with the Region Public Affairs Office. This training will begin during the first quarter of 2008 and continue as needed. Our objective is to have at least 10 qualified and current MIO's in Michigan Wing

Ensure we have qualified PAO's in every group and unit:

- We will "do an inventory" of all Groups and units in the wing and make sure there is a Group PAO in every Group and if possible, a PAO in every unit. These will be trained and supported by the Wing Field PAO's in their area.
- PAO training on sector or group level will be necessary and encouraged.

In addition to these organizational changes, we are appointing a Wing Photographer, a Recruiting/Retention Officer, a Newsletter Editor, a Webmaster and connecting the Wing Government relations Officer with the Public Affairs Office to ensure we have close communications between the offices.

Action Plan

Public Affairs Office

It will take great efforts to follow these aggressive strategies and reach our objectives. Most of all, it will take much time which would be impossible to accomplish with only a couple of individuals. Therefore, a new approach must be taken in the organization of the Wing Public Affairs Office to enable the tasks to be accomplished without creating an overload on some staff members. The organization will need to be restructured as described below:

Action Plan - Public Affairs Office after reorganization:

What needs to be accomplished:

1. Increase **public awareness** of CAP, its local, state and national missions and its contribution to the nation.
2. **Promote cooperation** between CAP and other aviation organizations, the military, business, industry and civic groups.
3. Initiate **recruitment activities**.
4. Initiate **retention activities**.
5. Offer **public affairs and marketing support** to units and local activities.

How to go about it:

Public Awareness

To increase public awareness we need to establish **proactive media relations** throughout the state by:

1. Establishing a relationship with local media on a first name basis.
2. Looking for good story ideas and provide them to the media on an ongoing basis.
3. Looking for local, regional and national opportunities to offer a reprint of stories associated with wing or units in the Volunteer.
4. Promotion of significant news worthy events.
5. For emergency and disaster relief missions, include FEMA, Red Cross and other emergency service providers in news releases.
6. Utilize online news sources. For member and wing/squadron accomplishments, in addition to news release dissemination to the media, we should add posting of information on the wing/squadron Web site, running it in the wing/squadron newsletter, sending it to CAP News Online and/or the Volunteer and identifying publications that target audiences pertaining to the topic at hand (such as aerospace education, airplanes or veterans)
7. For special events, publicize the information in local calendars, on marquees, on radio and TV talk shows, in military communications venues and the Volunteer, as appropriate.
8. Establish a communications program that embraces the latest trends and technology i.e blogs, on-line news, multimedia, etc.

Promote cooperation between CAP and other aviation organizations

For networking initiatives we need to target civic and community groups, the military, schools and with local Volunteer and Information Centers to do community service projects. We should also have a **representative** of the wing or units **speak at least three times annually** at school or civil events.

In addition, we need to coordinate participation in three civic or community projects each fiscal year.

Initiate recruitment and retention activities

For recruitment activities we need to consider and promote the following methods:

1. Contests to recruit new members.
2. Arrange "open house" events.
3. Prepare information packets for visitors.
4. Publicize events in the local media.
5. Invite a VIP speaker to attract interest in the events.
6. Promote CAP in the local community through wide distribution of the Civil Air Patrol Volunteer via distribution to appropriate target audiences, including members of the military, media, elected officials and at high traffic areas in the community.
7. Participation at airshows and other events such as fly-ins, pancake breakfasts, aviation days, etc.
8. Promote the benefits of CAP membership at events that attract patriotic citizens interested in aerospace.
9. Ensure that members receive recognition for good and outstanding work in newsletter, website and in news releases to enhance their "pride of being members of CAP".

Public affairs and marketing support

The Wing Public Affairs Office needs to be the "go to" people when units need assistance with events and planning. We need to offer assistance or directions of where to get help with training, media releases, planning, photography, web design, printing, etc. The Wing PAO Office needs to embrace a more supportive role rather than being just a controlling part of the public affairs program while still achieving the quality we desire in all public affairs and marketing activities throughout the wing.

Action Plan

Mission/Marketing

CAP receives little or no financial support from many key federal, state and local agencies who are struggling to perform new missions without the assets and, in many cases, the expertise required to get the job done.

Our ongoing mission development cycle should follow the key points below:

Action Plan Mission/Marketing:

What needs to be accomplished:

- Have PAO develop specific prospect lists for contacting through mailing or other methods.
- Discussion of specifics of agency needs with our Director of Operations.
- General intro mailing to target agency contacts.
- Follow up telephone and face (in-person) calls to discuss specifics.
- Thank-you notes after face calls to show you appreciate their time.

When it needs to be done:

- Generally, the agencies should be contacted every 6 - 8 weeks.
- Follow up should occur within 7 business days from receipt of letter if mailing has been the method of contact.
- Develop a tracking calendar to document their status.

Who will accomplish it:

- Initial contacts to be done by PAO's or designees. ES staff should play an active part of this since they have the expert knowledge about ES and our resources.
- Utilize members with special skills or a connection with the agency, whenever possible.
- Face calls to be accompanied by Senior Leadership when needed.

How to go about it:

- When using mailing, targeted letters to be mail-merged with agency mailing list.
- Give standard or customized version of National Marketing Presentation, if possible customized for the potential client with, specific mission recommendations and examples.
- Make regular contact with both potential and current customers to determine their current status and potential additional needs.

Ensure adequate coordination with Wing/ Region staffs:

- Work with PAO staff to make sure all corporate outreach efforts are coordinated in theme and intent.

- Inform PAO, DO, and Legislative Liaison regarding upcoming marketing initiatives so they are aware and can provide input and direction.

Target local offices of federal agency client categories:

- Agencies tasked with counterdrug enforcement/drug interdiction missions, such as the Drug Enforcement Administration (DEA), Bureau of Customs and Border Protection (CBP), United States Forest Service (USFS), and the United States Coast Guard (USCG), among others.
- Agencies involved with infrastructure security, such as the Transportation Security Administration (TSA), the Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Department of Energy (DE), the Department of Homeland Security (DHS), and the National Security Agency (NSA), as well as many others.
- Agencies doing disaster relief and mitigation, such as the Federal Emergency Management Agency (FEMA), the Red Cross, and the Environmental Protection Agency (EPA).
- Military Base Security offices, Range Control, National Guard units, etc.

Target state / local agency client categories:

- Agencies involved with counterdrug enforcement/drug interdiction missions, such as the state police, and state and local drug task forces, especially those working closely with the DEA.
- Agencies tasked with infrastructure security, such as the state police, state Emergency Management Agency, local units of the Coast Guard, and state or local law enforcement agencies who may be recipients of Federal Urban Area Security Initiative (UASI) grants.
- Agencies such as the local Red Cross who perform local disaster relief and mitigation in the event of an emergency.

This list is by no means meant to be exhaustive, but rather, to show the kind and variety of target agencies that we should address with our marketing effort.

Summary

As outlined in this marketing plan, we have set very aggressive objectives to ensure we can spread the word and increase public awareness about CAP in Michigan Wing. We have also defined methods to increase information and cooperation with other agencies and organizations as well as defined our obstacles and our opportunities.

Marketing/Public Affairs

Summary:

Public Affair Office:

We are increasing the staff and introducing a new position that we call Field PAO's. These report directly to the Wing Public Affairs Office and their task is to cover wing events throughout the state and support Group and Unit PAO's in their public affairs mission.

We have also tied in the Government Relations Officer with Public Affairs and are coordinating our activities.

We are enforcing a proactive media relations and participating/supporting recruiting and networking activities.

The role of the Public Affairs Office will be more a supporting role rather than a supervising role.

Training:

We have defined what training is required to ensure the Group and Unit PAOs can accomplish their mission with confidence.

The training will consist of two levels:

One for new PAO's to help them get started and receive their technician rating in Public Affairs.

One with more "in depth" training including strategies and crisis management.

We have also recognized that Michigan Wing needs more qualified MIO's and will give training for this. All training is coordinated with the Great Lake Region Public Affairs Office and staff from there will participate as instructors.

Coordination of the three main missions:

We have instructed the directors of the three main missions to always ensure a qualified PAO is present on all their activities.

These PAO's will write and send out media releases, take photos and promote the events to the public.

The Wing Public Affairs Office is also involved when events that include members from the whole wing are executed, such as wing SAR/DR training, Aerospace Education events, Conferences, competitions, etc.

Internal Information:

When analyzing what issues we have in the wing, it becomes clear that retention has higher priority than recruiting. This means members need to be recognized for what they do for CAP

and they need to feel that they belong to an organization much larger than their own unit. Therefore, internal information will at this point be more important than external information. To provide this, we have established a monthly wing newsletter called "IN Formation" that includes articles and information from most activities in the Wing.

We are also creating a new wing website that has a large section with internal information, file downloads, calendars, etc.

We have appointed a person who will assist with nominations for awards and other recognitions and we have Field PAO's who will cover events in their area to ensure everyone receives the recognition they deserve.

External Information:

We are in the process of creating a brand new website that includes Public Information and a Media section. It will also have news about ongoing, upcoming and finished events as well as links to unit websites and a unit locator.

Other sections includes CAP History, how to become a member and what is required.

We are also offering assistance in creating graphic material to ensure we maintain a professional image. Templates will be posted on the PAO section of the website and these will be easy to modify for our members.

Agency client categories:

We have analyzed and defined methods to inform other agencies about CAP resources and how we can cooperate. We have created a hand-out folder that ES staff and PAO's can distribute to agencies in their area that includes information about CAP resources and how to request CAP assistance.

We will ensure that these agencies and organizations will be contacted on a regular basis by ES staff and/or Field PAO's in cooperation with Group and Unit staff.

We are also creating presentations and Power Point templates to make sure we always use professional looking material to ensure we maintain a professional image. We will actively invite agencies and organizations to participate in CAP exercises and other events as well as offer CAP cooperation in event arranged by these agencies. We have created an ES website with information about our resources and training material for our members.