



**CIVIL AIR PATROL**

Branding Master Plan



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# HOW TO USE THIS BOOK

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The following pages chart a strategic plan for building awareness for the Civil Air Patrol brand. The findings and recommendations made herein are based on previous market research performed for CAP.

While the information contained in this branding master plan is helpful to all levels of CAP's leadership, it is specifically intended for use by the PAOs to assist them in adding more depth and value to their local branding plans as called for in CAPR 190-1.

This document is also intended to be used in conjunction with the Brand Resource Guide. That guide provides the information needed to best position the CAP brand. The Brand Resource Guide should be used to evaluate the content of all communications to determine if the messages being sent forth are true to our brand strategy. Furthermore, the Brand Resource Guide is designed to ensure that all messaging has a consistent foundation so that all future communication, advertising, and branding initiatives build on each other.

The Brand Resource Guide may be found at [bit.ly/1uEeIRv](http://bit.ly/1uEeIRv)

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## SITUATION

**To fulfill its promise to the nation, Civil Air Patrol must increase awareness and attract future-shaping cadets and citizen servants.** CAP is a vital force for the American homeland. It develops leadership skills in each new generation of young people, both for aerospace and for the broader economy. Its members respond in the air and on the ground to natural disasters and acts of terrorism. CAP leads over 85 percent of U.S. search and rescue efforts, saving an average of 70 people each year. And this benevolent auxiliary to the Air Force is a tremendous force multiplier. Its activities not only allow the U.S. Air Force to concentrate its funding on more direct defense activities, but CAP also proves its worth in direct ROI. Last year, CAP offset \$155 million in defense spending on an investment of only \$29.7 million in funding.

While there is great need for CAP, there is little awareness.

### THE DIRECT RESULT OF LOW AWARENESS:

- Up and down recruiting years with a decade of flat membership.
- Most recruits come from member referrals, resulting in greater homogeneity.
- Heavier dependence on government funding (versus member dues and private sector donations).
- Increased challenges in securing congressional support/funding.
- Waning connection with younger generations.

### TO COMPLICATE MATTERS:

- CAP has little budget for branding (most of its resources are applied to operations).
- While direct branding dollars have remained low, the competitive space for volunteers and donations has become much more crowded and aggressive.
- CAP has a great deal of autonomy at the squadron level; while the volunteers are well-meaning, their brand-building efforts are inconsistent and divided, diluting the value of the already-limited funds.
- Not all squadrons offer the full complement of membership opportunities and programming.

## COMMUNICATION STRATEGY

A critical tactical advantage CAP has is the passion and capacity of its volunteers. The communication strategy in its simplest form is to educate, engage, and empower the 59,000 members to build awareness for the brand.

Trying to craft individual messages from a centralized national headquarters and fund a large-scale media campaign is cost-prohibitive and conventional. Civil Air Patrol has always distinguished itself with more clever, more daring solutions to daunting problems.

Again, its members face that challenge, but today, it is not U-boats we chase down, it is YouTube viewers.

That said, while Civil Air Patrol needs its members to take an active role in awareness-building and recruitment, it is more critical than ever that those many voices are unified by a single message. Without a consistent brand voice and unified look and feel, the efforts will not be optimized.

In broad stroke, the communication strategy is this:

- Educate every member in the organization about the brand, with the purpose of creating a unified voice and message.
- Engage every member; inspire them to help build awareness and attract the next generation of volunteers.
- Consistently communicate the refreshed and revitalized brand message as articulated in the Brand Resource Guide.

CAP NEEDS ITS PAOs NOW MORE THAN EVER TO EDUCATE,  
ENGAGE, AND EMPOWER EVERY MEMBER TO CONSISTENTLY  
SHARE OUR BRAND WITH OTHERS.

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# THE VISION

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## ENERGIZE AND MOBILIZE ALL OF OUR BRAND CHAMPIONS WITH...

- A well-defined, compelling, and consistent brand story.
- A strong social media presence.
- A local grassroots awareness plan that highlights the impact CAP has on the community.
- A unifying Web presence to optimize CAP's digital footprint.
- A supplemental PSA campaign via traditional media.

In total, the above vision would consist of a fully integrated branding campaign that starts with a consistent, well-articulated brand personality and positioning statement (see Brand Resource Guide), and is supported by grassroots, social, digital, and traditional media tactics.

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# BRAND CHAMPIONS AND TARGET AUDIENCES

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Our people are our most powerful voice. The following describes each of the key groups that play an integral role in building brand awareness.

These brand champions will be one of our most powerful means to connect with our various target audiences.

Our target audiences are the groups of people with whom a connection would be most powerful—either for advancing our awareness or increasing our membership.

## BRAND CHAMPIONS

### ▶ **Cadets**

- Age 12-18

- **Role:** Build awareness of CAP through social channels, presence in uniform at events, and spreading the story of CAP to their friends.

### ▶ **Adults**

- Age 18+

- **Role:** Build awareness of CAP through social channels, presence in uniform at events, and engagement with civic organizations (Kiwanis, Rotary, etc.).

### ▶ **Public Affairs Officers**

- **Role:** Build awareness of CAP by scheduling and directing event participation, connecting with local media, soliciting PSA airtime, engaging with civic organizations, and recruiting local patrons.

### ▶ **Wing and Group PAOs**

- **Role:** Ensure compliance with branding standards.

### ▶ **Local Squadron Leadership**

- **Role:** Build awareness of CAP by ensuring all new recruits have the Brand Resource Guide, understand it and can tell the story of the brand consistently.

### ▶ **National Public Affairs**

- **Role:** Build awareness of CAP by engaging national media coverage for major CAP accomplishments. Solicit support from the Air Force and Congress. Protect the CAP brand by ensuring all squadron commanders and PAOs have the Brand Resource Guide and can tell the CAP story consistently.

### ▶ **USAF Public Affairs**

- **Role:** Build awareness of CAP through social channels and the national media.

### ▶ **Legendary Alumni**

- **Role:** Build awareness of CAP by sharing their stories and availing themselves for interviews.



## TARGET AUDIENCES



### NEW CADETS & YOUNG ADULTS

Age: 12-18, Millennials

#### **Competitive Options:**

Boy Scouts, Girls Scouts, Sports, Church Groups

#### **What we would like them to think and feel:**

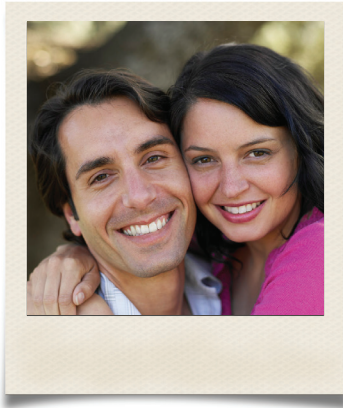
Research shows that Millennials have an even stronger desire to be part of a group, while paradoxically standing out from the crowd. Moreover, today's children are attracted to things that are perceived to be more grown-up, more mature, sophisticated, and technologically advanced.

Civil Air Patrol is uniquely designed to appeal strongly to this generation.

"I feel like anyone could be a Scout, but being part of Civil Air Patrol is more exclusive and makes me feel like I am part of something more special than the rest. The experiences I will have there will not only be fun adventures, they will also make a real difference for the community and nation. I will learn about aerospace and cyberspace. If I want to, this is an inside track to fly an airplane. CAP is more advanced than other organizations, particularly from a technology standpoint—it is part of the U.S. Air Force. And the missions are very 'grown-up.' This is a group that responds to disaster, performs search and rescue, and is leading the way in cyberspace/aerospace education."

Simply put, cool kids choose CAP.

## TARGET AUDIENCES



### PARENTS OF NEW CADETS

Age: 32-54, Generation X

*(29.4% volunteer annually – highest compared to other generations)*

#### **Competitive Options:**

Boy Scouts, Girls Scouts, Sports, Church Groups

#### **What we would like them to think and feel:**

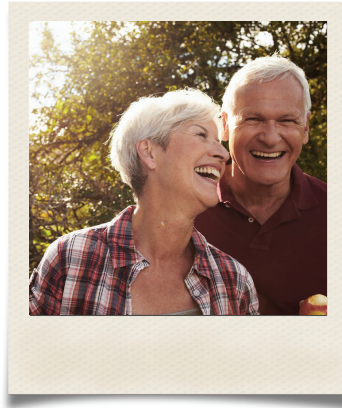
Research indicates that GenX parents feel a particularly high degree of pressure to provide the very best for their children. Many were latchkey kids and came of age in the boom of dual working-parent households. As a result, they often find themselves stressed out and spread thin, both emotionally and financially, as they run themselves from one event after another for their children.

We want these parents to see Civil Air Patrol as a great investment of their time, one that gives their child a broad base of experiences that encompass many of the things they want their children to experience. CAP is both physical and educational—with an emphasis on exercise and aerospace and cyberspace education. But moreover, we want them to trust the CAP brand, and that starts with connecting emotionally with “why” CAP matters to them, their children, their community, and their country.

#### **The reasons “why” are:**

CAP builds character, puts integrity, honor, and respect first, and is rooted in patriotic values. CAP sets their children up for future success by giving them the education and skills they need to thrive in the future. CAP offers a unique opportunity to be a part of something that makes a real difference, saves lives, and restores hope.

## TARGET AUDIENCES



### SENIOR MEMBERS

Age: 18+, Generation X, Boomers

### Competitive Options:

Red Cross, Church Missions

#### What we would like them to think and feel:

This is a broad group that spans two very different generations. There are, however, some similarities in why they would be attracted to CAP.

Many are former members of the military or are volunteers who appreciate the military ethics, disciplines, and values that CAP provides. They desire to make service to country a deeper and more meaningful part of their lives.

As volunteers, they want to make a difference. Beyond the actions they will perform and what they will do, CAP offers these men and women a chance to save lives and restore hope to communities in need. No matter what their specific role may be, they can feel pride and worth knowing that they are part of something that truly matters.

Additionally, they can connect to values they may feel are being lost — values like honor, integrity, and earning respect through character and action. They will connect to these values even more through CAP, where they will be part of protecting them and preserving them by passing them on to the next generation.

They should feel needed for their skills and experience and feel rewarded by the difference they will make; however, they should be made fully aware of the training and experience requirements they will need to progress through the program.

## TARGET AUDIENCES



### **ELECTED OFFICIALS**

Age: 45+, Boomers

#### **Competitive Options:**

Other national and local groups that support the nation and community

#### **What we would like them to think and feel:**

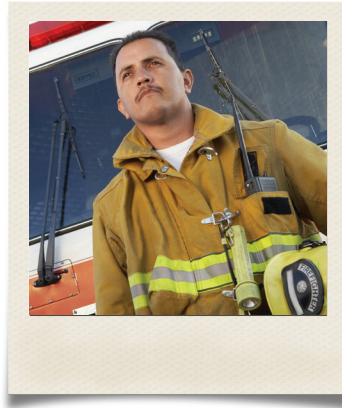
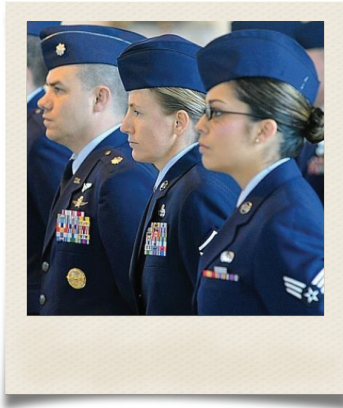
Elected officials are presented with hundreds of worthwhile causes and economic development programs that provide benefit to the nation and to the local communities they serve.

It is imperative that this group understands that we are different from the rest.

While many groups may provide an immediate economic impact, OR fill an important social need for the community, OR better position our country for future growth, only CAP does all three.

We can work to tell the story of CAP so elected officials can clearly see that CAP makes a real and measurable difference on a national and local level, and that CAP makes a real and measurable difference both in the present and the future. On a national level, we want them to understand the amazing return on investment that we provide. With only \$29 million in governmental funding, CAP was able to offset over \$155 million in costs to the U.S Department of Defense. There are few, if any, programs that have such a direct and measurable value. On a social level, CAP develops leadership, integrity, respect, and self-discipline. Our programs provide young and old with a tremendous opportunity to learn, grow, and contribute to their communities. And while CAP touches communities directly through our search and rescue and disaster relief actions, our aerospace and cyberspace educational programs are designed to maintain America's position of global leadership in the future.

## TARGET AUDIENCES



### MILITARY AND EMERGENCY RESPONDERS

Age: 20+, Generation X, Boomers

#### Competitive Options:

Red Cross, Church Missions, Reserves

#### What we would like them to think and feel:

Emergency responders and members of the military share many common cultural and emotional traits with our members and our mission. In the broadest sense, we share a commitment to serve and a core belief that it is an honor and a duty to protect our fellow Americans.

Our relationship with the military and emergency responders is a symbiotic one. CAP members often go on to pursue careers in their fields, and their members also choose to volunteer with CAP. But, beyond the natural attraction to participate directly with CAP, our brand seeks to build a mutual respect with these two groups.

They should see our brand as disciplined and focused. They understand our shared sense of purpose and see us as a capable and reliable partner in times of crisis. We want them to know that we play a crucial role in over 85 percent of all inland search and rescue operations and that the intel we provide, via cellphone tracking and aerial photos, is vital to mission success. In the case of members of the military, they should know we are an important force multiplier — offsetting over \$155 million in federal costs.

This group is most likely to connect with our culture and our mission. Whether they choose to join as members or not, we encourage them to be outspoken champions of our brand.





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# OPPORTUNITIES

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The following sections identify branding opportunities and propose tactics for increasing awareness and recruitment efforts. Some are recommendations for immediate or near-term action; others are captured for activation as is deemed practical by the local squadrun and PAO.

# OPPORTUNITIES: SOCIAL MEDIA

	Twitter	Facebook	Instagram
	1,221 tweets 51,097 followers	1,890 talking 109,471 likes	1 post 44 followers
	2,116 tweets 41,038 followers	11,032 talking 254,176 likes	26 posts 405 followers
	2,125 tweets 31,445 followers	25,686 talking 186,509 likes	1 post 119 followers
	506 tweets 3,200 followers	992 talking 11,782 likes	53 posts 230 followers

As is indicated by the data above, Cival Air Patrol has significant, untapped opportunity to connect via social media. Social media is not just for young kids anymore. Facebook alone has over 1.3 billion users with strong demographics among Generation X, which is the primary demographic for parents of new recruits and senior volunteers. Twitter is another major platform with these audiences, while YouTube and Instagram are vital for connecting with Millennials for cadet recruitment.

The following offers some immediate actions that will help propel CAP's presence on these channels.

## RECOMMENDED SOCIAL MEDIA ACTIONS

### NATIONAL PA

#### - NOW

- Retweet/post local social activity on the corresponding national Facebook, Twitter, and Instagram channels
- Post/tweet rescue updates on Facebook and Twitter
- Manage national accounts for: Twitter, Facebook, Instagram
  - Update as needed to match the messaging provided in the Brand Resource Guide

#### - FUTURE

- Measure and report gains in social engagement
- Establish CAP YouTube Channel

### PAOs

#### - NOW

- Review social media protocol in CAPR 190-1
- Ask members to include the CAP icon in their avatars and the @CivilAirPatrol handle in their Twitter, Facebook, and Instagram bios:



- Ask members to tweet/post their experiences and photos and include the Twitter and Instagram handle @CivilAirPatrol
- Post/tweet local press coverage on Facebook and Twitter
- Post/tweet the first time your cadets and senior members fly on Instagram, Twitter, and Facebook
- Execute Instagram and Facebook contests as defined in the Brand Resource Guide



## OPPORTUNITIES: GRASS ROOTS (MISSIONS)

### NATIONAL PA

- **NOW:** Make sure photo metadata provided to customers not only meets their needs, but also specifies CAP and all captions include CAP as a source credit.
- **FUTURE:** Create a CAP-branded bottle of water that can be distributed in relief efforts. (Labels available soon from Vanguard).

### PAOs

- **NOW:** Send branded photos to local news outlets.



## OPPORTUNITIES: DIGITAL

### NOW

Install Google Analytics on the main brand site as well as the squadron sites. This is a free but powerful plug-in that will allow deeper visibility into the way users interact with the various sites. From the data generated from this plug-in, National PA and recruiting and retention officers will be able to track site traffic and other key performance indicators, such as conversions on the join page. Armed with this knowledge, National PA and recruiting and retention officers will be able to measure the site's effectiveness and, over time, adjust the site to improve it.

Encourage social engagement with easy-to-find links to national social channels such as Facebook, Twitter, and Instagram.

The tide is turning on Web use. The proliferation of mobile devices such as smartphones and tablets have lead to a dramatic increase in the Web traffic from these devices. In fact, mobile use has eclipsed desktop use. For that reason it is imperative that any new templates or redesigns are “responsive” — this means the sites should be designed so that they automatically identify what device they will be viewed on and serve up a design that is optimized for that format. This allows the user to have the best experience on the CAP site, whether they are viewing it from a phone or large desktop monitor. Responsive design is possible across all major development platforms.

### FUTURE

A recommended first step would be to develop a site template that unifies the look, feel, and architecture of the wing sites to the national site. This will have several benefits. Primarily, it will drive a consistent brand presentation, which will serve as an awareness-building multiplier. Additionally, working from a template should save the wings valuable time. It appears they are currently building their own sites on multiple platforms, consuming valuable local resources (time, focus, expertise).

### OTHER SIMPLE BUT EFFECTIVE RECOMMENDATIONS FOR CAP'S DIGITAL PRESENCE:

Improve CAP's ability to be found in Web searches by linking squadron sites to the national brand site. If working from a uniform template with a consistent technology platform this should be relatively simple to execute locally. Once the template is in place, National PA would be able to send out a memorandum with step-by-step instructions that would direct PAOs through this task.

### ACTIONS:

#### **National PA**

Develop templates with controlled content management systems so that everyone can benefit from a consistently branded Website, while also having the flexibility to update content specific to their group.

## OPPORTUNITIES: TRADITIONAL

### FUTURE

Produce television and radio public service announcements that capture the power and importance of the CAP brand. These pieces should be based on the information contained in the Brand Resource Guide. They should tell the brand story in an inspiring fashion that attracts the next generation of cadet and senior volunteers and builds positive sentiment and awareness for CAP.

Ideally this creative work should inspire its audience and convey, in a breakthrough manner, why Civil Air Patrol matters to volunteers, to the community, and to the country.

In addition to the production of the PSAs, a longer-term recommendation would be to either commission an oral history project or engage volunteers in the development of these recordings. The intended outcome would be to create engaging interviews with current and retired members of CAP that convey the group's heroics, innovation, and spirit. These recordings would be posted online on digital radio and would likely be welcome content by national and local public radio affiliates.

### National PA

#### - FUTURE

- Commission a series of CAP PSAs
- In partnership with wing historians, commission oral histories of CAP leaders and alumni

### PAOs

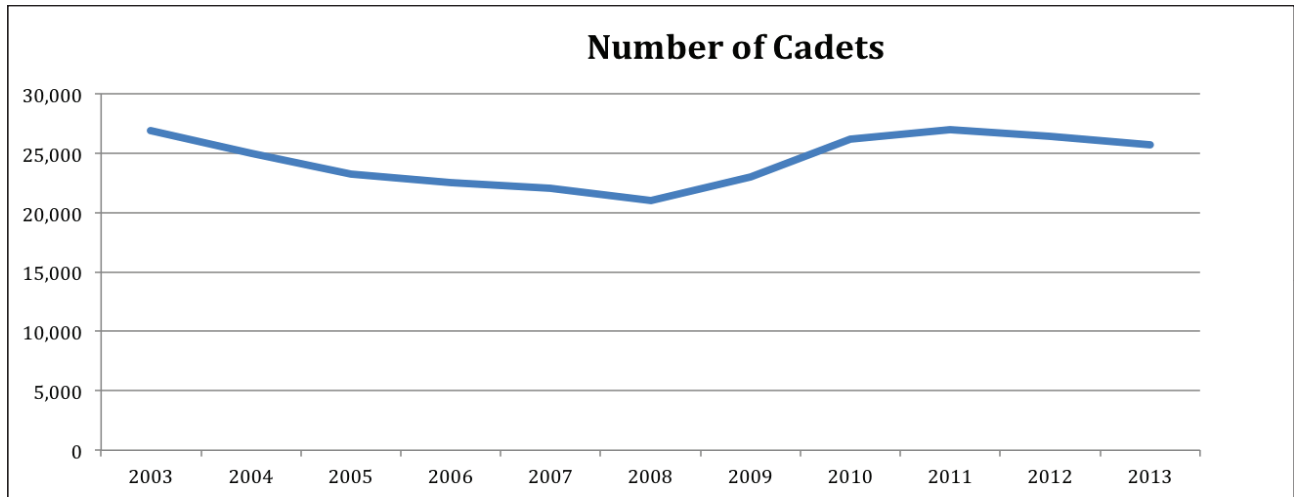
#### - FUTURE

- Secure media placement
- Increase media requests in October and November 2015 to secure placements leading up to and around other PR efforts that culminate around the CAP 75th anniversary (Dec. 1).

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# MEASURES

..... OF SUCCESS .....



## STRATEGIC MEASURES

- ▶ **Unify brand message** built on the positioning in the Brand Resource Guide

## BUSINESS MEASURES

- ▶ **Increase recruitment**
- ▶ **Improve retention**
- ▶ **Increase social influence**
- ▶ **Increase Web traffic**

## TACTICAL MEASURES

- ▶ **Create and deploy a brand book** for PAOs to incorporate into all internal and external communications
- ▶ **Add and monitor Google web analytics**
- ▶ **Build on the social media protocol outlined in CAPR 190-1:**
  - Encourage member-generated content and member support through individual social accounts provided by PAOs
  - Ensure consistent brand presentation on social media channels as outlined in the Brand Resource Guide

## NOTES

## NOTES

**CAYENNE**