

**BUSINESS PLAN
FORT MONMOUTH
MWR MARKETING OFFICE
FY 2003**

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EXECUTIVE SUMMARY

The Directorate for Morale, Welfare, and Recreation (MWR) Marketing Office offers support to marketing efforts of MWR facilities, thus quality of life programs. Market Research, Programming, Commercial Sponsorship, Advertising, and Promotion are five major areas of support from the Marketing Office.

Our role is to support our activities with their goal of increasing participation and profits in this market. Restrictions for MWR activities, which 'outside' businesses do not have include:

- Legal concerns
- Limited customer base
- Pricing
- Attitude
- Military Structure

There is a need for innovation, the Marketing Office hopes to come up with new ideas as well as elaborate on ideas that are working within the MWR facilities.

ARMY VISION STATEMENT

America's Army, trained and ready, a strategic force, home and abroad, capable of decisive victory...into the 21st century.

ARMY MWR VISION STATEMENT

America's Army, committed and ready, is served by responsive MWR programs that enhance quality of life, contribute to communities of excellence, enrich living and working environments, and foster a sense of community.

FORT MONMOUTH MWR MISSION STATEMENT

Develop and provide programs, services, and facilities to enrich the quality of life for the greater Fort Monmouth community.

FORT MONMOUTH MWR VISION

Fort Monmouth's MWR Directorate is committed to provide responsive programs that

- * enhance quality of life,
- * enrich our living and working environment,
- * foster partnership, and
- * strengthen Fort Monmouth as a Community of Excellence.

MWR MARKETING MISSION STATEMENT

The marketing mission is to deliver comprehensive support and services directed toward maximizing usage, customer satisfaction, and profitability for MWR programs and services. To provide research, analysis, and recommendations pertaining to market and business trends in formulating operational and strategic plans for Morale, Welfare, and Recreation.

PERSONNEL AND MAJOR TASKS

At present, the MWR Marketing Office has one full time GS employees and two full time NAF employees. All employees are involved in the everyday work of marketing.

Our staff is responsible for the following:

- * Newsletters
 - ** MWR Messenger
 - ** MWR Scoop (personnel newsletter)
 - ** Officers' Club Newsletter
 - ** Golf Chip Shots
 - ** Family Child Care Newsletter
 - ** Child Development Center Quarterly Newsletter
 - ** Post Restaurant Calendar
- * MWR yearly calendar
- * MWR Directory
- * Commercial Sponsorship
- * Advertising
- * Booklets
- * Briefings
 - ** Town Hall Meetings
 - ** For management
 - ** Given to new community members
 - ** Conference (Marketing/Sponsorship ideas)
- * Desktop Publishing
 - ** Calendar year 2001 MWR Marketing filled over 1400 requests for publicity, within 3 working days
- * Market Research
 - ** Triennial needs assessment, patron survey, and approximately 15 mini surveys done each year
 - ** Surveys to determine new program ideas
- * Special Events (Armed Forces Weekend, Golf Tournaments, Runs, Events for Children)
 - ** Publicity
 - ** Sponsorship
 - ** Entertainment
- * Goose Mascot
- * Promotions
- * Hot Air Balloon
- * Articles for Monmouth Message, Bulletin, CECOM-GI
- * Operation Excellence
 - ** Scheduling
 - ** Teaching
- * MWR Web Page
 - ** Design
 - ** Up-keep
 - ** MWR Activities at a Glance – email news

TRAINING REQUIREMENTS

The following is a list of proposed training for the Marketing Office for FY 03.

APF Funded:

- * Marketing/Sponsorship Conference
- * Commanders Conference in conjunction with the ALA Trade Show – August 2003
- * National Recreation and Parks Association (NRPA)Conference – October 2002
- * International Events Groups -- This is a national group which conducts events training
- * Computer Programs – as needed

NAF Funded:

- * Advertising Age -- purchase magazine to work with advertising initiatives
- * Marketing/Sponsorship Conference for NAF employees
- * Commanders Conference in conjunction with the ALA Trade Show – August 2003
- * National Recreation and Parks Association (NRPA)Conference – October 2002 if APF funds are not available
- * College courses for Marketing Assistant

PROGRAM GOALS & OBJECTIVES

Goal: Increase awareness and image consistency of MWR facilities. Re-educate the community of who we are. Determine best way to get the word out.

Objective: Increase awareness of MWR activities by 5 percent annually by increasing participation in programs by end of FY 03.

Taskings:

1. Visit all buildings and disseminate MWR information on a weekly basis.
2. Electronic Signs – Bowling Center, and Expo Theater along with getting MWR information on other Garrison Electronic Signs.
3. Town Hall Meetings -- brief and give out MWR promotional material to attendees.
4. Customer Service Training -- for all MWR employees -- “Operation Excellence” send people to be trained as trainers or purchase videos/information to make the workforce aware.
5. Market entertainment in the Expo Theater -- food and beverage by MWR Business Activities.
6. Input into Director’s Calendar all events.

Goal: Provide quality marketing support to MWR facilities through Market Research, promotions, booklets, etc.

Objective: To implement a plan to increase marketing support to facilities by end of 1st Quarter FY 03. To be fully implemented and increase support by 5% by end of FY03.

Taskings:

1. Continued support of desktop publishing, market research, questionnaires, etc.
2. Help in developing marketing plans for each activity with the use of Survey Tracker, a market research software.
3. Proactive marketing with Program and Operations Team Leaders and facility techs.
4. Re-generate marketing request form and distribute to all activities to use when requesting marketing support.

Goal: To assist MWR facilities offset costs of running programs.

Objective: Increase Commercial Sponsorship and Advertising by 10% during FY03.

Taskings:

1. Develop a rate sheet for advertising space in MWR publications.
2. Seek sponsorship that will bring a profit to the one fund while offsetting costs for the activities.
3. Re-educate the entire MWRDS team on procedures of Marketing, Commercial Sponsorship and Advertising.

Goal: Create support for MWR activities during their slow times.

Objective: Increase programming in facilities by adding at least 2 new programs per facility, per quarter during low participation periods.

Taskings:

1. Set up promotions/programs with the RDS Program/Operation Teams at facilities during their slow times. Provide sponsorship and giveaways to enhance participation.
2. Gear market research to targeted “niches” of Fort Monmouth populations. Using the triennial needs assessment to question the Fort Monmouth community's interest in MWR and how customers discover our activities.

MARKET ANALYSIS

A. **Competitive Environment.** The competitive factor for MWR facilities is intense. The majority of customers that can use our facilities, live over 30 minutes from Fort Monmouth. Research shows this commute keeps most customers from driving back for our services. Therefore, it is important for MWR facilities to capture our market during weekday times. Surrounding Fort Monmouth are a myriad of restaurants, clubs, child care, and recreational facilities. The area around us is highly populated and MWR has a great deal of competition in the outside community.

A strategy to remember is that the prices in MWR are at least 20% lower than our competitors. During austere times, price is a major consideration.

B. **Economic Environment.** Using information from the Internet on-line services we hope to secure timely information on local and national economic and industry trends.

C. **Technology Environment.** The Marketing Office has desktop publishing which aide in the layout and design of newsletters, posters, flyers, booklets, etc. With EMAIL and the Website marketing can disseminate information to all of Fort Monmouth and the outside community in a short period of time. Marketing is setting up databases of email addresses so we can contact our customers in the most efficient manner. We also have a camcorder and digital camera for recording MWR events; database lists for direct mail to sponsors and news media sources that allow us quick access in getting support and getting the word out about our events; and software for in-house analysis of questionnaires for market research. Currently we are well equipped with computer support and keep well versed in new technology for our field.

D. **Social/Cultural Environment.** The demographic breakdown of Fort Monmouth is approximately:

Military: 556 (tenant activities and Fort Monmouth)

Family Members: 1,390

Civilians: 5,242

FBI: 115

Retirees: 23,000 within 50 mile radius (all services), approximately 6,000+ that are US Army retirees

Retirees Family Members – 34,500

Contractors: 3,708

Augmentees – 226 (181st Infantry and 46th Engineers)

E. **Legal/Political Environment.** It is Marketing's responsibility to keep informed of changes in our legal environment. Changes currently occurring are predominately in the Commercial Sponsorship and Advertising arena. Specifically, in the changes PAO and MWR must work out to enhance promotion of sponsors. In past years PAO was reluctant to put sponsors names, but by educating them this can be accomplished and be a selling point

for sponsorship. Implementing Advertising agreements is a major goal for marketing in FY 03.

FINANCIAL STATEMENT

The Financial Statement for Marketing accounts for a series of promotional, payroll, training, and supply expenses. Commercial Sponsorship is credited to GLAC 553 under the specific activity's budget, in FY 2002 Marketing generated more than \$50,000 in sponsorship, we plan to increase this by at least 10% in FY 2003. The only income in Marketing will be advertising which in some cases will go directly to the activity to offset the cost of publications. Advertising dollars totaled \$7,000 in FY 2002 and we plan on increasing that by 10% in FY 2003. We do not charge activities for marketing support, as does the Audio Visual and Defense Printing departments in the Myers Center.

The major expenditures consist of three areas: the labor of 2 NAF Marketing employees which are covered under the USA Reimbursement (508); inserting of the MWR Newsletter in the Monmouth Message done bi-monthly, and promotional materials/supplies. These expenditures are needed to keep an overall promotion of MWR alive in the Fort Monmouth community. In FY 2002 Marketing originally budgeted (\$27,856) due to the events of 911 I started to cut expenses and revised the marketing budget to have a final number of (\$16,131), in FY 2003 we expect a (\$28,860) NIBD. This number does not include labor which is reimbursable. Marketing will be doing more in-house printing which will save Category C activities from printing expenses. That is the reason for the high dollar amount under supplies, we will be purchasing supplies for our poster maker and a color copier. These two machines will save NAF dollars over the long haul. Another expense is our promotional items which we purchase for all activities, so any time there is an event, we give the activities items to hand out to promote MWR to eligible patrons. Marketing also obtains money through Commercial Sponsorship and Advertising. Sponsorship dollars (cash sponsorship) are not reflected on Marketing's financial statement but seen on the activities and MWR financial statement. As the Advertising Program develops we will adjust our budget to reflect income in Marketing and the other MWR activities. These dollars offset the cost of printing, purchasing the equipment (i.e., banners, signs, tee markers, etc.), and the profit will reflect on Marketing's bottom line as well as the overall fund.

CONCLUSION AND SUMMARY

The Business Plan for Marketing reflects our goals over the next FY and how our expenses focus primarily on support for promotional efforts of all MWR events and activities.

We intend to use our innovation and existing marketing base to continue our support and add additional marketing dimensions. This plan is a good base to refer to throughout the year because it identifies the parameter of our environment.

Changes can occur depending on the future of Fort Monmouth and Morale, Welfare, and Recreation. In marketing, our basic plan is to continue support and promote quality of life programs for soldiers, civilians, and family members in the Fort Monmouth community.

MARKETING PLAN FOR FY 2003

First Quarter

Distribute MWR Annual Calendar.
Plan briefings for different directorates for FY 03.
Start planning for Armed Forces Celebration/festival.
Advertising Program.
Continue to train MWR employees – Marketing Techniques
Develop new RDS Programs with Program and Operations Team for the year.

Second Quarter

Create promotional ideas to increase awareness of MWR facilities.
Begin development of yearly MWR calendar.
Create incentive program for employees.

Third Quarter

Armed Forces Celebration/festival – May/June.
Create new promotional contest and implement.
Implement new programs.

Fourth Quarter

Develop programs to increase awareness and participation at MWR facilities.
Research – find out what the customer wants.

Ongoing Marketing Functions:

Goose Mascot
Promote Grand Openings or New Concepts of MWR facilities.
Commercial Sponsorship
Advertising
MWR Messenger
MWR Scoop
MWR-This Week
Activities at a Glance
Calendars: Officers' Club, Golf, Youth Services, Child Development Center
Booklets
Camcorder Support
Coordination with other installations on programs offered at Fort Monmouth
Coordination with NJ Dept. of Travel and Tourism booklet for promotion of events open to the public.
Press Release coordination with Public Affairs Office.
Thank You's to Commercial Sponsors
Thank You's for customer comments
Briefing Development
Hot Air Balloon
Customer Service Training
Lodging Brochure

Mulligan's Promotions
Membership Drives
Focus Groups/Research