

TARGET GROUPS

With a more robust sense of your market, and your position in the marketplace, you can prioritize your markets and target new ones.

First set some ambitious goals. Your marketing plan should identify your camp's maximum camper population goal. It is important to establish target maximum numbers for each session. Establishing the maximum target number of campers is critical to facility planning and fundraising as well as staffing and programming. The factors can be wide ranging:

- Net income objectives
- Concepts of community scale and intimacy
- Legal constraints
- Facility and infrastructure capabilities
- Potential numbers likely to enroll over the short and long-run
- Feasibility of reaching the target group and persuading them to register their children
- Cost of reaching the target group
- Cost of serving the target group including programming, staffing, facilities
- Impact of serving this group on the camp's ability to market/serve other groups
- Impact on net income (e.g., taking into account financial aid, above cost factors, fundraising implications)
- Impact on volunteers and Board functioning of shifting the mix of families (e.g., from different communities or groups) than have been served in the past
- Ability to cost-effectively reach and serve the target group on a sustained basis

Next, use this worksheet to help plan a target group strategy.



PRIORITIZING TARGET GROUPS WORKSHEET

Identifying and prioritizing your target groups is critical to effective recruiting and programming and, of course, to guiding messaging and marketing. Target groups can be defined in terms of such characteristics as:

- *communities*
- *religious affiliation (e.g. Reform, Conservative, Modern Orthodox, other)*
- *other institutional relationships (e.g. With JCCS, movements, pre-school)*
- *socio-economic*
- *values and attitudes*
- *connection to the camp, e.g., one of parents or relatives is an alumnus*

Characteristics can be combined. For example, a priority target group could be professionals and middle income families from Detroit who have a great passion for Israel. Another could be families in the Texas who are members of the local JCC, and in particular, are enrolled at a pre-school.

1. What are your top 3 target groups to recruit over the next few years?

2. Choose one of the above groups whose enrollment you want to maintain or grow. For this group indicate any emerging trends, opportunities or threats likely to affect enrollment over the next few years. What are the recruitment implications?

3. What demographic, market research, customer survey or anecdotal/experiential data do you have about the size of this group and/or their perceptions of camp? What should you have?

4. What are the most significant decision factors to this target group in selecting a camp for their children (e.g., is it financial, location, length/timing, where their friends go, type of Judaics, programs etc.)

5. Who are the top competitors for this group – whether another camp or summer activity? How do members of this target group's members view the relative strengths and weaknesses of your camp compared to the top competitor?

6. What can you do to make the camp experience more attractive to this group (e.g., via programs, staff, other)?

7. Which, if any, price discounts would be especially attractive to this group and worth considering?

8. What “messages” would most convince this group to come to your camp? What “reasons to believe” would support the message? “Reasons to believe” can be testimonials, survey research, data, pictures etc.

9. What are the best means to reach this group, for example, use of ambassadors, public relations (be specific), digital media?

10. What are your next steps – (e.g., conduct market research, design retention programs, discuss at Board discussion, other)?

11. What are this group's perceptions of your camp?

- Positive...
- Negative...
- Comparisons to other camps and recreational options...
- Incorrect assumptions...
- Objections and concerns (See next Section too)...

12. How much do you know about this group and their perceptions? How could you find out more about this segment?

13. Understand and develop responses to target group "objections". Often families with positive regard about your camp will have questions or objections (e.g., camp is too expensive, or doesn't have enough programming or has too much structure, or isn't Jewish enough or is too Jewish, is too modern or too basic, uses too much technology or not enough etc.).