



**HEADQUARTERS CIVIL AIR PATROL**

***... More Than Meets The Skies***

# **CAP MARKETING GUIDEBOOK**

**A Practical “How - To” Guide for  
Commanders, Marketing Directors  
and Public Affairs Officers**

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Director of Marketing**

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## Mission Statement

*To receive justified recognition of the Civil Air Patrol through an ongoing organized and comprehensive multi-faceted marketing campaign targeted directly at the following audiences:*

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

*Emphasis will be placed on the tasks CAP can perform more economically and / or more thoroughly than assets currently being utilized by these agencies.*

*Additionally, we must stress the need to continually provide current and potential members with compelling reasons for their involvement with CAP.*

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

## Executive Summary

Based upon the foregoing, your broad marketing program should proceed as follows:

- First, define and agree on your marketing **Objectives**.
  - Establish and define specific marketing goals.
  - Identify and contact segments of potential customer marketplace.
  - Strive to make CAP the agency of choice among non-users via a strong image branding campaign.
  - Target efficient ways to generate public awareness, support recruitment and retention efforts and encourage legislative support.
  
- Then, create a focused marketing **Strategy**.
  - Concentrate efforts on organizations most likely to utilize our services.
  - Use the “Consultant Sell” approach — discover their needs, then position CAP as a lower-cost solution, where appropriate.
  - Directly address real and perceived objections.
  - Concentrate on addressing public perceptions of CAP to garner missions, produce high-level financial and legislative support and make CAP more attractive to new and potential members alike.
  
- Finally, make it all happen by executing specific **Tactics**.
  - Organize sales pitches / presentations by organization need, using available data to take advantage of your specific product knowledge.
  - Qualify / develop prospects by budget size and perceived need.
  - Involve your Senior Leadership at earliest stages of client contact when involving upper echelons of decision makers.
  - Broaden your outreach by ensuring all your efforts address not only mission generation, but support our membership, Cadet Program and Aerospace Education goals.

## Executive Summary (continued)

We'll then examine a brief proposed implementation outline, covering the following:

- What is to be accomplished?
- When does it need to be done?
- Who will accomplish it?
- How will we go about it?

The net result will be heightened awareness among your potential user and member bases of who CAP is, what you can do in your local community, and the numerous financial and operational benefits of using our people and assets to prosecute their current and future missions. By going from the general (**Objectives**) through the more specific (**Strategy**) to the precise (**Tactics**), we are treating marketing like any other CAP mission: ***Marshaling our existing resources in an organized fashion to most effectively zero in on successful mission accomplishment.***

The increased positive perception of CAP generated by this three-pronged approach among these various target audiences will also serve to support our robust recruitment and retention efforts among potential Officer and Cadet candidates alike, as well as bolstering your donor, legislative support and Aerospace Education programs.

The net result will be increased and more meaningful missions for your unit, Wing or Region, greater satisfaction for existing members and more reasons for people to join and stay with CAP. The higher profile in the community at large can also mean increased potential for new funding sources for local programs from both private donors and legislative grants.

The question isn't "Can I afford to take the time and effort to begin a local marketing program". The question is, can you afford **NOT** to?

## Marketing Assumptions

Before examining the details of this marketing program, it's important to take a look at some of this plan's premises and basic operating assumptions:

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

## Marketing Assumptions (continued)

What then are the major challenges, business climate and marketplace conditions facing CAP on the local level as we try to increase our market share, raise public awareness and generate new business?

- ***On the Federal Agency level:***
  - The inertia that causes most agencies to attempt to perform new tasks in the same way, and with the same internal assets, as they have done in the past.
  - The threat that using an outside source to perform their missions will jeopardize their existing capital assets, and make it more difficult to obtain funding for new hardware in the future.
  - The perceived loss of operational control that using another agency to prosecute their missions creates.
- ***On the DoD level:***
  - Discomfort with using a non-military, non DoD asset to perform a mission they have been tasked with.
  - The active involvement of civilians in an operation being performed by the military.
  - Concern that using an outside entity to do part of a mission they have been tasked with will reflect badly on the military, and especially the officer who recommended its use.
- ***On the State / Local Government level:***
  - Pushback from the local agency who will be threatened by the implication that CAP was brought in because it was felt that their organization could not do the job.
  - Again, the threat that using an outside source to perform their missions will jeopardize their existing capital assets, and make it more difficult to obtain new funding in the future.
  - The concern that using “outsiders” will compromise the effectiveness of the mission, possibly causing some locally within that organization to actively work behind the scenes to limit our effectiveness.
- ***On the national citizen, person-in-the-street level:***
  - Addressing the perception that CAP is a direct part of the USAF, and has no need of or desire for outside support of any kind.
  - Lack of understanding that we are unpaid volunteer civilians with patriotic motives, not paid employees of a government organization.

## Objectives

*To help increase the number of meaningful missions we perform and the agencies we perform them for, by identifying those with the greatest potential need, approaching them in an organized, professional manner and showing them the benefits of becoming CAP customers.*

- ***Clearly define your key prospects***
  - Local agencies tasked with a flying or ground mission appropriate to CAP's core competencies and your available local assets.
  - Organizations who could be performing such missions based upon their existing mandate, but who currently lack either the assets, know-how or personnel to do so.
  - State or local organizations tasked with Homeland Security missions such as port and reservoir security, gas pipeline and power transmission line patrol, powerplant reconnaissance, security of critical infrastructure, etc.
  
- ***Position local CAP units as a cost-effective alternative resource***
  - Provide specific, customized data showing the current missions being performed by a given organization that CAP can perform with less expense, with no compromise in service or frequency.
  - Show actual cost information for specific missions currently being performed for other organizations locally that meet similar needs demonstrated by that organization.
  - Develop cost comparison tables to show cost savings realized by using local CAP assets vs. that organization's existing assets over the course of the fiscal year.
  
- ***Show your ability to maintain sustained operations***
  - Summarize multi-day / multi-location missions performed previously.
  - Provide lists of assets and personnel available to Lead Federal Agencies from local CAP units on a continuous basis.

## Objectives (continued)

- ***Demonstrate core mission and developmental competencies***
  - Make sure potential customers understand CAP's existing track record in successfully prosecuting HLS / DR / SAR missions.
  - Show off your aerial imaging and airborne sensor data acquisition capabilities by arranging live demonstrations.
  - Summarize counterdrug operations successes and emphasize reconnaissance potential (within *Posse Comitatus* limitations).
  - Show CAP's impressive track record in successful youth programs, leadership development and Aerospace Education initiatives.
  
- ***Raise brand awareness / create professional image***
  - Ensure key congressional and legislative supporters actively back your efforts by enlisting their continuous aid and support (in conjunction with Legislative Liaison and PAO staffs).
  - Make sure all printed materials and briefings are of professional quality, with a consistent look and message (in cooperation with National HQ Program Development Directorate).
  - Create mailing list of top local government agency decision makers and potential donors, and send them the *CAP Volunteer* magazine regularly, along with a cover letter from your commander, highlighting missions we have accomplished recently.
  
- ***Create reasons for new members to join and current ones to stay***
  - Raise profile of CAP with general public, especially within target audience of citizens wishing to serve their country, as well as veterans recently separated from the armed services.
  - Emphasize the patriotic nature of CAP service to young and old alike, and the types of activities they can get involved in.
  - Actively recruit pilots and individuals with special skills, like communicators, SAR professionals and educators.
  - Re-energize your existing members by reminders of what the organization has accomplished with the help of people like them.

## Strategy

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

- ***Build on your existing customer base***
  - Visit current customers where we are a proven commodity to ascertain if there are additional missions we could be performing.
  - Bolster our credibility by ascertaining their future needs, and pitch missions they have yet to perform.
  - Use existing contacts to leverage appointments with related agencies or to generate success stories to use to generate new missions with other agencies.
  
- ***“Pick the low hanging fruit” (Go after the easiest targets first)***
  - Concentrate on organizations who need our services but may not have the aviation assets or trained personnel to do the job.
  - Target those with aviation assets who may need to do more than their current aircraft and personnel can accomplish, or in a more cost-effective manner than presently being employed.
  - Tap current customers for additional missions we can perform for some other department at that organization.
  
- ***Concentrate on needs we can fill***
  - Go after *only* those missions where CAP can clearly do the job more effectively and / or economically than currently being done.
  - Emphasize those specific CAP core competencies that relate to the actual mission(s) we could be performing for that agency.

## Strategy (continued)

- ***Do your homework! (Research by making inquiries beforehand)***
  - Learn everything possible about your potential customer, including who the key decisions makers are, what their budget is, their planning cycle and what internal assets they currently have to get the job done.
  - Create personal relationships with those people who can say “yes” to CAP, and discover what internal roadblocks (if any) may exist precluding our use. Make a point of wearing the blazer (not the Air Force) uniform when soliciting these people, so they don’t assume we have unlimited Air Force funding as part of the Air Force.
  - Overcome objections in advance by determining what the biggest objections to using CAP might be, and addressing these perceived shortcomings with concrete facts in all your contacts with the prospective customer.
  
- ***Generate a consistent external marketing approach***
  - Distribute our new marketing DVD demonstrating the 3 main missions of CAP. Individual “chapters” allow your viewers to skip directly to their area of interest, such as Cadet Programs, Aerospace Education or Emergency Services.
  - Adopt our new slogan, “***More Than Meets The Skies***”, and use style sheets from National Headquarters for a professional look and consistency of message.
  
- ***Address common misconceptions about CAP***
  - Make it clear that our mission-qualified members are highly trained professionals who just happen to be unpaid volunteers.
  - Explain that CAP trains its members, so prospective volunteers needn’t worry if they don’t have training in a specific mission area.
  - Demonstrate that using CAP is not a paperwork nightmare for an agency, and that the process of getting approval to use CAP for new missions in a timely fashion is streamlined.
  - Show documentation that CAP can react quickly and mobilize in as little as 2 hours if an existing MOU is in place.
  - Distribute the CAPabilities Handbook as widely as possible so potential users can get vital information about CAP when they need it.

## Tactics

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

- ***Your mission concentration should be in three main areas***
  - Organizations who currently have a security, aerial patrol or critical infrastructure reconnaissance mission in your area.
  - Organizations tasked with local disaster relief and / or mitigation.
  - Organizations currently considering or actively using external assets to gather aerial information on specific locations, either visually or via digital photography or other sensors.
  
- ***Use of on-line databases for research (Delegate when possible)***
  - Use Nexus, Dow Jones, Reuters, Google and federal agency databases to guarantee that you have every current and historic scrap of data that may be relevant about a potential customer.
  - Create internal fact sheets on potential prospects to ensure you have all the data you need to make a compelling case and overcome any possible objections.
  - Insure that you have verified who the key decision makers are, while not stepping on any toes at an outside organization, thereby creating a potential internal adversary.
  
- ***Forge strategic alliances with local organizations (Use PAO)***
  - Raise CAP's profile by supporting any of their programs that address aviation issues appropriate for CAP to support.
  - Secure regular mention of CAP in local on-air and print media.
  - Have regular contact with aviation-oriented organizations to generate increased public awareness from our association with them.

## Tactics (continued)

- ***Tap member knowledgebase***
  - Determine which of your current members may already be working for an agency CAP could be serving, and make sure they are aware of types of missions CAP already performs.
  - Actively solicit suggestions from CAP members who may have ideas on groups we may not have thought of or contacted that may have need of our unique skill set.
  - Ask current Guard and Reserve personnel who are CAP members to be on the lookout for needs in their units that could be filled by CAP.
  
- ***Utilize your web site for mission history and outreach***
  - Create section on your web site that summarizes your involvement in major missions, such as 9/11, Hurricane Katrina, local floods, etc.
  - Ensure that local missions such as blizzards, floods, searches for lost hikers, etc. are highlighted on the site as they occur. This effort supports not only new missions, but recruitment and retention as well.
  - Make sure that agency decision makers who come to the site see missions CAP has performed for other, similar agencies in a professional context. National and your DO can help with this part.
  
- ***Work to garner mentions in local organization newsletters***
  - Generate press releases when we get a new mission from an organization, and get them published in their internal newsletter.
  - Have your PAO send those press releases to decision makers at similar organizations, with a cover letter explaining who we are.
  - Send press clippings about CAP that appear in other publications to the PR people at targeted organizations for possible inclusion in their publications and to generate interest in CAP.
  
- ***Ensure all efforts also support member and donor recruitment***
  - Careful wording can make a press release or magazine article generate new missions *and* create interest in an individual for either joining CAP or making a contribution.
  - Make sure all outreach is sensitive at all times to the multiple groups we are trying to reach.

## Implementation Outline

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

- Determine what is to be accomplished:
  - Have PAO develop specific prospect lists for mailing.
  - Discussion of specifics of agency needs with your DO.
  - General intro mailing to target agency contacts.
  - Follow up telephone and face (in-person) calls to discuss specifics.
  - Thank-you notes after face calls to show you appreciate their time.
- Decide when it needs to be done:
  - Generally, your mailings should go out about every 6 - 8 weeks.
  - Follow up should occur within 7 business days from receipt of letter.
  - Develop a tracking calendar to document their status.
- Agree on who will accomplish it:
  - Initial mailings to be done by your PAO or designee.
  - Utilize your members with special skills or a connection with the agency, whenever possible.
  - Face calls to be accompanied by Senior Leadership when needed.
- Have a clear plan on how to go about it:
  - Targeted letters to be mail-merged with agency mailing list.
  - Give standard or customized version of National Marketing Presentation, if possible customized for the potential client with, specific mission recommendations and examples.
  - Make regular contact with both potential and current customers to determine their current status and potential additional needs.
- Ensure adequate coordination with Wing/Region staffs:
  - Work with PAO staff to make sure all corporate outreach efforts are coordinated in theme and intent.
  - Inform PAO, DO, and Legislative Liaison regarding upcoming marketing initiatives so they are aware and can provide input and direction.

## Action Plan

CAP receives little or no financial support from many key federal, state and local agencies who are struggling to perform new missions without the assets and, in many cases, the expertise required to get the job done. Here are just a few of the kinds of organizations to approach, prioritized as follows:

- ***Target local offices of federal agency client categories:***
  - Agencies tasked with counterdrug enforcement/drug interdiction missions, such as the Drug Enforcement Administration (DEA), Bureau of Customs and Border Protection (CBP), United States Forest Service (USFS), and the United States Coast Guard (USCG), among others.
  - Agencies involved with infrastructure security, such as the Transportation Security Administration (TSA), the Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Department of Energy (DE), the Department of Homeland Security (DHS), and the National Security Agency (NSA), as well as many others.
  - Agencies doing disaster relief and mitigation, such as the Federal Emergency Management Agency (FEMA), the Red Cross, and the Environmental Protection Agency (EPA).
  - Military Base Security offices, Range Control, National Guard units, etc.
- ***Target state / local agency client categories:***
  - Agencies involved with counterdrug enforcement/drug interdiction missions, such as the state police, and state and local drug task forces, especially those working closely with the DEA.
  - Agencies tasked with infrastructure security, such as the state police, state Emergency Management Agency, local units of the Coast Guard, and state or local law enforcement agencies who may be recipients of Federal Urban Area Security Initiative (UASI) grants.
  - Agencies such as the local Red Cross who perform local disaster relief and mitigation in the event of an emergency.

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

## Action Plan (continued)

This kind of marketing effort requires local contact at all levels. Towards that end, include other staff members who can help coordinate your regional and local initiatives. Consider naming a talented, qualified member to be your unit Marketing Director to assist you. These individuals will help you to identify “targets of opportunity” in their areas, not only for mission generation but to support recruitment and retention efforts and help generate legislative support. This team approach is best implemented in the following manner:

- **WHAT needs to be done?**
  - Highlight specific tasks, such as, say, generating 2 major targeted mailings a quarter to generate new missions; solicit members and/or donors; or making personal contact with at least 5 individuals capable of helping advance one of our 3 missions.
  - Internally specify a follow-up interval, and state a clear intention to be achieved by a successful contact, i.e., to solicit financial support for specified Cadet activities within the unit.
- **WHO needs to do it?**
  - Make clear what individual or group is tasked with ownership and oversight of a specific project, and what people or resources they will need from the unit, Wing or Region to accomplish that project’s goal.
  - Make sure there are no ambiguities regarding specific areas of responsibility, and monitor performance to ensure progress is being made.
- **WHEN does it need to be done?**
  - Open-ended projects tend to not get accomplished. Ambitious but realistic time lines must be set to guarantee completion, with clear milestones to allow mid-course corrections when necessary.
  - Monitor closely to ensure individuals do not get so task oriented that the larger, overall goal gets lost. Ideally, specific tasks should initially be accomplished in a 6 to 8 week timeframe, with regular follow-up slated at specified intervals.

## Appendix A

### *Sample Marketing Letter*



CIVIL AIR PATROL  
NATIONAL HEADQUARTERS  
UNITED STATES AIR FORCE AUXILIARY  
MAXWELL AFB, ALABAMA 36112-6332

COLONEL RICHARD A. GREENHUT, CAP  
DIRECTOR OF MARKETING  
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*{Month} {Date}, {Year}*

*{Mr. / Ms.} {FirstName} {LastName}*  
*{Title}*  
*{AgencyName}*  
*{Address 1}*  
*{Address 2}*  
*{City}, {State} {ZipCode}*

Dear *{Mr. / Ms.} {LastName}*,

This letter is to introduce the Civil Air Patrol (CAP), a Congressionally chartered corporation designed to serve the public welfare. Our job is to support government agencies like yours in carrying out their respective responsibilities.

We can provide support to you in carrying out such missions as aerial reconnaissance of isolated areas, border areas, remote landing areas, coastal areas, ports and harbors, and critical infrastructure, to help identify suspicious activity. CAP can provide airborne still imaging with near real-time satellite downlink for disaster and damage assessment and to augment civilian and military authorities in damage appraisal, fielding recovery teams or security. We are also available on short notice to provide aerial or ground transportation of personnel, equipment, blood and organs, etc.

Over the past five years, CAP has averaged over 32,000 flying hours per year of reconnaissance and support to counterdrug missions for the government's fight against narco-terrorism. All CAP members participating in counterdrug activities must pass DEA and U.S. Customs Service background screenings. As a national resource, CAP has performed missions for countless federal, state and local government agencies including:

- The Department of Defense
- The Department of Justice
- The Federal Bureau of Investigation
- The Drug Enforcement Administration
- The U.S. Marshal's Service
- The Department of Transportation
- The Federal Aviation Administration
- The Bureau of Immigration & Customs Enforcement
- The U.S. Forest Service
- The Bureau of Alcohol, Tobacco, Firearms, and Explosives
- The Federal Emergency Management Agency

CAP has a dedicated force of over 56,000 volunteers in over 1,600 cities and towns across America with a strong track record of support to their communities, states and nation. We possess a centralized command and control structure that both reaches down to the local level and supports the Air Force Rescue and Coordination Center (AFRCC) and Air Force National Security Emergency Preparedness Agency (AFNSEP), as well as 1<sup>st</sup> Air Force and Northern Command.

As air and ground search and rescue experts, we have 535 corporate aircraft available nationally 24 hours/day, 7 days/week, 365 days/year. CAP has over 4,300 mission pilots; 2,900 of these and an additional 2,700 support personnel nationwide have been screened by DEA and the U.S. Customs Service. We also possess 850 ground search and rescue teams nationwide trained to operate in a variety of conditions, render first aid, provide wilderness extraction of victims and various community emergency response activities. We fly over 65,000 hours a year in support of missions such as these.

The financial outlay for using CAP is minimal, since your only cost is for the use of the aircraft (typically \$120/hour for a single-engine aircraft) or fuel for ground vehicles. Our highly trained volunteers contribute their time and skills to help make our nation a better and safer place for us all.

Towards that end, I'll be in touch via telephone to see if we can set up a time for me to show you how CAP can help the *{AgencyName}* achieve its goals. In the meantime, I am enclosing our CAPabilities Handbook, which answers many of the questions you may have on what is involved in activating CAP and the assets we possess to help with some of your missions.

For over 65 years, since the dark days of World War II, the volunteers of the Civil Air Patrol have been performing **Missions For America**. Can we perform one of those missions for you?

Most sincerely,



Richard A. Greenhut  
Colonel, CAP  
Director of Marketing

## Appendix B

### *Job Description / Skill Set for Unit, Wing or Region Marketing Director*

- **Oral and written expression**
  - The ability to clearly communicate information and ideas in spoken and written form so others will understand.
  - Able to think on your feet and to develop creative ways to solve a customer's problem.
  - Comfortable in giving formal or informal briefings to large or small groups to convey information effectively.
  - Representing the organization to customers, the public, government, and other outside agencies.
  
- **Product knowledge**
  - Develop awareness of full range of CAP products and capabilities within your Unit, Wing or Region.
  - Awareness of our legal and operational limitations in certain circumstances.
  - Knowing what kinds of missions are a good match with CAP's core competencies and skill set.
  
- **Understanding of media and marketing**
  - Knowledge of communications and media techniques, communication, and dissemination methods.
  - General knowledge of marketing methods and comfortable in applying them at local and state-level organizations.
  - Overview of legislative process and what local and state government agencies want and need from CAP.
  
- **Ability to use all the tools at their disposal**
  - Know what is in our printed, video and Powerpoint materials.
  - Understand what volunteer / HQ Staff resources are available.
  - Ability to leverage Wing / Region legislative staff, operations and other specialists to help make your case.

