

A young boy in a Boy Scouts uniform is shown from the chest up. He is wearing a white shirt, a dark tie, and a Boy Scouts jacket. His right hand is raised in a salute, with his fingers spread and palm facing forward. The background is a plain, light-colored wall.

## Boy Scouts of America

### Multicultural Marketing: Serving Today's Youth and Tomorrow's Leaders

Carlos Alcazar, President & CEO, Hispanic Communications Network

# How is this going to help me?

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Why Hispanic Initiatives?

What are the opportunities for BSA?

What kind of organizational change will happen?

What kind of materials and support will be created?

How will the National office be supporting councils?

# The Next 90 Minutes

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Is the Hispanic Market Really that Big?

Overview of Hispanic Strategy

The Dream Team

The Seven Habits of Every Effective...

Hispanic Initiatives Manager

Orlando Magic

How it Will Work for You

# The Model

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What it is not...

An advertising campaign

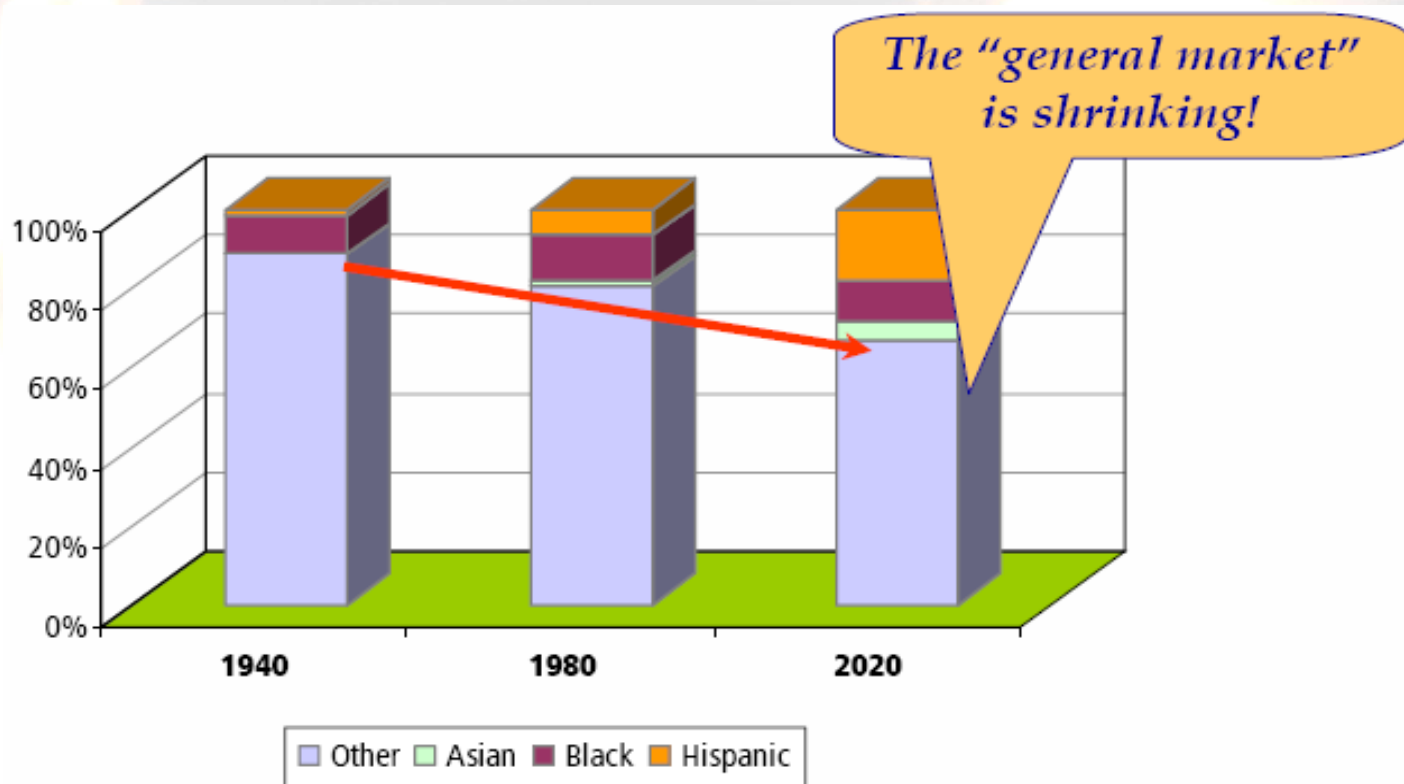
A group of consultants that “drop in”

A binder with resources

What it is...

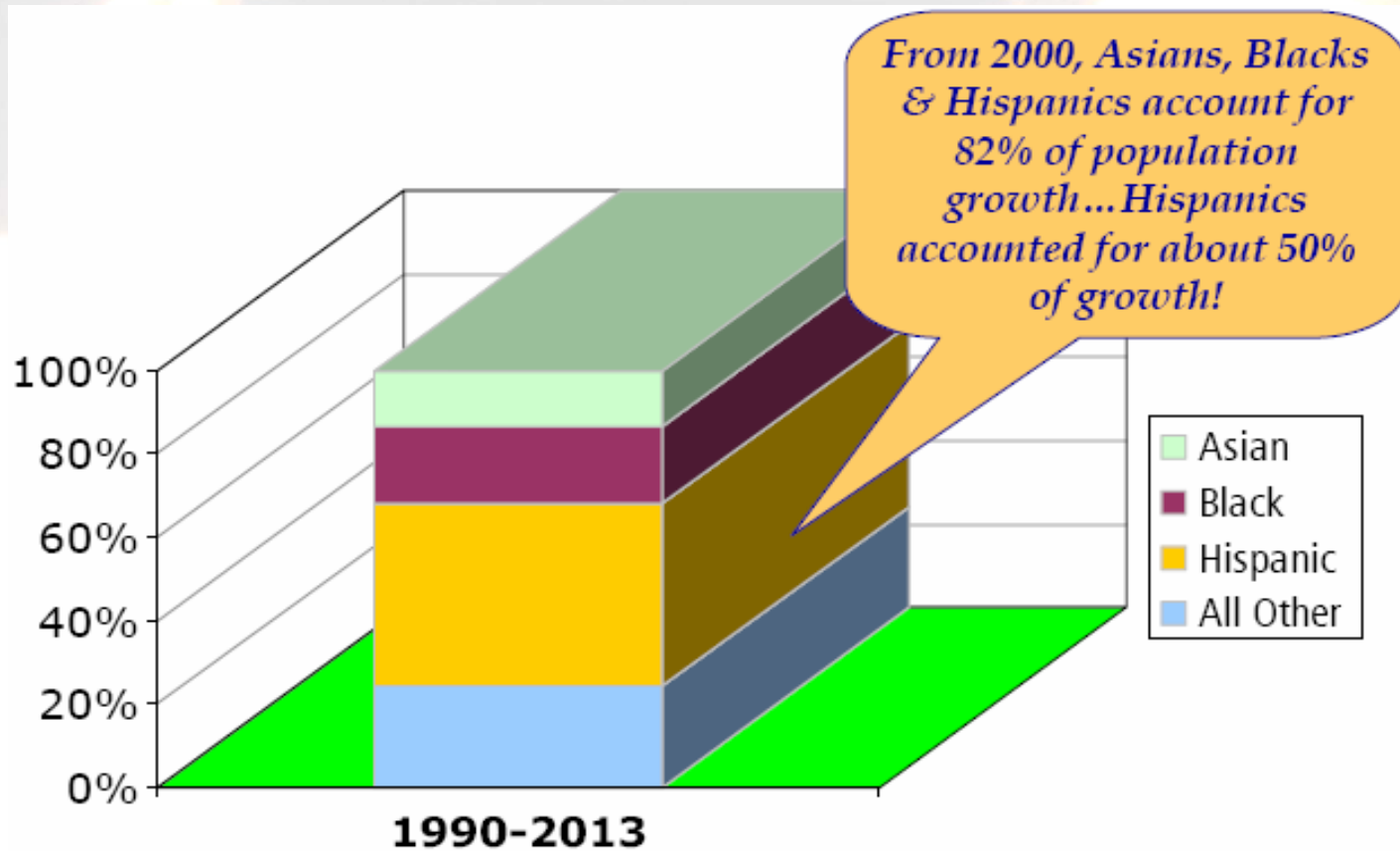
A scaleable and replicable model that features all the necessary components to build a successful effort to offer BSA to the fastest-growing group in the U.S.

# US Hispanic Market Driving US Diversity and Growth



Source: American MarketScape DataStream: 2008 Series

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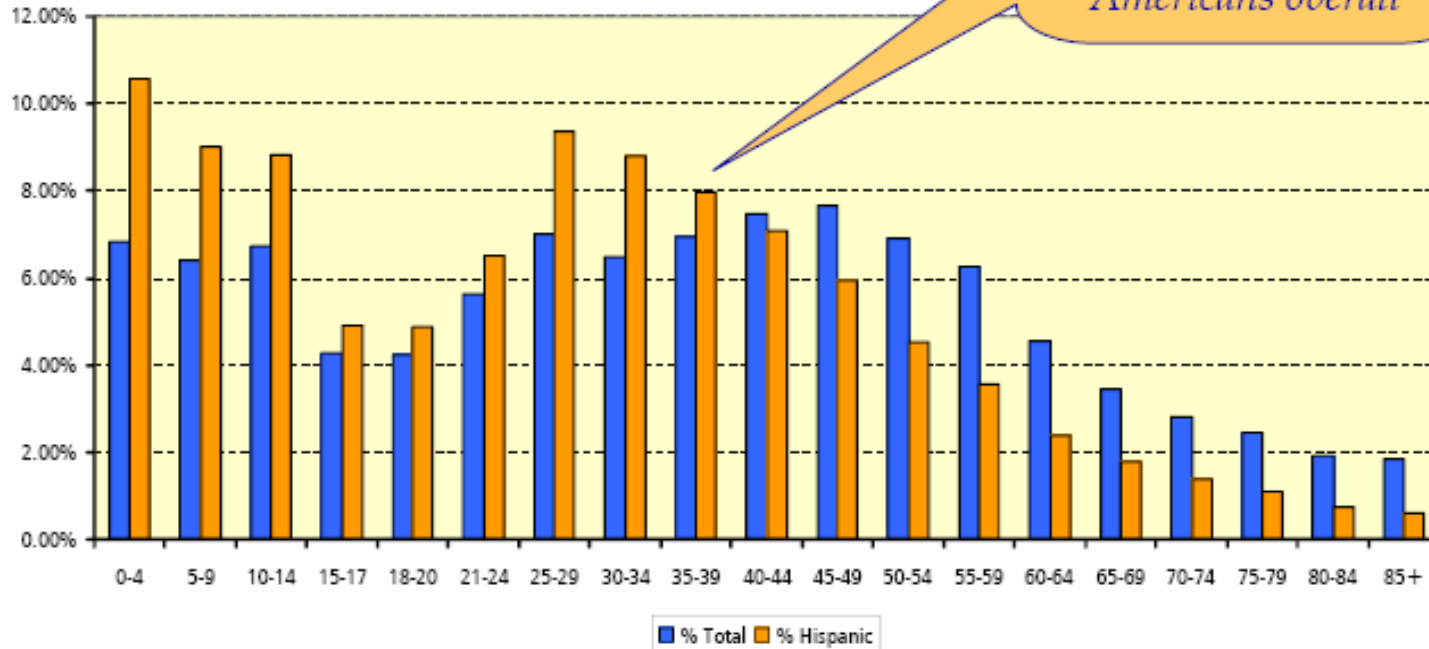
Source: American MarketScape DataStream: 2008 Series

# US Hispanic Market

## Hispanic Age Range by Distribution

Hispanics are the youngest population in the US.

*About 54% of Hispanics are under 30 compared to 41% of Americans overall*



Source: American MarketScape DataStream: 2008 Series

## Is the Hispanic Market Really that Big?

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Last week the U.S. Census Bureau said...

One (1) in Four (4) Children in the U.S.  
under the age of Five (5) are Latino

Yesterday, Rick Cronk said that 48% of kids 10-18 in  
California are Latino

The impact on youth-serving  
membership-driven organizations is clear

Only 100,000 of the 3 million members of BSA are Hispanic today



# Success and Failures in Hispanic Marketing

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Ernest Bromley, CEO Bromley Communications (the largest advertising agency targeting Latinos in the U.S.)

Why is it important to move now?

# Hispanic Initiative Goals

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Five Year Plan designed to accomplish:

- Increase awareness and knowledge of Scouting amongst the Hispanic population
- Increase Hispanic executive staff in the BSA at all levels
- Recruit higher percentage of Hispanic youth and parents in emerging markets
- Build a model that works for all councils



# Hispanic Initiative Strategies

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- An overall professional recruitment effort that will increase professional Hispanic Scouters at each level of the organization
- A national branding and imaging PR campaign in Spanish designed to introduce Scouting and its values to the Hispanic market.
- The creation and management of a Strategic Business Unit (SBU)



# Situational Analysis

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## Site Visits

- Harlingen, TX - Rio Grande Council
- Dallas, TX - Circle Ten Council
- Lawrence, MA - Yankee Clipper Council
- Denver, CO - Denver Area Council
- Omaha, NE - Mid-America Council
- Santa Ana, CA - Orange County Council
- Houston, TX - Sam Houston Area Council
- National Office Meetings



# Situational Analysis Overall Observations

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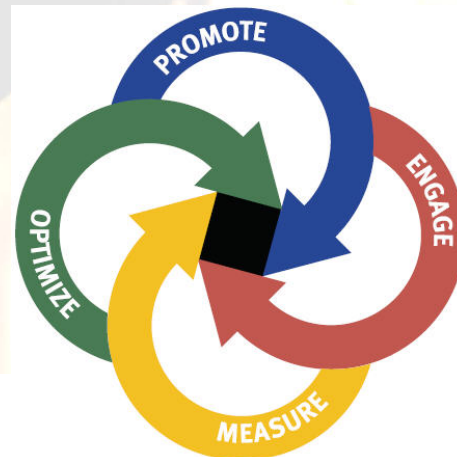
- The BSA needs a national marketing campaign
- The success of a local council in reaching these emerging markets is directly related to the number of bilingual/bicultural support staff, Hispanic District Executives, and Council leadership.
- The Scouting program can be too demanding for today's parents, especially Cub Scouts because of the time commitment.



# Situational Analysis Overall Observations

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- Updated Hispanic marketing materials that match the marketplace
- Internet needs to be leveraged to open up inter-council communication about Hispanic emphasis programs



# Strategy Action Plan

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Staff & Recruitment

Marketing

Partnership

Programs

Hispanic Initiatives made it better by  
adding three more important areas:  
Funding, Membership and Training



# Staffing & Recruitment

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- Strategic Business Unit led by a National Director of Hispanic Initiatives
- Training current BSA executives in councils
- Create accountability
- Use internal website for diversity training
- Create internal web-based information sharing system with a blog
- Create a newsletter focused on Diversity Recruiting





# Marketing

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## Three Stages of Implementation

### Making the Introduction

HCN recommends a comprehensive Spanish-language campaign that focuses on our target consumer, parents, to provide branding, imaging, and information.

### Online Campaigns

HCN recommends a local recruitment campaign designed to increase Hispanic enrollment in select target markets.



# Marketing Stage One

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- Television PSA's
  - Television VNR's and News Packages
  - Publicity Tour
  - Press releases
  - Comprehensive Radio Campaign
  - Editorial Print Campaign
  - Coordinated with your General Market PR firm
    - Fleishman Hillard and Edelman
  - Leverage Moments of BSA greatness
  - Speakers Bureau
  - Centennial Celebration
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- Production of a three (3) minute overview video that can be used as an introduction to Scouting.



# Marketing *Stage Two*

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Launch a viral kids marketing campaign online through the design and implementation of a social networking concept that focuses on BSA values and traditions while providing an updated image to that segment of the population.

- Millsberry.com (selling cereal)

Leverage Scout membership base to launch a comprehensive online campaign (MySpace, YouTube, etc.)



# Marketing

## *Stage Three*

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HCN recommends a local recruitment campaign designed to increase Hispanic enrollment in select target markets.

### Local Hispanic Team

- The National Director of Hispanic Initiatives as the leader and visionary
- A program specialist that can get a Hispanic-centric program running
- A development team to help raise funding
- A media team that can manage the media locally
  
- Thinking Global but Acting Local for specific geographic and ethnic niches



# Partnerships

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*Partnerships are an essential element of the Boy Scouts of America's overall national branding, recruitment, and outreach strategy; this is especially true in the race for talent and the drive for a new membership base.*

- Establishing stronger ties to Scouting
- Establishing long-term executive staff
- Fundraising

Together we can attain new heights



# Partnerships

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*Its time to re-activate some older relationships  
and engage groups*

- NCLR
- HACU
- LULAC
- USHCC
- Univision

*And create new ones:*

- Corporations
- Unions
- Washington DC groups
- Trade groups



# Programs

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Boy Scouts of America as customer-centric organization

What can the Scouting do to help you!

- Your current living conditions
- Your day-to-day challenges of raising successful kids
- Your desire to participate more actively in your children's lives

Create a Hispanic-centric program offering such as Soccer & Scouting, Urban Executives, and After-School Cubs



# The Dream Team

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Bob Mazzuca

Rick Cronk

Wayne Brock

Ralph de la Vega, President & CEO, AT&T Mobility

Bishop James A. Tamayo

Senator Mel Martinez

Tico Perez, President of Southern Council, BSA

Frank Ramirez, CEO Ice Energy

Ernest Bromley, CEO Bromley Communications

Mario Carrera, SVP Entravision

Carlos Alcazar, CEO Hispanic Communications Network

Marcos Nava, Director of Hispanic Initiatives, BSA

Maria Dahl, Director of Communications, Hispanic Initiatives, BSA

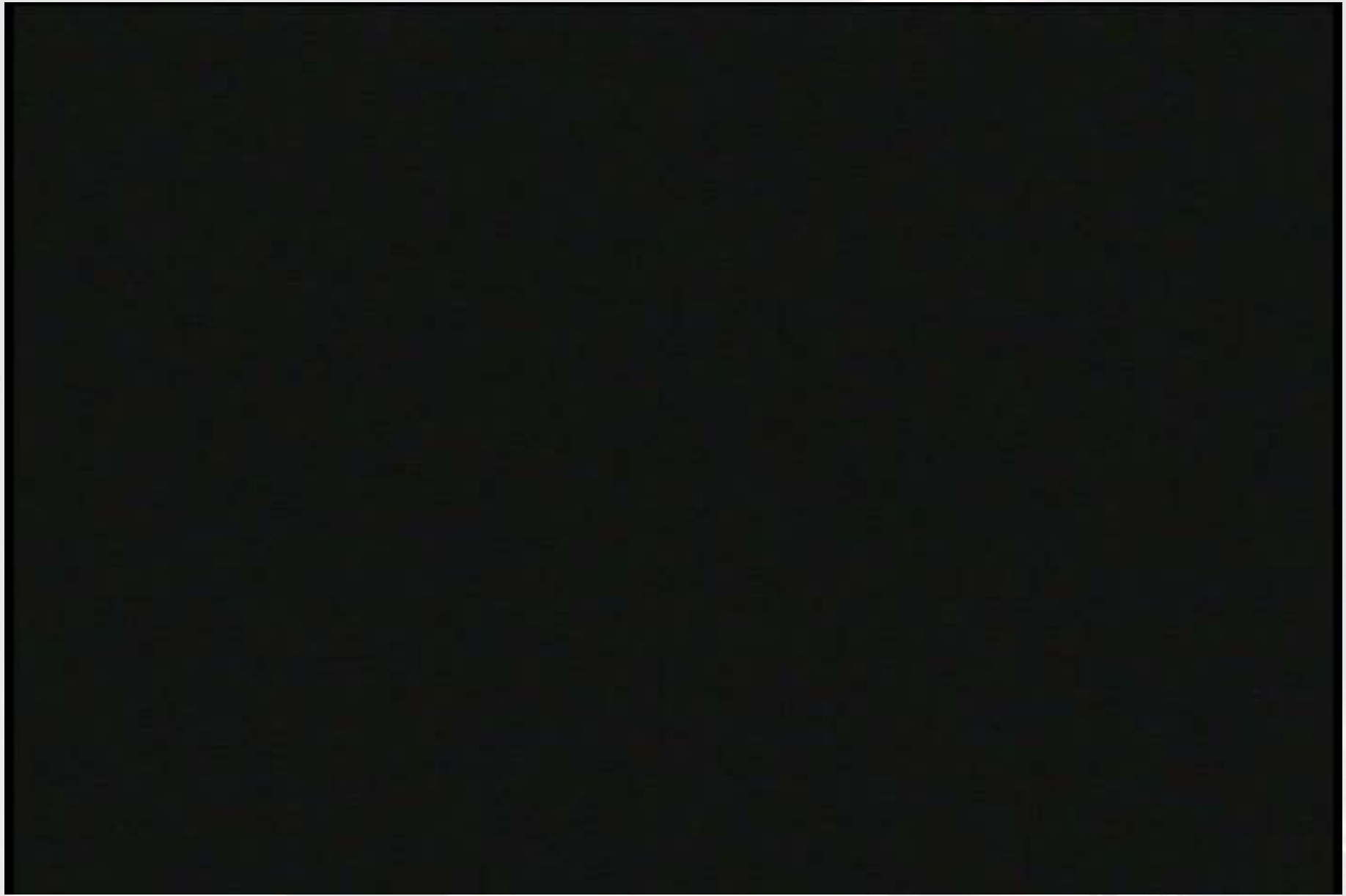


# Orlando Magic

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Ron Oats  
Scout Executive

Strong Board  
Committed Council Management & Staff  
Community Leaders  
Volunteers



# The Seven Habits of the Effective...Hispanic Initiatives Manager

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Staff Recruitment

Communications/ Marketing

Partnership

Funding

Training

Program

Membership

# How will it work for you...

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Marcos Nava

Maria Dahl

Carlos Alcazar

## The Pilot Markets

Western Region – San Jose, CA (Santa Clara County), Fresno, CA (Sequoia)

Southern Region – Orlando, FL (Central Florida), Harlingen, TX (Rio Grande)

Central Region – Chicago

Northeast Region - New York, NY (Greater NY Councils)