

# **External Marketing Plan**

**An Interactive Qualifying Project**

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## **Executive Summary**

The Boy Scouts of America Mohegan Council is a non-profit organization that teaches valuable lessons such as outdoor skills, leadership skills, and the value of brotherhood. The clients that the Mohegan Council services are boys from ages 10 to 18 and their families within western Massachusetts.

Across the United States, Boy Scout participation rates have been dropping annually, about 7.4% this past year (Merchant, 2016). There is a large amount of competition with other after school activities such as after school sports and after school clubs. Boys and their parents are choosing to visit the alternative options rather than try out scouting.

Currently BSA-MC provides many services to the boys and their families, such as a summer camp in Rutland, MA. They also have offices in Worcester, MA. They currently serve over 5000 scouts with over 1800 adult volunteers. They have over 20 Cub Scout packs and over 15 Boy Scout troops.

The goal of this report is to describe the situation of that the Mohegan Council is in, with its current strengths and weaknesses. It will also focus on laying out a plan for the Mohegan Council to follow in order to fix the issues that they are currently facing.

The recommendations that are laid out further in this report are primarily recommending increasing the Mohegan Council's social media presence because it is a good way to reach out the younger generation that they are trying to reach along with being relatively cheap for the council. It is also recommended that the council leverage its resources more effectively, such as

its scout camp during the off-season to help increase boys' interest in joining boy scouts. We also recommend that the Council tries to include its volunteers as marketing resources because the parents are part of the force that drive boys into scouting.

The easiest way for the Mohegan Council to evaluate the success of these recommendations is by using participation numbers. As the plan is implemented, if the participation numbers begin to improve, then the plan is successful. In addition, feedback from current Scouts and their parents will help show what is and what is not working with the plan.

## **Introduction**

The Boy Scouts of America has been around for over 100 years. It has provided a organization for boys to learn valuable life skills ranging from outdoor skills to leadership skills. It has traditionally been considered a very valuable and worthwhile activity to help grow boys into men. But now Scouting is beginning to decline. According to an article published by Yahoo news, the Boy Scouts of America has been only a decade long decline, losing 7.4% in 2014 (Merchant, 2016). Many boys are no longer involved with Scouting, instead they go to play after-school sports, are involved with school clubs, and many other activities that take up their time. The aim of our project is to establish a plan for the Mohegan Council to use in order to get more boys involved with Scouting. The Mohegan Council is a council of the Boy Scouts of America that that covers much of western Massachusetts. They currently run a summer camp in Rutland, MA. We need to understand why boys are choosing to play after school sports over being a scout, we need to understand why parents would value drama club over camping in the woods, and we need to understand all of the reasons that families have for putting other activities over Scouting. Is it a lack of understanding in the benefits of being a scout? Is it the social stigma that exists in the BSA's old stance on gay leaders and scouts? Many questions need to be asked and answered before we can establish a good plan of action for the Mohegan Council.

While many families are no longer valuing Scouting as high as they used to, as apparent in the decline in participation of Scouting, we do not believe that this is a good evaluation of Scouting's benefits. Scouting focuses on building the next generation of leaders by building confidence, teaching leadership skills, and giving boys the opportunity to show that they can

lead. While other activities also do give boys benefit, like after school sports keeping the boys active, we believe that Scouting can do more for a boy's long term health and ability than many of these other after school activities. A big issue for the Mohegan Council is that a large portion of their potential Scouting population lives in the city of Worcester. Scouting has long had an issue getting a foothold in urban environments, which makes it very hard for the Mohegan council to increase its participation numbers. It will be a focus of this project to get the city of Worcester and the surrounding area to increase their participation numbers.

## **Challenges and Objectives**

### **Challenges faced by the Boy Scouts EM**

1. The community does not understand the positive impact of Scouting
2. Scouting has to compete with other after school activities
3. Social Issues (Gay adult leaders)/ How Boy Scouts handles big social issues
4. Getting in front of children
5. Lack of marketing
6. Lack of parent involvement/enthusiasm

### **Project Objectives**

#### **Management Decision problems:**

Why are Scouting participation numbers declining in the Mohegan Council?

How do we market BSA-MC so that the participation numbers improve?

#### **Research Problems:**

What are Scouting's competitors?

Why is Scouting being valued less than before?

Who is the target audience? What is their view on Scouting?

What is the community stance on Scouting?

Is there a financial barrier to entry for families?

What is the social stance from a child's perspective on Scouting?

## **SITUATION ANALYSIS**

A situation analysis helps describe the current internal and external environment of the organization. It helps organize the strengths and weaknesses of the organization in a way that makes it easier to understand what is going on. This is created by examining the background of an organization and identifying its important features, both positive and negative. The next step is to identify all of the competitors of the organization, identifying their strengths and weaknesses and understanding why they are competitors with the organization. Once that is complete, a profile is created of the target audience consisting of all of the demographic, geographic, and psychographic data for the audience. This is then compiled into an easy to understand format (Austin, 2016).



## SWOT Analysis for BSA-MC

	POSITIVE	NEGATIVE
INTERNAL	<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>· Well-known brand</li> <li>· The service provided by the Boy Scouts is a valuable one to the community</li> <li>· Proven youth leadership programs</li> <li>· 1600 register volunteers</li> <li>· 70 charter partners</li> <li>· 1600 acre campsite to provide outdoor experiences</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>· Not seen as relevant</li> <li>· Not seen as youth advocate</li> <li>· Stagnant youth membership</li> <li>· Not connected to the business community</li> <li>· Short staffed</li> <li>· Not seen as innovative</li> <li>· Not up to date with technology</li> <li>· Not a strong community board</li> </ul>
EXTERNAL	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>· Youth issues/ boy issues BSA addresses</li> <li>· 10 nearby colleges and universities that are mainly untapped</li> <li>· Large untouched alumni base</li> <li>· Growing social media to reach the target audience at a minimal cost</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>· Competition from other activities</li> <li>· Changing Social Image (Gay involvement, Value of Scouting)</li> <li>· Negative media coverage</li> </ul>

**Strengths:** The Boy Scouts of America are a strong brand that has been around for a long time, they are a common household name. The services (teaching valuable skills, creating a brotherhood of scouting, and positive afterschool activity) that they provide to the communities they are in, in the past at least, are well valued. Since the Boy Scouts have been around for a long time, they already have a support staff of 1600 volunteers, 70 charter partners, and a 1600-acre summer campsite for the boys to go to.

**Weakness:**

The Boy Scouts to the public's view seem not very relevant or innovative, almost boring. Many people no longer view Scouting as good program for youths. The council itself is short staffed, not operating on a balanced budget, behind the times on office technology, and not very relevant to the local businesses. In addition, Boy Scouts growth has been very stagnant lately, the youth membership is no longer growing as it used to, and part of this issue is that it does not reach the minorities of the market.

**Opportunities:**

The major opportunities the Mohegan council can capitalize on are the untapped populations that the council is not reaching out to. There are 10 major colleges that they can try to make a presence at. In addition, there is a relatively untapped alumni population that could be leveraged to try to increase presence. The last opportunity for the Mohegan council is their opportunity to address youth issues, such as bullying, or growing up in the current environment.

In the recent year, a new method communicating over the internet has arisen, social media. Social media has become one of the most used ways for people to interact, and the Council is currently not leveraging it. Social media marketing can help the Council reach larger portions of their target audience and attract even more people to scouting.

**Threats:**

The threats that the Mohegan Council currently face are mainly the competition from other after school activities, such as after school sports and clubs. There is also recently been negative media coverage from their stance of gay scout leaders and scouts, even though this stance is no longer the stance of the Boy Scouts, it has still made an impact on peoples' view on scouting. And since the Boy Scouts changed their stance on gay member, the change in environment has made some members leave, making the problem with reduced participation even more impactful.

## Marketing Mix of BSA-MC

<p><b>Product</b></p> <ul style="list-style-type: none"> <li>• Youth Development</li> <li>• Outdoor Skills</li> <li>• Leadership Skills</li> <li>• Team Building</li> <li>• Camping</li> <li>• Scouting Events</li> </ul>	<p><b>Price</b></p> <p>Relatively small financial barrier, less than \$100 annually for participation in Scouting</p> <p>Time commitment that will exist for a long period of time</p>
<p><b>Place</b></p> <p>Worcester County</p> <ul style="list-style-type: none"> <li>o Schools</li> <li>o Churches</li> <li>o Meeting Locations</li> </ul> <p>Treasure Valley Camp site</p>	<p><b>Promotion</b></p> <p>Word of mouth</p> <p>Flyers and Handouts</p> <p>Social Events</p>

**Product:**

The product is the most important part of Scouting. Boy Scouts is a nonprofit organization whose purpose is to educate and develop young boys who will go on to live happy and successful lives. They give boys a place to be social in a noncompetitive environment. The organization also aims to educate boys on leadership, teambuilding, and outdoor skills. Outdoor skills include survival skills, camping, fire building, boating, and environmental awareness. Scouting also offers camping trips to their boys and summer camp. Each Council has their own summer camp, in which they offer, in weeklong periods, time to the boys to come out and enjoy the outdoors and all the activities that they offer there, such as shooting, swimming, sailing, whittling, and various other outdoor activities.

**Price:**

Scouting is inexpensive. To be a scout it costs about \$125 a year. The uniform costs about \$100. A scout who does all the camp outs, 8 a year, and summer camp, week long overnight, will pay about \$700 a year. Scouting does take a certain level of commitment as well. Parents and kids will need to spend time with their troop at meetings and at events. This can take away from other obligations like sports events and schoolwork and thus involves an opportunity cost.

**Place:**

Most meetings happen at churches or schools in the Worcester County where the troops are organized. Cub Scouting usually has their meetings at a family within the packs house. If people are looking to join Scouting they should look for them online, if they type in their zip code in BSA will find the nearest meeting location for them to attend. They also have a campsite in which they host summer camp, and they have offices in Worcester for the staff.

**Promotion:**

BSA is mostly promoted by word of mouth. Parents whose kids have friends in Scouting are more likely to hear about Scouting. BSA also tries to go to schools to talk to the kids about the organization, giving them literature to bring home to give to their parents who may then become interested in Scouting.

## **5C Analysis for BSA-MC:**

### **Company:**

Product line - “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 BSA 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.”

Image - Boy Scouts as a whole has been on a negative trend since 1989. Recently the lack of allowing gay scoutmasters has marred the reputation. Currently the image that BSA-MC has within its council is not a positive one. Many people view the council as lacking in terms of their involvement in the troops.

BSA-MC currently serves over 5000 scouts and has over 1800 adult volunteers helping make the scouting experience possible. Its headquarters are located in Worcester, MA. It runs various different programs including a summer camp, round table for in volunteers, and various other events for its scouts and volunteers.

**Collaborators:**

- 1.) Mostly Christian Churches and a few schools; these are typically meeting places for Scouting and not much more. (Jeff Hotchkiss, CEO of BSA-MC)
- 2.) Community organizations that support the Boy Scouts financially are also collaborators.

**Customers:**

Youth boys in grades kindergarten through 12 are their consumers whereas their parents are the customers (who pay for scouting and are also decision-makers).

**Competitors:**

School sports teams

Private sports teams

After school clubs

Chess Club

Photo Club

Drama

Marching Band

After school organizations

YMCA

Kid's Club



Organizations that take up parents time

In general, the main competitors for the BSA-MC are any organizations that take up kids' time after school; a few of these competitors can also be leveraged as organizations the Scouts can work with (co-competition).

**Climate/Context:**

Environmentally BSA has been conscience of humans and our society's impact on the earth we live in. They strive to impart a lifestyle that is environmentally friendly.

The social atmosphere that Scouting exists in has been marred by their stance on gay leaders and scouts, but recently they have flipped that stance but the impact has already been made.

The Boy Scouts of America do not have a very large presence in social media, which is hampering their ability to reach out to children and their families.

Economic – related to BSA-MC's low pricing which would not affect memberships even in recessionary times. Due to the low monetary cost of being a member of BSA-MC, it is always an option for families to use even when they do not have a lot of money to spend. Unlike its competitors such as sports teams, which require relatively expensive equipment in order to participate in the activity.

## **Literature Review**

A company needs customers to serve and a product to sell. External Marketing looks for ways to inform people of what the company does and therefore attract customers to the product.

This is especially important for nonprofit organizations as they are created to serve the needs of the customers and not to maximize their own bottom line. The dilemma becomes the organization not having the money to have an external marketing plan, because money can be allocated elsewhere.

Nonprofits exist because there is a need for a service that has not been filled by either the government or private sector (Capella 1993). The Boy Scouts of America came about in 1910 because there was a need for youth development that was not being provided by any other organization at that time. In the current environment, there are many other organizations that in some way or another provide some form of youth development alongside other important needs such as exercise for sports teams. Nonprofits exist only because they have both a target audience (clients) and an audience that is willing to support the nonprofit and its goal to deliver a service to their clients (donors) (Capella 1993). The Boy Scouts clients are the young boys of America who need youth development and the donors are the people who donate money or time to the Boy Scouts and serve as volunteers and official community partners of the Boy Scouts.

External marketing is based off the idea of the marketing mix which involves the 4 Ps of marketing, Product, Price, Promotion, and Place (Constantindies 2006). These concepts help define exactly what needs to be done when examining a company's external marketing plan. The

product is the service or good that the company is attempting to sell (Constantindies 2006), for the Boy Scouts, it is their values and skills that are imbued into the children over many years of teaching and training through camping trips, events, and Scout meetings. The price is what is required to be paid in order to obtain the product (Constantindies 2006). This is harder to define for Boy Scouts, it has a time commitment from the boys over many years, there is a financial obligation that needs to be met, and it needs a certain amount of devotion from the boy himself in order to commit himself to Scouting. Promotion is how product information and knowledge is communicated to the target audience (Constantindies 2006). Boy Scouts currently have some areas to improve on in their promotion, as they are mainly word of mouth or flyers and emails. Place is where consumers look for the product and how, when, and where is the product made available to the customers. For Scouting, most people sign up by finding the closest Scouting group, going to a meeting, and at the meeting they set up everything required to join scouts. They are present only in the Worcester county and also own a huge 1600 acre woodland campsite called Treasure Valley in Rutland, MA.

The issues that the Boy Scouts are having with their falling growth rates all can be explained by examining the core aspects of nonprofit marketing and external marketing.

The issues that the Boy Scouts have are primarily: a devaluing of the services offered, social issues stemming from old nationally held stances on gay scout leaders, and a need for improvement in how the Boy Scouts market themselves. The devaluation of Scouting is partially due to people not understanding exactly the benefits of being a scout, and it happens because there are more competing activities for boys to do, such as sports or after school clubs. This is a

problem with the Boy Scouts product; it is having issues competing with newer activities. Scouting needs to show that is still a good choice for boys to do. The old stance that the Boy Scouts had on not allowing openly gay men to become scout leaders was recently changed but has not become known to all of the public. This is a big issue that can be cleared up with better marketing of Scouting through effective public relations. The general idea with what has been going on with the Boy Scouts is that they could improve in their ability to market themselves to the newer generations in order to increase the number of boys who would want to become scouts.

Non-profit marketing is about creating a unique service and making a target audience feel like the service is important enough to support (Network for Good, 2014). It is very important to be very effective with money in a nonprofit organization. They need to make high impact actions with a low cost. Due to their lower budget, nonprofits do not have much room to make mistakes and experiment. It is important that each one of their actions is properly researched and calculated so that there is minimal amount of waste created (Network for Good, 2014).

The Boy Scouts of America Mohegan Council is a perfect example of a nonprofit that needs to make sure its actions are very well calculated. Due to its small size and current predicament, it is critical that the council does not waste its precious time and resources focusing on the wrong plan. The council needs to make sure the next set of actions that they take are definitely in the right direction in terms of solving the problem, and that those actions do not create a large amount of waste for the organization.

## **Methods**

Different methods are used in order to gain information from and about different populations. In order to accomplish the goals of this project qualitative interviews were used for data collection.

### **In-depth Interviews**

The method of data collection that was used in this project is qualitative interviews. Interviews are the most widely used format when trying to collect qualitative data (DiCicco-Bloom 2006). In depth interviews allow the interviewer to gain deep insight into the ideas and beliefs of a single person due to the isolated nature of the interview. Interviews are a very good way to determine very in depth or complicated issues as they allow for more flow of information between the responder and the administrator. The lacking part of interviewing is that the number of people that can be accessed with this method is not very large, so the data could be skewed if the interviewees are not selected carefully. Even though interviews follow a structure and have a list of questions that need to be asked and answered, it is very important for the interviewer to allow the conversation to deviate because “digressions can be very productive as they follow the interviewee’s interest and knowledge” (DiCicco-Bloom 2006).

There are 3 main types of interviews, structured, semi structured, and unstructured. Unstructured interviews are not applicable to the problem that is being solved, because there is no opportunity to observe and set up on the spot interviews. Structured interviews also are not a great fit for this problem, as the answers that are being looked for are not known before hand by

the interviewer. So there is a need to use a semi-structured interview style as it allows to guide the interviews towards the topics that need to be addressed, but also gives the interviewer enough flexibility to change the questions asked based off the responses of the interviewee (Chadwick 2008).

Local educators along with scouting parents, scouting alumni, and current scouts were all interviewed in order to get diverse perspectives. Interviewing these groups of people helped give deep insight into how all the different types of people are involved with scouting, view scouting and BSA Mohegan Council, allowed for a more optimal marketing plan to be determined.

### **Sample Selection:**

For the interview, a purposive convenience sample of different individuals associated with BSA-MC was used. Based on the project goals and research questions, current scouts and their parents provided us first-hand information about their scouting experience and views. Additionally scout alumni, people who have gone through Scouting provided deeper insights into areas of improvement and enhancing audience engagement. Along with these, Worcester school principals, teachers, or the staff members in charge of organizing extra-curricular activities provided information about their schools' and students' current involvement in various extracurricular activities and the rationale behind their lack of involvement in scouting. Interviewing began with a sample of 5 individuals in each category and continued until saturation is reached (Charmaz 2014).

The reason why this sample was chosen for gathering data is that this sample had many positive qualities to data collection. The sample had already been compiled into an email list of all the members of the Mohegan Council. This sample is literate and does not have a language barrier to address. All of the members of this sample live within the state of Massachusetts, which makes coordination and data collection feasible. The sample is thus very conducive for data collection through interview and survey.

### **Sample Description:**

*Boy Scouts:* We wanted to talk to current scouts because they are currently involved in scouting. Without the boys participating in the program, there is no scouting. So we needed to see why they joined and what keeps them coming back.

*Scouts' Parents:* The parents are the ones who invest their time, money and effort in scouting for their children. For example, they drive their kids to and from events, they pay for the scouting activities, and in the end they decide if the scout will renew his membership, especially parents of cub scouts. We needed to see what makes it worthwhile for them and why they keep letting the scout come back. They are also the people that talk to other parents of non-scouts, so we wanted to know if they advocate for scouting, because in the end they are the best or worst advertisers for scouting.

*Scouting Alumni:* The people who have done scouting, have experienced scouting and elaborated on why it was or was not worth all the time and effort they put into it. They articulated better what is missing in the current scouting programs, culture, communications;

things that are wrong with scouting or the environment in which BSA is competing and operating.

*School Staff:* The schools have a direct line to the boys. They know best the culture in which boys currently live and gave us insight into what the kids need most right now. From personal experience we felt that the best way to get to scouting age kids is through schools. We wanted to see if schools could benefit from using the local scout reservation as a place to organize inexpensive field trips or alternative (nature classroom) education, and in turn get more kids interested in scouting.

Interviewee	About
Principal	Worcester Catholic School for over 20 years (also talked to two teachers from the School, but they knew less about scouting)
Alumni A	20 years old from Connecticut, earned Eagle
Alumni B	19 years old from Rhode Island, earned Eagle
Current Scout	18 Years old from Worcester, Earned Eagle



<b>Name</b>	<b>Association with BSA-MC</b>	<b>Age</b>	<b>Gender</b>	<b>Race/Ethnicity</b>	<b>Occupation</b>	<b>Education</b>	<b>Residential Town</b>
Parent A	Mother of Current Cub Scouts and a Den Leader	45	F	White Caucasian	Stay at home parent	Bachelors	Leicester
Parent B	Father, he was a scout, has 2 sons in scouting, volunteers at events	38	M	White Caucasian	9-5 Office Job	Bachelors	West Boylston
Parent C	Father of a scout, Assistant Scout Master	41	M	White Caucasian	Stay at home dad, home-schools sons	Bachelors	Upton

## **Data Collection:**

We recruited boy scouts to interview by talking to Scouts that we know in the council. We also have the emailed a list from BSA Mohegan Council from which we can randomly select possible candidates. We emailed the scouts to find a time where the scout and their parent could meet. We wanted the parents to be there, so the scout felt comfortable and maybe the parent could articulate a point better if the scout was not able to do so. To interview the parents of scouts we used a similar method. We know less parents personally so we had to rely on recruiting for the interview through the email.

In order to recruit scouting alumni we contacted current students at WPI who have been scouts in the past. We hoped to get scouts with a diverse background in scouting. We hoped to get one scout who was only involved for a few years, then a scout that was an eagle scout, and then a few in between. We emailed and called the people we know to set up an interview in person.

We recruited principals and teachers in a similar way. We used personal relationships with past principals and snowball sampling to collect data from this sample (Crossman, 2014). So we relied on a principal to use their connections to get another principal or teacher to talk to us.

The interviews were conducted in person and over the phone. On an average, these interviews were 24 minutes long. The interview protocol with informed consent and questions have been provided in the Appendix A.

**Data analysis:**

In order to analyze the interviews for the qualitative data, the interviews were recorded and transcribed verbatim. Then each of the answers to all the questions were broken down into the different ideas that were conveyed by the interviewee. Once that had been completed, the ideas were grouped and examined for similar and dissimilar themes and perspectives. We used common themes and common words to create graphs and word webs to express the data (Glaser and Strauss 2009).

## **Findings and Recommendations**

How we got our findings:

### Interviews

- Scouts – We wanted to gain a few key concepts from the scouts. We wanted to know what their favorite part of scouting is, so we know why they do it. Next, we wanted to get a sense of whether peers in their schools did scouting and what the peers thought about the organization. Lastly, we wanted to get a sense of how long they planned to stay in BSA, did they plan to be an Eagle Scout or were they doing it because their parents wanted them to.
- Parents/Volunteers – All of the parents we interviewed happened to be volunteer scout masters or den leaders. These are BSA’s brand ambassadors; they are the people telling other parents about scouting. For that reason, we asked them how they would get a new family interested in scouting and how you would get that family involved. We also wanted to get a sense of how they originally got involved in scouting.
- Alumni – In these interviews, we were really looking to get a sense of whether scouts remain involved in the organization. Do they become advocates for the organization and do they want to see their children involved one day. Another piece, since the alumni we interviewed were recently scouts, we wanted to get a sense of the culture around scouting. This group is important because they had the scouting experience, but can now see the organization from the outside, now

that they are no longer involved. Another important insight this group could give us is whether or not they would want to be involved in the council as volunteers.

- o Schools – The final piece was interviewing faculty (Principals and teachers) at a Worcester school. We wanted to get a sense of what Worcester schools think about scouting. This group of people has serious insight to the age group we are looking into, as they essentially know most things about their students’ lives. They are opinion leaders in matters related to young boys, who are the target audience of BSA-MC. Things we wanted to make particular note of was whether these people knew much about scouting and if a parent asked them about how to get involved in the organization, if they could point them in the correct direction. Another key topic was whether they had students in scouting and if so, were there any stigmas or stereotypes surrounding the organization.

Worcester Experience (Conor Crowley) – I was never a Boy Scout myself. I knew very little of it and it was never something I considered joining. Not that I would not have, it is just that I never came across it. I think I am an example of the type of child that Mohegan Council is trying to involve in scouting. I grew up in Worcester proper, close to the Tatnuck area. I went to a small catholic school in the city that had children from Worcester and the surrounding towns. The most exposure, before now, that I had to BSA was seeing a troop in mass once a year. I essentially had no idea what the organization was. That is why this project interested me so much. I am the perfect candidate for

scouting; yet it never reached me. I also went to a private catholic high school where I meet many Eagle Scouts. I did not, however, know that they were Eagle Scouts until during a school mass they had Eagle scouts stand for recognition. Not until then did I realize that scouting is popular in the area. These were peers I talked to most days and were very friendly with, but I did not know they were in scouting. That is telling of how scouting is not necessarily something scouts are excited to talk about.

TVSR Experience (Conor Crowley) – Over the past summer I worked at Treasure Valley Scout Reservation (TVSR). TVSR is “Treasure Valley Scout Reservation (TVSR) is a beautiful 1,600 acre woodland camp that offers over 70 miles of hiking/biking trails, a variety of eco-systems and wildlife habitats, and a nocturnal view of the solar system that will inspire the imagination”. The camp also owns 95% of Browning Pond a large lake, the camp has sailboats, canoes, and rowboats, the camp also has a rifle range, archery range, high and low ropes course. This was my first real experience with scouting. I got exposure to most of the area’s troops and I observed what scouting really is. I also was able to talk to hundreds of scouts and volunteers about their experience with scouting. Scout camp is very different for a scout for the rest of the year where they may only meet once a month. The week at the camp seemed to be extra special for that reason. It was the best of scouting, it was what everyone looks forward to. The whole experience was great insight, as the scouts were willing to talk about scouting in a relaxed setting. I also got insight into the organization and how it is structured. I saw the role that Scout

Masters have in the troop and how the troop runs. Overall, the experience really changed my thinking from, what is scouting, to why I did not do scouting.

Boy Scout (Samuel List) – I started Scouting from the beginning. I was a Cub Scout and I worked all the way from tiger to WEBLO 2 and then transferred over to a Boy Scout troop where I started as a Scout and am now an Eagle Scout. All my time in Boy Scouts was a very large positive experience for me. I learned many different valuable outdoor skills, such as rope tying and first aid, but more importantly, I learned how to be a leader. Scouting's biggest impact on me was teaching me leadership qualities. These skills were taught at a young age and reinforced with every rank that I got. Besides qualities, that scouting taught me, I also enjoyed the activities that we did. We had very interesting scouting trips such as a white water rafting trip, weekend canoeing trip, winter camping, and a two week long hiking trip in the New Mexico camp Philmont. These and all the other fun trips were the driving factors to why I stayed in Scouts. I also felt a strong sense of camaraderie towards the other boys that did scouting with me, whether they were in my patrol or other boys in my troop; I felt a strong bond to most of them. They were my closest friends and the people I trusted the most. Even though now I am not actively involved in Scouting, Scouting still plays an important role in my life. The characteristics that they taught us to live by still guide me and help shape my life to this day. The lessons that scouting taught me become more and more applicable with each new scenario I find myself in. Overall, even though there may have been times in my life that I thought about quitting the Boy Scouts for various reasons, I do not regret and actually treasure the time

that I spent in scouting. The various reasons that I thought about quitting Scouting were all centered around the idea that I was tired of Scouting, to some extent I felt burnt out from Scouting and wanted to try something new. This almost caused me to not get my Eagle Scout rank, but after some long conversations with my family, with members who had been scouts and members who were close to Scouts, I was convinced that I would regret any decision that did not lead to me getting my Eagle. I completely agree with them now, but in the moment it was hard for me to not understand how much I would end up valuing my Eagle Scout badge.

### **Findings**

We found that Worcester schools are not very well aware of BSA-MC. The organization has not made much of an impact on the children who go to school here. The exception being Nativity school. The Nativity school is a Jesuit middle school that provides an all-scholarship education to underserved boys of all faiths. All of the Nativity scouts are in Troop 4. The Troop is young and they just had some of their first scouts achieve Eagle. The group is very close knit and they love the opportunities BSA have given them to get out of the city.

From our research and our interviews we found that Worcester seems to be a very different market than the surrounding towns. According to one of the parents we interviewed, the surrounding towns have a much higher BSA presence, since there are a number of people in scouting it is more likely a family will hear about scouting through word of mouth. In the towns, everyone is a lot closer together. People know other people's lives, they see each other all the time because their children go to the town's only middle school and they play with each



other in soccer teams because there is only one league. This is very different as compared to Worcester.

According to the city of Worcester there are 37 public elementary and middle schools. According to the Yellow Pages there are 569 churches. Plus countless sports leagues throughout Worcester County, a lot of children from Worcester play for teams based outside the city proper. This makes social networks a lot more scrambled. In the towns, you have same people interacting with each other all the time, with plenty of time for parents to tell each other about scouting. The parents know each other well and feel comfortable having other parents take their children on a day hike. Worcester is a different story. The parents that one family interacts with at school is an entirely different group than the one you see on Sundays at church, so right away people have less time to talk about their own and their son's experience with scouting. For this reason and the fact that scouting is not that popular right now the word of mouth approach doesn't seem like it will take root.

The Nativity school is a close community. Ten years ago the school was operating out of the basement of a church. We came to the conclusion that schools are the important median for BSA-MC because of this school. Children from the towns spend time at town events; where Worcester students spend time at school events. In Worcester, school is the commonality. That is where the children are and that is where you find most organizations catered towards children. That is why the Nativity approach has worked so well. BSA has tapped into where children's social lives are and it became popular.

An interesting note is that BSA is a very low cost organization to be a part of. The parents we talked to said the dues they pay are not an issue. When asked if they pay a lot for scouting parents replied, “no money is not an issue” and “no at the moment it's fantastic it's a good cost, everything is fantastic, it's a good cost, everything is reasonable, it's pay-as-you-go so you contribute your portion of everything you do, and the candy bar sales help offset that too”. That is extremely important in Worcester, as you will have a lot more parents working with a tight budget. Worcester proper has a per capita median income of \$24,330, that is lower than all other towns that BSA-MC services. That puts Worcester at 332 of the 351 towns and cities in Massachusetts. BSA also services Webster, Warren, North Brookfield, and Dudley, which are all ranked below 300. BSA is a great alternative to spending monthly fees on a membership to the YMCA or a sports team. This is why Worcester is such a huge opportunity for BSA; it just needs to get itself out there, and let parents realize what the organization is about.

From the interviews with parents, we came to realize that they, more than anyone, are the organization's sales force. They are paying the bills, signing their children up, and they are talking to their adult friends about Scouting. Mohegan Council has a limited staff; they cannot go to every school and tell every person about scouting and how to sign up. Instead, it is the parents of scouts who do that. A family that is involved in scouting tends to bring in other families because they themselves enjoy so much that they spread the word and want to get others involved. We found, however, that most parents did not know exactly what the first step of getting a new scout involved was. It seems that standard operating procedure is to have interested families attend a meeting. The problem there is that the parents were not 100%

positive. As a salesperson for BSA, they need to know exactly what they should and should not be doing. All of the parents we interviewed were volunteers as well, which does not seem like a coincidence as most parents seem to be involved in the organization. These volunteers were unsure of the procedure.

We asked the parents we interviewed, what the experience of signing up for scouting was like:

*-Parent A- There was an open house at school and during the open house the boy scouts have a sign up table, the girl scouts have a sign up table...asked your friends "hey are you signed up for scouts? Are you signed up?" They were all asking each other to see who was gonna do it, so it was kinda fun.*

*-Parent B- For the most part we talked as a family and we're trying to figure out what activities we wanted to do this fall and some of their friends are scouts. So we thought it was a good experience for them to have, thought we would give it a shot... We looked online for all the opportunities. I want to say we went to three different open houses. I would pick the pack that we like the best. We found the pack that we me and my wife thought of the best adults and the pack that the kids thought had the best kids in it.*

*-Parent C- I'm not sure, I think it was more of big program in the town and probably saw the signs and it's just something that interests you... Yeah I think he might've joined with a friend.*

All of these experiences underlined how differently each sign up experience is. Something we also noted was that for each family they did what was best for them. Another important point is that because BSA-MC does not do programs at local schools, so one parent would not have had the opportunity to sign up the son if they were in Worcester proper. A common theme is to join with friends. That is why in Worcester we found schools to be so important, because that is where children make most of their friendships.

We also wanted to get a sense of what the parents would tell other families about how to join and if they are actively recruiting other families:

*-Parent A- I'm trying to get a family to join, good friends of ours would love to get their sons back in scouting but they have 5 kids so it's hard to make it all work... I'd likely them go to a meeting or try to get them on a camp out or something, hanging out in the church basement would be nearly as much fun as going on the camp out.*

*-Parent B- Actually normally I'm wearing something that has a Cub Scout logo our pack logo on it and then I tell them about the things that the kids love and tell them, you know, come check us out one night, we meet on this night just come down come check us out if you're free... Oh we normally meet a public place our private sponsors a church we meet there...see what's going on I'll let you know it's going on if you think it's something that your kid could be interested in come and join us ... if someone decides they want to join, show up we usually just give them the registration form. And they pay the price upfront, and we go from there.*

*-Parent C- Not sure, I haven't done that we're just getting started.*

The responses show that parents are actively recruiting other families. They know that the more parents involved the less work it will be for each parent. More than that though, they genuinely think scouting is a great program and they want to get more people involved. They just are not trained on how to properly get families involved. The parents either did not know how to do it or they have made up their own process for getting involvement. In our opinion, this is why Worcester has such low numbers. Before, we talked about social networks being scrambled in Worcester. If Parent B lived in Worcester she may know more parents, but she won't know the parents as well. The "selling" of Boy Scouts may be more difficult in the city where the parents may not know each other that well.

From Alumni and current scouts we found out that to them scouting ends around the time high school does. They do not anticipate staying involved in the organization as a volunteer or as an employee. When asked if they want their son to one day be a scout, they all said that they would. When asked if they would volunteer for Scouting, they said either yes or probably depending on the circumstance. A few of the scouts we talked to had trouble with financials once they came to college. They still were not considering working for the council, even though they were working a part time job. There are many colleges in the area and most people have some level of philanthropy they need to complete. The council definitely does not do enough to get the attention of the Boy Scout Alumni who come to the area. Students like this talked about social media being the medium through which they kept most of their connections.

## **Recommendations**

### **Worcester Schools and TVSR – Let's have FUN!**

BSA is a service for the parents and the children of our community. Parents often look for extracurricular activities for their children, rarely knowing what their children actually want. When children are that young they do not know what they want either. To get children involved, BSA needs to be able to show children what a great time they can have within the organization. BSA, especially scout camp, offers a lot of exposure to different things for children. They get to try out different sports, different leadership roles, and different people. You cannot tell a young child that without boring them and losing their attention.

In order for BSA to get children from Worcester, you need to somehow be in those schools. Simply going in and rounding the children up to give them a speech is useless, children are not paying attention. The kid's attention needs to be captured and they need to feel a connection to scouting. In other words, you need to show them what scouting is without talking to them. Schools in Worcester rarely have the money to send students on field trips to places like six flags, so they are always looking for other options. Mohegan council happens to have the exact kind of facility you need to hold a field trip or overnight camp for older children. Worcester has 40 schools that service children under the grade nine. Those are thousands of students who could potentially be in scouting.

Schools could pay a certain fee to have their class, boys and girls, go to Treasure Valley for a day and get to explore the different pieces of the camp. The schools could even get lunch at

the camp. This type of service could be hugely profitable, but also the perfect marketing tool. Children will love everything about the camp and a day is not enough time, so it would leave them looking for more. At the completion of the program or later when the children return to school, they get a slip of how to sign up for scouting. The children are telling their parents about what an amazing experience they had. The parents are hearing their children excited about something besides video games. Schools get a great inexpensive field trip for their children. Scouting gets people lining up to join. This is a win-win proposition for everyone involved.

If someone is not involved in scouting, they do not know much about it. It is a closely-knit community. The biggest problem is that children who are in scouting do not talk about it much. Interviews conducted at Treasure Valley showed multiple children were not telling their friends about their whereabouts for the week. One Scout told his friends, "I am up at a baseball camp in Maine". That experience proves two things, one positive, and one negative. For one thing, it proves that you have a great product in Treasure Valley. You have a kid who thinks his social standing will be damaged if he reveals he spent a week at Scout Camp, but he still went; TVSR is so good he is willing to risk that. The bad part is that he does not want to reveal he is a Scout to friends at school. This is terrible; the best thing about BSA is its ability to not need to pay for marketing because it does so well through word of mouth. Children need to be advocates for the program. Other children not in scouting need to see it as a positive thing and respect the children who do it. That is hopefully another positive externality that comes from the field trips. If everyone in Worcester is going to TVSR when they are in the second grade, they will

remember that. Even if they do not join scouting, that positive experience will slowly change the rhetoric around scouting.

Mohegan Council needs to change the rhetoric around scouting. Some people say it is not the popular thing to do, some people say the uniforms look bad, a majority of people think it is a great program. At the national level the rhetoric around Scouting right now is, Scout Masters are allowed to be openly gay. This is great news, this is a great step forward for scouting, and people recognize that. Still it is not the buzz sentence or conversation you want to have sparked when BSA is mentioned. Homosexuality is confusing to most people, never mind children. You do not want the word “gay” to be what a child thinks of when they think of your organization. The council needs to change the rhetoric. When asked about the BSA’s change in their policy, the overwhelming response was, “about time”. The conversation needs to change from “about time” to something fresh. If Mohegan Council were to put on the field trips, the conversation amongst children would be how they had such a great time. “That was fun” is what you want children thinking. The conversation needs to move on. The newspaper headline, “BSA Mohegan Council helping city schools” is that fresh headline, instead of the sentiment “about time”.

When asking non-scouts what their experience with scouting is, the two words most commonly heard are uniform and church. If a Worcester kid’s only interaction with scouting is seeing them in uniform at church, you have lost their business. They do not want anything with those two things. Clearly, both the uniform and being associated with churches are important to scouting. BSA just needs to get the kid into a fun environment to get them to stay with scouting.



From our research, we found that most first experiences are parents finding the location of a meeting and then attending that meeting. It is not enough for a kid to hear about camping or a fun event. If the kid is not convinced that scouting is for him and his first impression is a meeting where parents are talking about what they will be doing there is nothing really drawing them, getting them excited about scouting. What is great about scouting is that it does give plenty of opportunity for fun.

Instead of going to a meeting, troops should have the option to go to a camp out or any event, so they can experience the fun of scouting. BSA is trying to teach children a lot about leadership and character; the children do not know that though, all they should do is have fun and later realize what BSA has done for them. Do not scare them away with formality, rather add the formality to their experience once they are in and committed. The goal is to start the children in cub scouts and have them grow into scouts and eagle scouts. With this in mind, you want the kid's first experience with scouting to be a great memory, a fantastic example in the children's mind of why they are doing scouting. When the kid is stressed, has a test, has soccer practice, and needs to practice the piano they will question why it is they add scouting to their plate. They need that North Star that keeps them coming back. From our interviews, we found that that experience was always scout camp or a camping trip. Scout camp seems to be that North Star.

We think that the school trip would create real interest within Worcester. The program would create an environment that could be similar to that of Nativity school. Where the school, scouting work together well, and they are a resource for each other. There is also real opportunity to hire local scouts to be a part of this program. Some recent graduates of Troop 4

are still in the area at local colleges. These are scouting alumni who know the area and are looking for a consistent job. The biggest problem with a school trip program to TVSR is staffing the program and getting participation from the local schools. These alumni are your best tool for both of these problems. They are trained in the areas at TVSR and being scouts, they can answer questions for the children. They can use the local connections they have to set up this type of program. They went to the local schools and know the teachers and principals that you would be selling this program too. Besides TVSR, the local alumni seem to be the council's most underused resource.

To start a field trip program, there are a few schools that you may want to target first. We chose these schools because of their similarity to the Nativity school. They are St. Peter Central Catholic, St. Stephan's, and Venerini Academy. These schools struggle to put together field trips, but more importantly they run independently so the city of Worcester wouldn't need to sign off on the project. At least two of these schools already send students to a similar program called Nature's Classroom. That is a week spent away from school learning many of the outdoor style things that BSA teaches. This program is not offered to students until the 6<sup>th</sup> grade, so BSA-MC wouldn't be competing with it. The school would know that the children love that type of program though. The schools also have space that troops could use for meetings.

To close this section, we will recap. TVSR is a huge asset, which BSA-MC needs to tap into. Worcester schools need low cost alternatives to field trips and BSA could use money to help fund the starting of new Troops. Troop 4 is the model for inner city troops. Kids join

scouting because their friends join, so tapping into schools is the most direct model of doing that.

### **Volunteer Training on “Selling”**

Since parents are already a big portion of the recruiting that occurs within scouting, they should be given more resources to successfully have new families join scouting. The process does not need to be formalized. You do not need to give them an exact step by step process. You want the selling to be genuine, like it is now. Parents talking to each other about their involvement in BSA-MC should be natural and you do not want to force them to be uncomfortable. You do, however, want them to know what to do if another parent is interested. Give them options about how to get people involved. If they know the options then you have enabled them to be successful at recruiting.

If BSA-MC decides to go ahead with the field trips to TVSR idea, then you should involve parents for that as well. Let us say that on Monday a children’s school goes to TVSR on a field trip. They are going to come home and want to sign up right away. The parent looks up when they can go to the next meeting and they find out it is next month. The possibility of the parents and kids forgetting is pretty good. The ability to coordinate events like this could be very powerful. Children’s excitement will only last so long and a parent is not going to put too much effort into something if they don’t feel invested in.

## **Teachers and Principals as Opinion Leaders**

Similar to Volunteers, teachers and principals should have some education in what scouting is. The two teachers we interviewed knew very little about scouting. In fact the interview lasted about a minute, as they didn't have enough interaction or knowledge with the organization to answer questions. Each had more than 10 years of teaching experience and each only knew of 1 student that was in scouting. They only knew what had been in the national news recently. Teacher A said, "Ya, I heard they finally reversed their policy". The teachers did not have anything negative to say to about the organization. If teachers had a contact in BSA-MC and knew the values of the organization, they seemed willing to suggest the organization to students and parents.

If the council were to pursue field trips, teachers would be with the trip. They could see how great TVSR is and see what exactly scouting is. After the completion of the field trip, students will want to join, but parents may not know what scouting is. This is where teachers and principals could be advocates for the organization. Students would need to bring home registration sheets after they attend the field trip. The school needs to be the one to send the registration home, so you need them to like scouting and think it is worth their students signing up for.

Our recommendation suggests schools like St. Peter's Central Catholic, Venerini Academy and St. Stephen's, because from person experience we can say that teachers from these schools give far more time to the students then there salary dictates. Nature's classroom is a

perfect example. The school requires that teachers take turns chaperoning at the weeklong overnight Nature's Classroom. This means that they spend 48 straight hours at the retreat. If this type of caring teacher can be shown the value of BSA-MC they will be advocates for the organization, just like the parents who suggest friends join the organization.

To implement this idea, we recommend that the Council send its advertising materials to the schools to have in their offices and their classrooms. In addition, the Council should attempt to make stronger relationships with these schools and their staff. This can be done in a variety of ways, one of which would tie into another of our recommendations. By having the schools use the scout camp as a potential field trip spot, they would not only show kids how fun scouting is, but they would also build trust and good relationships with the schools. This would make the schools more willing to be associated scouting related events. Getting into the schools is historically how Scouting has gained many of its scouts, take Troop 4 as example.

## **Social Media**

In order to get more children to join Scouting, they need to have more regular interaction with the children. The easiest way for BSA-MC to get the children who are not in scouting to have more regular interactions with Scouting is to start marketing themselves on social media. Using social media marketing has many positive qualities, according to Forbes, it creates stronger brand identities, stronger brand loyalties, increases customer experience and reduces marketing costs (DeMurs 2014). Currently Mohegan Council has minimal social media marketing. In the new age of technology and information dissemination, social media is king.

There are many different social media platforms to use and each one has its own limitations and strengths.

The social media platform Twitter is a platform that focuses on having its users share short snippets of their lives at a time, limited to 140 characters. As of 2015, Twitter has 305 million active monthly users (Statistica, 2016). This is a huge number of people using this platform, many of the children and their parents in the Mohegan council most likely use this platform (American Press, 2015). Therefore, we recommend that Mohegan Council create a Twitter account to help create a strong social media presence. The types of content that the Council should be posting through Twitter are tied directly to Twitter's limitations. Since Twitter only allows short posts, only short and easy to consume content should be posted. Examples of this are posting links and quick descriptions of other posting that the Council makes. They can also make announcements through Twitter and link the announcement from the Council homepage. This works very well because many people are constantly checking their social media sites but they will not be constantly checking the Council homepage. In addition, the Council can post YouTube links to videos that they made or to videos that it thinks their followers would find interesting. The most important part about using Twitter is to keep things simple and easy to consume on that site, they can link to other sites for long posts or more in depth content, but their tweets need to be simple. That would help get the Council's content to their target audience faster and easier than what is currently being implemented.

While Twitter is very strong at getting small amounts of content across quickly, it does not do well at sharing long stories or commentary within itself. Websites like Facebook are very

good at posting long stories and is better than sites like Twitter for posting pictures. Facebook is more of a catch all of social media. It can do everything that all the other sites can do, but it does not do each individual thing as well as the sites that are solely designed around those things. Facebook can let its users make shorts quick posts or long posts. They can post pictures or links to videos and articles. They can also host pictures and videos within the site. However, their big limitation is that people do not go to Facebook looking for one specific thing; they go to browse all of the content, which can start to wash over the users. The Council should focus on gathering all their content in Facebook so that it can be the one stop that users can make if they do not have the time to browse all of the Council's other social media sites. All of the big and important posts should be on Facebook, either posted originally through Facebook or linked on Facebook to make it an easy and simple place to go if their target audience just wants to stop at one site to know what is going on with the Council.

Another site that we recommend the Council to use is Instagram. Instagram is a social media site that is solely focused on posting pictures. This would work really well for advertising to kids because the Council would be able to post all of the interesting and cool activities that their Scouts are doing. They could post pictures of Scouts having fun at summer camp, or pictures of Scouts going on a winter hiking campout. Instagram would let the Council show prospective children all the cool things that they could do if they joined scouting. It would help get children interested in Scouting before they go to their first meeting. Also promoting Instagram would be easy for the Council; all they have to do is link their posts on Instagram through Twitter or Facebook to help get the word out to everyone. Instagram is a good visual

way for the Council to show rather than tell people what is going on with Scouting. In addition, by posting cool pictures of scouting often, they can really motivate people and help turn the negative stigma of Scouting around.

By creating a social media representation of Scouting within the Mohegan Council, the Council will be able to catch up on the modern way of disseminating their content to younger generations. Also by having multiple social media accounts they will be able to hit a large audience with all of their content. Another very important part about creating a social media presence for the Mohegan Council is that it will help them continue to grow into the future as more things change; they will be able to understand how to implement new social media sites better than they currently have been doing.

In order to implement a dedicated social media presence, we recommended that BSA-MC hire a full time social media manager who will be in charge of procuring content for the BSA-MC social media sites and make sure that there is a schedule that they keep in order to keep a constant presence. They will need to create social media accounts on the three major social media sites that we recommended, Facebook, Twitter, and Instagram. The online handles that these accounts have should be related to BSA-MC. They can use handles such as “Mohegan Council” “BSA-MC” “Boy Scouts of America Mohegan Council,” any name that easily identifies the account as belonging to BSA-MC.

Then they should determine how often they want to post to their social media pages, this is largely dependent on how quickly they can create content to post to each of their sites, but they



should make sure to post frequently, once a day is a good target to start with, but if they find that they can create more quality content then they can post more content. Quality content should consist of non-repetitive interesting items, such as new pictures of the latest event that the council held, or an article from national talking about the next steps of BSA. As long as it seems like it is interesting enough to cause their viewers to stop and take a look at it. They can also implement themed days for their social media posting, as it would allow them to focus on gathering content for future days easier. For example, Saturday could be called “Shooting Saturday” and on Saturdays they can post content related to safe gun handling, or pictures of Scouts from the last summer camp shooting at camp. Having themed days will allow the social media manager to plan out posting content many days in advance and will increase the quality of the content as the manager should not need to scramble to gather content last minute.

Looking to other social media accounts can help give the manager new ideas to keep things fresh for their viewers. Leveraging what other people have tried will help increase the quality of the account.

## **Specific Marketing Plan**

### Product

We found that BSA has a great product. When asked if scouting should change anything about its program all parents said they wouldn't change anything.

We recommend the new product of TVSR field trips. The product should be designed to be a great product on its own, but it should showcase the fun scouting can be and the values it encompasses.

### Price

BSA-MC offers its services at a reasonable price. All of the parents agreed that if anything it is underpriced. This is especially important if the council intends to focus on Worcester where the per capita median income is only \$24,330. All of the parents agreed that if anything it is underpriced. This is especially important if the council intends to focus on Worcester.

TVSR Field Trips should be priced so as many schools as possible attend. Breaking even on the field trips would still bring in revenue in the long run as new scouts join the council.

### Place

The biggest market BSA-MC has missed out on is the city of Worcester. With such a huge population and so few children involved in scouting, it is the best market to target.

TVSR seems to be the council's most underused resource. It only runs at full capacity during the 6 weeks of scout camp.

TVSR Field Trips are focused on Worcester schools because it is currently the most underserved BSA-MC area. Worcester schools also struggle to afford field trips. There is nothing stopping the council from offering the field trips to other towns.

### Promotion

Children - The best way to promote to kids is to show them how much fun the brand is. If a child has a good time they will want more. TVSR is the perfect tool to show kids the most fun scouting has.

Parents - If parents see their child passionate about something, they will be a happy customer. TVSR will hopefully be the tool to get kids excited and talking to their parents. Other parents are promoting the brand as well. Word of mouth from parents is currently working great, and with a little increased programming parents can be even more effective.

Schools - These are the institutions that give BSA-MC the most access to youth. With TVSR Field Trips, principals and teachers will see BSA-MC as a resource to their students and their school.

## **Conclusion and Future Direction**

We believe that the recommendations given above will help the Mohegan Council to market itself to the younger generation of boys and parents. The focus of this report is to give the Mohegan Council a good understanding of where their scouts and scout families are at in terms of their relationship with the council and to give a solid plan that the Council can use to help grow.

We believe that the recommendations given will help push the Mohegan Council along a good path of growth, but they are not all that is necessary to insure the success of the Council. The Council needs motivated people to implement and to keep the recommendations going. The Council can have social media accounts and not have anyone post content to them, which means these accounts are useless. The Council needs to make sure that it stays motivated and committed to keeping the recommendations alive. And while some of these recommendations are easier to implement than others, we believe that they all will be very impactful on improving the dropping participation rate that the Council is experiencing, if implemented successfully.

Another option for the Council, if they choose to continue down this path, to help robustly verify the findings from the interviews done for this report, would be to create an anonymous survey based off of the findings of the interviews. This would help because qualitative interview results cannot be generalized to a larger population, but a well done survey could verify what has been found.

We think that our findings are a good start to finding out what is going on in the council. We found that Troop 4 is the most successful model of how to run a troop within Worcester.

That parents and volunteers are motivated to recruit other families into scouting, they just don't necessarily have the tools to successfully recruit. Also, the lack of social media makes BSA-MC harder to find for families.

We recommend that BSA-MC use all of the resources available to them, especially TVSR. TVSR is underused and it could be the best marketing tool the council has. The council should also take advantage of the parents that are involved in scouting, if they had the correct resources, they could bring in more families. Lastly implementing social media could really boost the council presence in places young families will be using more.

Lastly, we want to suggest future directions IQPs with WPI could take in the External Marketing of BSA-MC.

Serious exploration of how Troop 4 got started.

Implementation of the plan to use TVSR as a field trip destination.

Exploring ways to reach schools in the area and recent alumni of the council.

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## **Appendix A**

### **Interview Protocol:**

1. Start recording using the audio recorder.
2. Read out the following statement:

*Hello Mr./Ms. \_\_\_\_\_! We are Conor Crowley and Sam List, an MGE and ECE student at WPI. We are currently working on my Interactive Qualifying Project. This interview is a part of that project. The questions we are about to ask you revolve around your involvement with Boy Scouts of America and your association with other such organizations. I assure you that the information you provide in this interview will be kept completely confidential and anonymous. Also, if I intend to use your comments in the research paper, I would first contact you for approval on the information I use. Now before we start, do I have the permission to record this conversation for future reference? .... Thank you.*

3. If the participant declines consent to record the interview, audio recording will be stopped and notes will be taken by the interviewer while asking the following questions.
4. If the participant agrees for audio recording, the following questions will be asked.

### **Interview with current Scouts:**

1. Tell me something about yourself.
  - a. Name, Age, Education, School, Family, Scout rank
  - b. Extra-curricular activities (apart from scouting)

- c. Do you use social media? (give them examples if they don't know the term social media)
2. Tell me something about your friends
  - a. How many friends?
  - b. What age groups?
  - c. Are they from the same school or friends from out of school?
  - d. What kind of extracurricular activities are they involved in (including scouting)?
3. How did you first hear about scouting?
  - a. Media
  - b. Friends (How many of your friends are scouts?)
  - c. Parents
  - d. School (Teacher, Principal, Classmate)
  - e. Other
4. How did you join scouting?
5. What do you do in Scouting?
6. How is your experience being a scout?
7. What is the best part about scouting?
8. What is your most favorite memory in Scouting?
9. What is your worst memory in Scouting?
10. What are your favorite scouting programs and/or activities?

11. What according you are programs or activities that are currently missing and should be added in scouting?
12. What are the challenges you have faced or are facing with Scouting?
  - a. Money (ask about the costs involved in scouting)
  - b. Time (ask about the time invested in scouting)
  - c. Effort
  - d. No friends
  - e. No interesting programs
  - f. Any other
13. How would you describe scouting in one word?
14. If you could change 3 things in scouting, what would they be?
15. Do you tell your friends that you are a scout? Why? (Ask Why for Yes or No)
16. Are you proud about being a scout? Why? (Ask Why for Yes or No)
17. Have any of your friends left scouting? Why? (Ask why for Yes as well as No)
18. How would you describe BSA Mohegan Council in one word?
19. Is there anything else you would like to tell us about scouting or the Mohegan Council?

**Interview with parents:**

1. Tell me something about yourself
  - a. Age, Occupation, Education, Family

- b. Were you yourself or your spouse a scout or guide? If Yes, ask the following Questions. If No, ask why you never thought of joining scout or guide?
  - a. Rank? (Find out if guides have ranks too? If not, what do they have?)
  - b. How did you first hear about scouting?
    - i. Media
    - ii. Friends (How many of your friends are scouts?)
    - iii. Parents
    - iv. School (Teacher, Principal, Classmate)
    - v. Other
  - c. How was your personal experience with scouting or guiding?
  - d. What was your best memory in scouting?
  - e. What was your worst memory in scouting?
  - f. What were your favorite scouting programs and/or activities?
  - g. Are you proud about being a scout or guide?
  - h. Do you think Scouting has contributed to your personal and/or professional development? If yes, How? If no, why not?
2. What extracurricular activities is/are your child/children involved in? (Ask why each one is beneficial and what are challenges associated with each activity?)
3. What information sources do you refer to while deciding which extracurricular activities to enroll your child/children in?

4. How did you sign your son up for Scouting?
5. Why did you enroll your son in scouting?
6. What is your son's rank in scouting?
7. How is your son's experience with scouting?
8. What is your son's best memory of scouting?
9. What is your son's worst memory of scouting?
10. Do you think your son is proud of being a Scout?
11. What are your son's favorite scouting programs and/or activities?
12. What according to you are programs or activities that are currently missing and should be added in scouting?
13. What are the challenges you have faced or are facing with Scouting?
  - a. Money (ask about the costs involved in scouting)
  - b. Time (ask about the time invested in scouting)
  - c. Effort
  - d. No interesting programs
  - e. Other
14. How would you describe scouting in one word?
15. If you could change 3 things in scouting, what would they be?
16. Do you tell other parents about scouting? If yes, what do you tell them? If no, ask why?
17. What according to you are ways in which parents can learn about scouting and its benefits for their son?

18. How would you describe BSA Mohegan Council in one word?
19. What is your opinion on BSA ending the ban on gay leaders?
20. Do you volunteer for any organizations? Why? (Ask why for Yes and No)
21. Would you like to volunteer for BSA Mohegan Council? Why? (Ask why for Yes and No)
22. Is there anything else you would like to tell us about scouting or the Mohegan Council?

**Interview with BSA Alumni:**

1. Tell me something about yourself  
Age, Occupation, Education, Family...
2. What Rank did you hold in Scouting?
3. Which BSA council did you belong to?
  - a. How would you describe BSA Mohegan Council in one word? (Ask this question only if they were members of Mohegan Council)
4. How did you first hear about scouting?
  - a. Media
  - b. Friends (How many of your friends are scouts?)
  - c. Parents
  - d. School (Teacher, Principal, Classmate)
  - e. Other
5. Where did your troop run out of (church, school, etc.)?
6. How was your personal experience with scouting or guiding?



7. Were your friends also enrolled in Scouting?
8. What were your and your friends' other extracurricular activities?
9. What was your best memory in scouting?
10. What was your worst memory in scouting?
11. What were your favorite scouting programs and/or activities?
12. What according you are programs or activities that are currently missing and should be added in scouting?
13. What were the challenges you faced with Scouting?
  - a. Money (ask about the costs involved in scouting)
  - b. Time (ask about time invested in scouting)
  - c. Effort
  - d. Other
14. Do you think Scouting has contributed to your personal and/or professional development? If yes, How? If no, why not?
15. Since you left Scouting, have you kept in touch with your Scouting peers?
16. Do you recommend scouting to others? If no, Why? If yes, what do you tell them?
17. What according to you are ways in which parents can learn about scouting and its benefits for their son? (Probe about media and information sources also)
18. What is your opinion on BSA ending the ban on gay leaders?
19. Do you volunteer for any organization? Why? (Ask why for Yes and No)

20. Would you like to volunteer for BSA Mohegan Council? Why? (Ask why for Yes and No)

21. Are you proud about being a scout?

**Interview with Educators:**

1. Please tell us something about your school and students.
2. What kind of extracurricular activities does the school offer?
3. What kind of popular extracurricular activities are your students involved in and outside school?
4. Do you have scouts in your school?
5. What do you think about Scouting?
6. How do you think Scouting could help your school?
7. How do you believe Scouting can benefit your students?
  - a. Personal development
  - b. Confidence
  - c. Discipline
  - d. Other
8. If parents asked about Scouting for their sons what would you say and do?
9. If a student wanted to join Scouting, would you know where to direct them?
10. Do you know the Mohegan Council of the BSA?
  - a. Probe details of what they know.

- b. If they do not know, inform them about BSA Mohegan Council and their activities.
11. Would you consider partnering with BSA Mohegan Council? Why or why not?
  12. Would you let BSA talk to your students about benefits of Scouting? Why or why not?

## Appendix B

### Social Media Marketing Example



The non-profit Global Citizen advertising their message on Twitter



American Red Cross   
@RedCross

Follow

**#RedCross** is responding to floods in Texas.  
Help ppl affected by the TX floods & tornadoes:  
[rdcrss.org/TXTW](http://rdcrss.org/TXTW)



RETWEETS 88  
LIKES 77



10:24 AM - 22 Apr 2016



The non-profit Red Cross shared a video on their Twitter of their efforts to help those in Texas who have been impacted by the recent floods. This is also linking to their own webpage, so they managed to share their content on social media, but also brought traffic to their main website.





The non-profit International Medical Corps Facebook page. Here on their cover photo they added a link for their viewers to donate to, also they have a donation option on their page so that people can just donate through Facebook. The check next to their name shows that Facebook believes them to be who they claim to be.



natgeo

FOLLOW



National Geographic Life is an adventure—enjoy the ride and the world through the eyes of the National Geographic photographers. [nationalgeographic.com](https://nationalgeographic.com)

10,653 posts


48.2m followers

107 following



This is the Instagram page for National Geographic. They provide a large amount of high quality and interesting pictures for their followers to look at.



 natgeo FOLLOW


251k likes 19h

**natgeo** Photo by @christianziegler Big lick: Rajah's pitcher plant (*Nepenthes rajah*) has the largest of all pitchers, containing up to 3 liters of liquid. The species is endemic to higher elevations of the Mt. Kinabalu area and listed as endangered in the IUCN red list. *Nepenthes rajah* has a mutualistic relationship with the Tree shrew (*Tupaia montana*) and some nocturnal rats. The plant offers nectar inside its lid, which is frequently licked off by the tree shrews in the daytime. While licking, the shrew often sits over the opening of the pitcher, sometimes defecating or urinating - this is the plant's source for phosphorus and nitrogen. @thephotosociety #Wpph16 #NatgeoEarthDay

[view all 4,056 comments](#)

[monicasucharski](#) @becpfender

[thecatdiedhappy](#) @nandasketti me or

 Add a comment... ...

This is one of National Geographic's posts, they have a great description telling exactly what this picture and they added some information to teach their viewers something extra about this photo.