Asia-Pacific Regional Workshop on Marketing Scouting for Growth

16-19 March 2006
Kuala Lumpur
MALAYSIA
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After months of preparation and work by Pengakap Malaysia in consultation with the Asia Pacific Regional Office of the World Scout Bureau, we are about to come to a conclusion. But probably for some of us, it could be another beginning of fresh perspectives after almost 4 days of sharing and fellowship.

I am glad to report that there are a total of 56 participants of equal proportion, 28 local and 28 overseas, from 15 countries: Australia, Bangladesh, Brunei Darussalam, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Maldives, Nepal, Philippines, Singapore, Taiwan and Thailand.

I am also humbled with the presence of my colleagues in the Scouting Profile Sub-Committee who managed and ran this workshop. I want to thank my colleagues Richard Miller, Anthony Chan, Alex Choo, Brata Hardjosubroto, Yoshio Danjo, Prakorb Mukura, Koo Hong Kiong. It is a privilege to have worked with you. We also introduced to you several senior officials of the Asia Pacific Region who dropped by the workshop to bring their greetings.

At this workshop, Pengakap Malaysia had given a tremendous support from the top level of leadership to the state and institutional level. Thank you for your very active participation and the fellowship you have shown to our overseas participants.

Let me also cite the support of the World Scout Bureau for their technical and consultative advise on the management of this workshop. I would say that the workshop methodology has been a mutual and two-way sharing between the workshop staff, facilitators and the participants.

I hope that this workshop has provided us with a practical application of tools and knowledge that would enable us to improve our practices and the image of Scouting.

May I take this opportunity to invite you to our next big event which will be another Asia Pacific Regional Workshop on Partnerships through Public Relations to take place in Indonesia this coming July in conjunction with their national Jamboree. You are all invited and I hope that we will see each other again and other Scouting opportunities.
Recommendations for the region

i. The APR should have at least a three years general marketing plan for the region

ii. The APR should established a group of Marketing Resource team

iii. The APR Workshop on Marketing should steadily continues to be organized.

iv. The APR should emphasize that the appropriate people should be nominated to participate workshops

Recommendations for the NSOs

i. By 2007, every NSO should have their own three years marketing plan

ii. Every NSOs should send appropriate person relevant to the workshop Topics

iii. Every NSO should create/upgrade/update their website on the subject of marketing Scouting

RECOMMENDATIONS COMMITTEE

1. Philip Ang
2. Wendy Chan
3. Armando Tecson
4. Mohd Azlan
5. Ibrahim Zameer
6. Andrew Ang
7. Ganesan Sittramaram
8. Chiaw Ching Seng (Steven)

Coordinator: Anthony Chan
On behalf of the Asia Pacific Regional Scout Committee, I am most delighted to welcome you to Kuala Lumpur. The response to this workshop, particularly from other countries and in Malaysia itself is phenomenal.  
I had attended all PR, Marketing and ICT workshops organized by the region since 1994 and I just hope that this would be one of the most productive workshops we will ever have.  

We have come a long way and we hope to get the mark of looking more deeply and more widely into our strengths and weaknesses in terms of marketing and growth.  

May I express my gratitude to my colleagues in Pengakap Malaysia for offering to host this workshop and for the generosity of arranging this major event of the region, including all the logistical and administrative preparations they are doing. I also welcome my colleagues in the region who will be running the sessions of this workshop and will guiding us in the workshop input and discussions.  

I appreciate my colleagues who are participating here as an expression of solidarity both locally and internationally.
Good morning and Selamat Pagi

It is my pleasure to welcome the regional colleagues of Scouting in the progressive land of Malaysia. I wish to congratulate PPM for the responsibility they had undertaken to organize this event in Kuala Lumpur at a time when the city is witnessing a world-class race – the Formula One. We may not gain that speed but we will still try and as Scouts we do our best in our own way.

Holding this workshop is a very significant action, since we last touched on this topic three years ago in Korea where we touched on the very key three words, very familiar to many of us. That was Marketing, PR and ICT. We then focussed towards membership growth as well. Some of you were there. Today as we approach the centenary of scouting in the coming year we want to be more known in the world, at the national, provincial, and community level for what we do, and what we stand for. We want to be known for the brand we hold on to. We want to be extrovert rather than introvert. We have been assuming that people know how. But in actual fact people do not know us.

People in general do not know what is scouting. We even do not give the right words, short and simple for people to understand who we are, what we do, and what we stand for.

Take the example of the logo itself, which we uphold very dear to us. Yesterday when I arrived here in KL, about 8-10 of the tour guides waiting for their customers at the airport tried to identify my blazer badge.

One said, Ah! Boys’ brigade, the other said, Olympic Committee, the other said YMCA and many others, except the word I was waiting to hear. Ah! SCOUT! Why did they know all other possible organization names except the word SCOUTS. Simply we are not know in spite of the fact we will be celebrating shortly 100 years of scouting. We need to accept the fact that we got to tell and make people know us. Marketing workshop, such as this, creates solutions to challenges that our organization has identified over the years. Promotion is not the only element that marketing should focus. It should also add life and a new feel to the image of Scouting. There is power and influence in marketing, and that is why we need this focus to let people know who we are, what we do and what we stand for. I sincerely hope the national scout organizations present here, in particular, would aim to do this in the future.

Once again, our heartfelt appreciation to PPM and in particular to the Chief Scout of Malaysia, Regional Scout Committee Chairman Eric Khoo, to the Chief Commissioner of Malaysia, Workshop Director, Facilitators who are with us from APR Profile sub committee, and to every one of the staff, or volunteer who have contributed to make this workshop a reality. Last, to all the participants, please make best use of the learning that we are about to embark upon and carry on the good work of scouting for more young people as we celebrate 50 years of scouting in the region and one hundred years in world scouting.

Terima kasih
What is Marketing?

- Underlying principle of success through satisfying customer wants...but
  - Which customers?
  - Which wants?
  - Marketing is not trying to be all things to all customers
- Set of systematic actions aimed at identifying and satisfying selected customer wants

Definitions

‘Marketing is the management process that identifies, anticipates and satisfies customer requirements profitably’
  - The Chartered Institute of Marketing

‘The right product, in the right place, at the right time, and at the right price’
  - Adcock et al

‘Marketing is the human activity directed at satisfying human needs and wants through an exchange process’
  - Kotler 1980

‘Marketing is a social and managerial process by which individuals and groups obtain what they want and need through creating, offering and exchanging products of value with others’
  - Kotler 1991

What’s Special About Marketing?

- Marketing always looks “outside in”
- Marketing uniquely asks “What’s in it for the customer?”
- Marketing is about how organisations change (their products, target markets and competitive strategies)

Implications of Marketing

- Who are our existing / potential customers?
- What are their current / future needs?
- How can we satisfy these needs?
  - Can we offer a product/service that the customer would value?
  - Can we communicate with our customers?
  - Can we deliver a competitive product of service?
- Why should customers buy from us?
- For Scouting, marketing needs to be at all levels
  - It is not just a management responsibility
  - As a service, positive interaction between people is critical
  - This implies that every contact with people from the Scouting Movement is an act of marketing
- Favourable or unfavourable opinions are made at every “service encounter”
The Marketing Concept

- choosing and targeting appropriate customers
- positioning your offering
- interacting with those customers
- controlling the marketing effort
- continuity of performance

BUYER BEHAVIOUR

- The Consumer Buying Process
- The Buying Decision Process
- Types of buyer behaviour
- Dominant Family Purchase
- Demographic Factors
- Maslow’s hierarchy of needs
- UK socioeconomic classification scheme

Buying Decision Process

- recognition of the need e.g. a new PC
- choice of involvement level (time and effort justified) e.g. two week ends
- identification of alternatives e.g. Dell, IBM, Apple
- evaluation of alternatives i.e. price, customer service, software support, printer/scanner package
- decision - choice made e.g. Dell
- action e.g. buy Dell model from Dell on line
- post-purchase behaviour i.e. usage, breakdowns, service levels

Types of Buyer Behaviour

- Complex buyer behaviour e.g. Intel Pentium Processor
- Dissonance-reducing behaviour (brand reduces after-sales discomfort)
- Habitual buying behaviour e.g. salt little difference
- variety seeking behaviour - significant brand differences e.g. soap powder

Demographic Factors

- Age
- Stage in family life cycle
- Occupation
- Economic circumstances
- Lifestyle
- social influence variables
  - family background
  - reference groups
  - roles and status
MARKET RESEARCH

Marketing Research
- What is Marketing Research?
  - Process
  - Terminology
  - Techniques

- MkIS - Marketing Information Systems
  - What is MkIS
  - Components of an electronic MkIS

Terminologies
- Primary data - collected firsthand
- Secondary data - already exists, desk research
- Quantitative research - statistical basis
- Qualitative research - subjective and personal
- sampling - studying part of a ‘population’ to learn about the whole

Techniques
- Interviews
  - face-to-face
  - telephone
  - postal questionnaire
- Attitude measurement
  - cognitive component (know/believe about an act/object)
  - affective component (feel about an act/object)
  - conative component (behave towards an object or act)
- Likert scale
  - strongly agree
  - agree
  - neither agree nor disagree
  - disagree
  - strongly disagree
- Semantic differential scales - differences between words e.g. practical v impractical
- Projective techniques
  - sentence completion
  - psychodrama (yourself as a product)
  - friendly martian (what someone else might do)
- Group discussion and focus group
- Postal research questionnaires
- Diary panels - sources of continuous data
- In-home scanning - hand-held light pen to scan barcodes
- Telephone research
- Observation
  - home audit
  - direct observation
- In-store testing

Definition
‘the systematic gathering, recording and analysing of data about problems relating to the marketing of goods and services’
- American Marketing Association

- Aim is to reduce uncertainty
- Quantitative and qualitative techniques
- Current customers
  - preferences
  - behaviour patterns
- Potential / non-customers
  - wants
  - alternatives used
  - Motivations

Process
- Set objectives
- Define research Problem
- Assess the value of the research
- Construct a research proposal
- Specify data collection method
- Specify techniques of measurement
- Select the sample
- Data collection
- Analysis of results
- Present in a final report
**What is MkIS**

‘MkIS (MIS) is a set of procedures and methods for the regular, planned collection, analysis and presentation of information for use in marketing decisions’

*American Marketing Association*

**The Components of a computerized MkIS**

- Data bank - raw data e.g historical sales data, secondary data
- Statistical bank - programmes to carry-out sales forecasts, spending projections
- A model bank - stores marketing models e.g Ansoff’s Matrix, Boston Matrix
- Display unit - VDU and keyboard

**PRODUCT**

- Product Life Cycle
- New Product Development (NPD)

**Five Stages of PLC**

- Product development - sales are zero, investment costs are high
- Introduction - profits do not exist, heavy expense of product introduction
- Growth - rapid market acceptance and increasing profits
- Maturity - slowdown in sales growth. Profits level-off. Increase outlay to compete
- Decline - sales fall-off and profits drop

**New- Product Development Process**

- New product strategy
- Idea generation
- Idea screening
- Concept development and testing
- Marketing strategy
- Business analysis
- Product development
- Test Marketing
- Commercialisation

**Products Decision**

- Product and Service Classification System
- The Product Life Cycle
- Introduction to product matrices
- Boston Matrix (Growth/Share)
- Ansoff’s Matrix (Product Market)

**Products and Service Classification System**

- Convenience goods - little effort, relatively inexpensive
- Shopping goods - e.g ‘white goods’, DIY equipment, more expensive, infrequent
- Speciality goods - extensive search e.g Jewellery, gourmet food
- Unsought goods - e.g. double glazing,
- Industrial goods
- Installations - ‘speciality’ goods of industrial markets - plant and machinery
- Accessories - maintenance and office equipment
- Raw materials
- components
- Business to business e.g. consultants, accountants
**PRICING**

**Pricing Decisions**

- Pricing strategies
- Pricing exercise
- Ten ways to ‘increase’ prices without increasing price – Winkler

**Pricing Strategies**

- Premium pricing
  - Uses a high price, but gives a good product/service exchange e.g. Concorde, The Ritz Hotel
- Penetration pricing
  - offers low price to gain market share then increases price
  - e.g. mobile phones - to attract new clients
- Economy pricing
  - placed at ‘no frills’, low price
  - e.g. Soups, spaghetti, beans - ‘economy’ brands

- Price skimming
  - where prices are high - usually during introduction
  - e.g new albums or films on release
  - ultimately prices will reduce to the ‘parity’

- Psychological pricing
  - to get a customer to respond on an emotional, rather than rational basis
  - e.g. $2.99 not $3.05 ‘price point” perspective

- Product line pricing
  - rationale of a product range
  - e.g. MARS $0.32, Four-pack $0.99, Bite-size $1.29

- Pricing variations
  - ‘off-peak’ pricing, early booking discounts, etc
  - e.g Grundig offers a ‘cash back’ incentive for expensive goods

- Optional product-pricing
  - e.g. optional extras - BMW famously under-equipped

- Captive product pricing
  - products that complement others
  - e.g Gillette razors (low price) and blades (high price)

- Product-bundle pricing
  - sellers combine several products at the same price
  - e.g software, books, CDs.

- Promotional pricing
  - e.g. toothpaste, soups, etc

- Geographical pricing
  - different prices for customers in different parts of the world
  - e.g. Include shipping costs, or place on Product Life Cycle

- Value pricing
  - usually during difficult economic conditions
  - e.g. Value menus at McDonalds

**Ten ways to ‘increase’ prices without increasing price – Winkler**

1. Revise the discount structure
2. Change the minimum order size
3. Charge for delivery and special services
4. Invoice for repairs on serviced equipment
5. Charge for engineering, installation
6. Charge for overtime on rushed orders
7. Collect interest on overdue accounts
8. Produce less of the lower margin models in the line
9. Write penalty clauses into contracts
10. Change the physical characteristics of the product
**PROMOTION**

**Promotion Decisions**
- Promotion objectives
- Elements in the communication process
- Promotions mix
- The promotions message
- Executions style
- Media choice?

**Promotional Objectives**
- To support sales increases
- To encourage trial
- To create awareness
- To inform about a feature or benefit
- To remind
- To reassure
- To create an image
- To modify attitudes

**Elements in the Communication Process**
- Sender - party sending the message
- Encoding - message in symbolic form
- Message - word, pictures and symbols that the sender transmits
- Media - the communication channel e.g. radio, television, internet
- Decoding - receiver assigns meaning to symbols encoded by the sender
- Response - reaction of the receiver after being exposed to the message
- Feedback - the part of the receiver’s response after being communicated to the sender
- Noise - unplanned static or distortion during the communication process e.g. competitor action

**Promotion Mix**
- Personal selling
- Telemarketing
- Direct mail
- Trade fairs and exhibitions
- Commercial television
- Newspapers and magazines
- Radio
- Cinema
- Point of sale displays
- Packaging
- Internet/websites
- Banner advertising
- SMS
- MMS
- Chat rooms
- Email
- MSN
- Yahoo

**Promotional Message**
- Grab ATTENTION
- Excite INTEREST
- Create DESIRE
- Prompt ACTION “AIDA”

**Media Choice**
- Marketing objectives
- Definition of problem e.g. falling awareness
- Evaluation of different tools
- Choice of optimum mix of promotional methods
- Integration into overall marketing communication program
**DISTRIBUTION CHANNELS**

**Channel and Distribution Tactics**
- Definition of distribution - Bucklin
- Channel intermediaries
- Six basic channel decisions
- Selection consideration
- Potential Influence Strategies - Frazier and Sheth (1989)
- Frequencies of use of influence strategies - Frazier and Summers (1984)

A channel of distribution comprises a set of institutions which perform all of the activities utilised to move a product and its title from production to consumption


**Channel Intermediaries- Wholesalers**
- Break down ‘bulk’
- buys from producers and sell small quantities to retailers
- Provides storage facilities
- reduces contact cost between producer and consumer
- Wholesaler takes some of the marketing responsibility e.g sales force, promotions

**Channel Intermediaries- Agents**
- Mainly used in international markets
- Commission agent - does not take title of the goods. Secures orders.
- Stockist agent - hold ‘consignment’ stock
- Control is difficult due to cultural differences
- Training, motivation, etc are expensive

**Channel Intermediaries- Retailer**
- Much stronger personal relationship with the consumer
- Hold a variety of products
- Offer consumers credit
- Promote and merchandise products
- Price the final product
- Build retailer ‘brand’ in the high street

**Six basic channel decisions**
- direct or indirect channels
- single or multiple channels
- length of channel
- types of intermediaries
- number of intermediaries at each level
- which intermediaries? Avoid intrachannel conflict

**Selection consideration**
- Market segment- must know the specific segment and target customer
- Changes during Product Life Cycle (plc)- different channels are exploited at various stages of plc
- Producer- distributor fit- their policies, strategies and image
- Qualification assessment- experience and track record must be established
- Distributor training and support
MARKETING OF SERVICES

- A service is action of doing something for someone or something – an experience consumed at point it is purchased
- A service is inseparable from point where it is consumed – live theatre performance can not be taken home and consumed
- A service is intangible – can not have a real physical presence as does a product (tangible)
- A service is perishable, once it has occurred it can not be repeated in exactly the same way
- A service is variable, with human involvement no two services will be completely identical
- A service does not endow right of ownership – it is experienced and can not be sold on once consumed
- Marketing Mix extended for Services – three additional “P’s”

Marketing Mix of Services Organisations

- Product – what we have or do
- Pricing – how much customers pay
- Distribution – making our service accessible
- Promotion – informing, persuading, reminding
- People – putting a ‘face’ to our service
- Physical Evidence – adding tangible evidence to the intangible nature of services
- Process – logistics - front and back of house

People

- Most important element of any service or experience. Attitude, skills and appearance must be first class
- Add value through appropriate training, selling skills, customer service
  - Training
    - Induction on culture, day to day policies and procedures, responsibilities
    - Establish training program including addressing personal goals, appraisals
- Personal selling skills - three types of sales person
  - Product delivery - task is to deliver, eg fast food, mail
  - Order taker - task internal or external to simply take orders
  - Missionary - task is to build goodwill with longer term aim of generating orders
  - Technical salesperson – in depth knowledge to advise customers on best purchase
  - Creative sellers - skill is in identifying needs and persuading that product meets needs. Highly skilled in selling
- Customer service expertise
  - Many products, services are supported by customer service teams, eg selection of financial services, advice on IT and software, coordinating customer interface - service engineers, communicating with salespeople
  - Disposition and attitude of such people is vital
  - Way in which a complaint or inquiry is handled can mean difference in retaining or losing a customer.
  - People tend to buy from people they like
  - Customer service can add value through the support, advice and expertise
**Physical Evidence**
- Tangible part of the service, tangible clues to the nature, quality of service
- Uniforms, badges, certificates, awards
- Tickets, invoices, business cards, brochures
- Signage, buildings, furnishings
- Packaging
- Internet/web site

**Process- Logistics**
- Process is something that the customer participates in at different points in time when experiencing the organisation’s offering
- Processes essentially have inputs, throughputs and outputs (outcomes). Marketing adds value to each stage
- Consider Process from customer’s point of view, not from perspective of organisation’s processes (eg to achieve sales targets, integrating an overall marketing mix – say telemarketing and internet marketing - or to control the marketing mix)
- Think about the processes involved as a customer in going on a cruise or booking flights on the internet
- Such processes are all part of the Marketing Process
- At each stage of the process:
  - Value must be delivered through all elements of the marketing mix – Process, Physical Evidence and People enhance services
  - Feedback can be taken and the mix altered
  - Customers are retained, other services or products are extended and marketed to them
  - Process itself can be tailored to the needs of different individuals, experiencing similar service at same time

**PLANNING**

**Marketing Management**
- Corporate mission development
- Situation analysis
  - Market analysis
  - Portfolio analysis
  - Market Research
- Strategy development
  - Growth strategy
  - Competitive position
  - Networks and strategic alliances

**Marketing Management Process**
- Analysis/Audit - where are we now?
- Objectives - where do we want to be?
- Strategies - which way is best?
- Tactics - how do we get there?
- Implementation - Getting there!
- Control - Ensuring arrival

**Strategic Direction**
- Define our business → customer needs
- Identify our customers and their needs
- Select the needs we will satisfy
- Express in mission statement
- Extend to marketing objectives and strategies

**Strategic Marketing and Positioning**
*The following framework used by Scouts Australia to describe Scouting’s strategic market positioning.*
- Defining Area of Business Focus
- Defining Key Target Markets
- Defining how we differentiate ourselves to the benefit of the customer – Focus for Brand Differentiation
- Defining our Image – how do we want to be perceived
**Scouts Australia Strategic Positioning**

*Area of Business Focus*

- Preparing young people early in their life for business and community leadership and to develop their full potential
- In turn, contributing to the health and wealth of our society by helping young people become self-reliant, supportive, responsible, active and committed young citizens

*Key Target Markets*

- Families and individuals who have a commitment to the highest standards of:
  - personal development of young people, and
  - their values and success in life
  - for both their own children and others within the community
- Also other target markets such as government, corporations, schools

*Brand Differentiation Focus*

- Scouting is personal and leadership development that focuses on individual needs in a fun, challenging, team oriented and supportive environment organised by professional, committed and well trained leaders.

*How Do We Want to be Perceived*

- Only Scouting, a dynamic, fun movement is best equipped to provide self development for both young men and women through its variety of challenging, adventurous, achievement oriented, teamwork and leadership based experiences

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**Why is Marketing Planning Necessary**

- Systematic futuristic thinking by management
- better co-ordination of organisation efforts
- development of better performance standards for control
- sharpening of objectives and policies
- better prepare for sudden new developments
- managers have a vivid sense of participation

**Criticisms of Marketing Planning**

- Formal plans can be quickly overtaken by events
- Elements of the plan my be kept secret for no reason
- gulf between senior managers and implementing managers
- the plan needs a sub-scheme of actions

**Objectives of Marketing Plan**

- Acts as a roadmap
- Assist in management control and monitoring the implementation of strategy
- Informs new participants in the plan of their role and function
- To obtain resources for implementation
- To stimulate thinking and make better use of resources
- Assignment of responsibilities, tasks and timing
- Awareness of problems, opportunities and threats
- Essential marketing information may have been missing
- If implementation is not carefully controlled by managers the plan is worthless!
The Marketing Plan

- Executive summary
- Situation analysis
- Market segmentation, target market selection, market positioning
- Marketing Objectives
- Marketing Strategies
- Marketing Tactics to achieve Marketing Objectives/Strategies – Actions, When, Who, Measure of Success
- Budgets and controls

Cautionary Notes for Effective Planning

- Don’t blindly rely on mathematical and statistical calculations. Use your judgement as well
- Don’t ever assume that past trends can be exploited into the future forever
- If drawing conclusions from statistical data, make sure the sample size is sufficiently large

Behavioural Planning Problems

- Planning recalcitrance: resistance and non-operation by managers in planning
- Fear of uncertainty in planning: a lack of comfort in planning activities
- Political interests in planning activities: resource bargaining, padding of requirements, and avoidance of consensus
- Planning avoidance: compliance rather than commitment to planning

Standard Planning Framework

- Analysis - where are we now?
- Objectives - where do we want to be?
- Strategies - which way is best?
- Tactics - how do we ensure arrival?
- Control - are we on the right track?

Marketing Planning Process

- Analysis/Audit - where are we now?
- Objectives - where do we want to be?
- Strategies - which way is best?
- Tactics - how do we get there?
- Implementation - Getting there!
- Control - Ensuring arrival

The Marketing Environment and Competitor Analysis

- SWOT analysis
- PEST analysis

SWOT Analysis

- Strengths (internal)
- Weaknesses (internal)
- Opportunities (external)
- Threats (external)

➢ S and W: look for competitive advantage
  - Bigger, faster, better
➢ O and T:
  - look for likelihood and impact
➢ Prepare strategies
  - Build on strengths
  - Minimise weaknesses
  - Exploit opportunities
  - Prepare for threats

SWOT (from WOSM strategy paper)

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<td>Young people?</td>
<td>No clear strategic direction?</td>
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<td>Public &amp; private institutions support?</td>
<td>Lack of policies &amp; procedures</td>
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<td>Forming strategic alliances?</td>
<td>Poor image?</td>
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<td>New segments of society?</td>
<td>Poor track record?</td>
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<td>Completeness among competing organisations?</td>
<td>Lack or obsolete equipment thereby</td>
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<td>Faster economic growth?</td>
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<td>Poor image of Scouting?</td>
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<td>Others</td>
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### PEST analysis
- Political factors
- Economic factors
- Socio-cultural factors
- Technological factors

#### Political/ Legal
- Monopolies legislation
- Environmental protection laws
- Taxation policy
- Employment laws
- Government policy
- Legislation
- Others?

#### Economic Factors
- Inflation
- Employment
- Disposable income
- Business cycles
- Energy availability and cost
- Others?

#### Sociocultural Factors
- Demographics
- Distribution of income
- Social mobility
- Lifestyle changes
- Consumerism
- Levels of education
- Others?

#### Technological
- New discoveries and innovations
- Speed of technology transfer
- Rates of obsolescence
- Internet
- Information technology
- Others?

### Implementation
- The implementation process
- An action checklist
- Total quality and marketing
- Managing the organisation/ stakeholder interface
- Activities to establish and build customer relationships
- Relationship marketing

#### Implementation Problems
- Internal problems e.g change of management
- External problems e.g. changing competition
- Poor planning
- Poor intelligence
- Poor execution

#### Implementing a program- an action checklist
- Agree the implementation strategy
- Agree a timeframe
- Draw up detailed implementation plans
- Set up a team of stakeholders
- Establish good project management
- Personalise the case for change
- Ensure participation
- Create a sense of purpose and urgency to tackle real problems which have prevented progress in the past
- motivate
- be prepared for conflict
- Be willing to negotiate
- Anticipate stress
- Build skills
- Build in the capacity for learning
- Monitor and evaluate

#### Marketing Controls
- Measuring on-going performance
  - Longitudinal customer count
  - New customers attracted per period
  - Customer retention / loyalty by segment
  - Customer satisfaction levels by product
  - ?? What is relevant to our business
Core Marketing Concept

- Market
- Demands
- Products
- Value and Satisfaction
- Exchanges, transactions and relationships

Customers/ Consumers

- The customer is the person who pays
- The consumer is the person who is the end-user of the product or service

DMU (Decision Making Unit)
- Gate keeper
- Indicators or initiators
- Influencers
- Deciders
- Buyers
- Users
- Financiers

Marketing/ Customer Interface

- Customers want products and services which are customised to their precise requirements
- Customers are no longer content at being satisfied, they now expect to be satisfied

If customers are to buy repeatedly from an organisation and if they are to tell others to buy from the same company, they will only do so if they are delighted by the product/service offering

- Customers increasingly demonstrate expectations which are extracted from the global market place
- New competitors are emerging in market places previously characterised by monopolistic inertia
- Organisations in non-competitive environments are becoming customer focused

Customer Equity :

= What the customer means to us  OR
= What we mean to the customer
**What is Value?**

- Value = Benefits – Cost
- Practical Definition:
  Value is something the customer is prepared to pay for

**Creating Customer Preference**

- Shareholder value
- Customer value
- Customer preference
- Value proposition
- Value drivers

**Properties of a Winning Value Proposition**

- Customer benefit – customers must see value to them in their own terms
- Unique – customers must recognise the benefit(s) as different
- Profitable – the company has to be able to deliver at a profit
- Sustainable – the advantage should be difficult to copy

**Characteristics of a Service**

**Characteristics**
- Means that....
- Intangibility
  - It cannot be touched
- Perishability
  - It cannot be stored
- Heterogeneity
  - It is rarely the same from occasion to occasion
- Inseparability
  - Provision & delivery cannot be separated

**Managing Quality**

- Quality is defined as meeting, or exceeding customer requirements now and in the future
- Different types of quality that contribute to customer satisfaction
  - Design
  - Conformance
  - Availability
  - Field Service

**Reasons for Service Quality Gaps**

- **Gap 1** - Not knowing what customers expect
- **Gap 2** - The wrong service quality standards
- **Gap 3** - The service performance gap
- **Gap 4** - When promises do not match delivery
- **Gap 5** - The difference between customer perception & expectation

**Customer Care Programs**

- Identifies customers
- Establishes needs
- Identifies what they want in terms of service
- Sets standards
- Monitors service regularly against standards
- Takes action to improve

---

**Creating a Superior Offer to Achieve Customer Preference**

```
Where value is added

Potential
Augmented
Expected
Core

What the customer buys (functions & benefits)

What the customer expects
```

**Customer Value**

- Capabilities, Skills and resources
- Benefits
- Organisational changes
- Commitment and service
- Innovation and change
- Listening and learning
COMMUNICATIONS STRATEGY

Ms. Luz Taray
Director, Publications and Relationships
World Scout Bureau/ APR

STUDY ON THE IMAGE OF SCOUTING IN THE ASIA PACIFIC REGION

- An image is a reflection of what people believe they see or know.
- Creating a better image is NOT about disguising reality.
- It is about creating greater visibility of strengths and improving weaknesses so that the image we wish to convey truly reflects reality.
- Creating a better image requires an integrated approach to communication.

A communication strategy
A communication strategy involves understanding the issues and perceptions that hinder what the Association wants to achieve.

Here are a few questions that many Associations ask themselves...

“Why is it difficult to retain adults?”

- What disillusion them?
- Do they receive appropriate support?
- Do we make Scouting enriching for them?
- Is their contribution recognized outside of Scouting?

“Why don’t we receive much support from public authorities and civil society?”

- Are they aware of our Mission and achievements?
- Do they have stereotyped images of Scouting?
- Why is there a general lack of media coverage of Scouting today?

What is our current image?

- Creating a better image involves promoting our strengths and correcting our weak points.
- But we also need to know how people currently perceive us.
- Some perceptions may be an accurate reflection of reality, others inaccurate, or a mixture of both.

What is our current image? True, False or both?

“Scouting is just one of many recreational organizations for children.”

“Scouting is a paramilitary organization.”

“Scouting is just about tying knots.”

“Scouting is a closed world with outdated rituals and obscure terminology.”

“Scouting is a race to get badges, but you never build on what you learn.”

“Scouting is only for boys.”

“Scouts just play silly games.”

“Scouting is just about obeying orders.”

“Education is the school’s job.”

“Scouting is dangerous.”

“What Scouting offers is totally divorced from the real world.”

“Scouting has good intentions but never achieves anything.”
Challenges of the movement?

- retaining adolescents and young adults
- reaching out to more young people
- reaching out to more adults to support Scouting activities
- creating exciting challenges for all Scouts
- providing an innovative and modern image of Scouting
- attracting the resources necessary for the functioning of the movement.

Showing the impact of scouting

- Showing Scouting’s capacity to respond to social needs through action that is coherent with its Mission
- Showing Scouting’s social impact through implementing its activities
- Creating a strategic framework at national and world levels that connects the issue of image to that of product (Youth Programme) and sellers (the Movement and its leadership)
- Protecting the image of Scouting at world, regional and national levels so as to strengthen its rights concerning its own image

COMMUNICATIONS THEME

Based on a brand platform emanating from:

- The vision and mission of Scouting
- The values that are inherent in Scouting
- Communication themes
  - A social force
  - A culture of peace
  - A constructive contribution

We do not have to go far for themes; They are omnipresent in our work.

We just have to promote them and make them known.

Do good and tell.

We need to align our strategy with the dimensions of Scouting and the need to communicate on different levels.

Areas Involved

- Corporate identity
  - emblem and logos
  - visual identity guide
  - appearance of the brand and how it should be adapted for use in merchandise

- Media Relations
  - proactive system to directly inform media about what is happening in Scouting
  - create a Scout network of media correspondents to facilitate media relations

Mobilization of resources, marketing and merchandising

The communication strategy will improve:

- the means of supporting resource mobilization
- the creation of merchandise
- brand management at world and national levels

Internal Communication Tools

- within the World Scout Bureau (central and regional offices)
- between WOSM and national Scout organizations
- between WOSM and the World Scout Foundation
- between WOSM and SCORE
- in association with organizations that are close to WOSM and/or enjoy consultative status

www.scout.org

The world site (content and concept) needs to reflect the reality of Scouting today in terms of:

- a variety of target audiences
- social positioning and responses to young people’s social needs
- the worldwide dimension of the Scout Movement through its national organizations
- the intercultural dimension and cultural diversity
Communication evaluation and risk management

• It is important to be aware of – and analyze – what is being said about Scouting. This is not just to be able to react, but especially so to be proactive in providing information that can prevent misunderstandings. Scouting needs to be the primary source of information that concerns it.

Values

Principles, standards or qualities which represent the beliefs and value systems and convictions of individuals and/or the organizations that employ them.

Values are expressed in the fundamental principles set out in the Constitution of the World Organization of the Scout Movement (WOSM).

Fundamental Principles

Duty to God
Person’s relationship with the spiritual values of life, the fundamental belief in a force above mankind.

Duty to Others
Person’s relationship with, and responsibility within, society in the broadest sense of the term; his or her family, local community and the world at large, as well as respect for others and the natural world.

Duty to Self
A person’s responsibility to develop his or her own potential, to the best of that person’s ability.

COMMUNICATING THE VALUES

Brand Themes

A social force
• Change the world - Face new challenges
• Be accepted. A worldwide family
• Widen horizons - make sense of what we do
• Inspire people - Enrich life

A culture of peace
• A way of life - Ambassador of Peace
• Value Differences - Work in a Community
• Be a part of a world community - Project the stability of society
• Change lives - Give hope

A constructive contribution
• Realise your potential - Enable young people to act
• Challenge yourself - Break the limits
• Shape your future - Make life better
• Stand up, be counted - Celebrate your achievement

Brand Values

Involving
Giving
Responsibility
Engaging in activities
Learning and leading by doing
Good purpose
Ownership

Exciting
Actively attracting people by offering new dimensions
Initiating discoveries
Looking and leading ahead
Future oriented

Respectful
Democratic respect
Tolerance
Encouraging diversity
In 1997, we committed to increase our membership by 82% by 2004.

### Membership Target and Strategy

Target: 100,000 by 2004

Strategies we had taken:
- Recruitment of Scout Leaders
- Establishment of New Scout Groups
- Expansion of Existing Scout Groups
- Improvement & Enhancement of Programme Quality

### Recruitment of Scout Leaders

1. Open recruitment of New Leaders
   - All-year-round recruitment
   - To match the new leaders to a suitable Scout Group based on their interested unit and availability
   - Has successfully matched more than 120 new leaders to Scout Groups in 2004

2. Recruitment of leaders at The Hong Kong Institute of Education
   - A recruitment exercise jointly organized with other uniformed groups
   - The recruitment scheme was started in 2001
   - About 120 applications enrolled in the first year of recruitment
   - Enable the iEd students to gain experience of educating the youngsters in Hong Kong

3. Recruitment of leaders at The Hong Kong Police Force
   - To recruit the police officers to join SAHK as Scout Leaders
   - To arrange them to serve the Scout Groups at their previously attended schools or other Scout Units
   - 105 police officers were recruited in 2004
Establishment of New Scout Groups

1. Development of School-based Scout Groups Project
   - Aim at establishing Scout Groups in the educational institutes organized, eg. Sheng Kung Hui and Po Leung Kuk
   - Briefing sessions were conducted for school heads, teaching staff and Parent-Teacher Associations
   - As at 2003, 134 schools have established Scout Groups

2. Establishment of Scout Groups in Housing Estates
   - To establish new Scout Groups in the estates managed by Hong Kong Housing Society & other private housing estates
   - To recruit members and invite parents to be voluntary leaders
   - To promote Scouting in the local community
   - In 2001, 25 estates were interested in joining the scheme

Expansion of Existing Scout Groups

1. Uniformed Groups Enhancement Scheme
   - The 3-year UGES was launched by EMB in 2001
   - The scheme aims to broaden the horizons of students in primary and secondary schools through joining uniformed groups
   - Subsidies were provided for organization of training courses & establishment & expansion of scout groups
   - Many new Scout Groups and Units were established under this scheme
   - Approx. HK$2.5m were allocated to SAHK under the scheme

Improvement & Enhancement of Programme Quality

1. SAHK Leadership Training Institute
   - revised training course content offered in SAHK Leadership Training Institute
   - To develop participants’ leadership skills through experiential learning in a 2-tier program
   - Diploma courses offered in collaboration with tertiary institutions

2. Revision of Youth Programme
   - A total review will be conducted
   - Updated & new elements will be included into the existing programme
   - To be conducted in the near future

Other Strategies
- Updated promotional materials
- Periodically updated website
- Monthly published of “HK Scouting”
- Production of recruitment materials, eg. poster & leaflets
- Jointly organized programmes with government departments

The way forward to established new Scout Groups

- New Schools
- Girls Schools
- Universities
- Community Organizations
- Business Concerns
- Housing Estates
**JAPAN**

*Sources of Trouble in Japan*

- Decreasing number of Children
- Amusements for Kids, Computer games and others
- Double Income, so that holiday is the day parents should keep their kids.
- Abulia of Adolescence
- Enclosure Kids by public schools

*Current Status and Inhibitor in SAJ*

- Decreasing the membership from last year.
  Beaver : -8%  Cub : -6%  Scout : -4%
  Venture : -3%  Rover : -3%  Adult : -3%
  Volunteer : -3%  Total : -4%
- Single entry for membership
- Few ideas to improve the quality of programme
- Un-matching in venture programme
- Collision between adults and adolescence

*Subjects we are developing in SAJ*

- Getting [5], Loosing [0] Campaign in each Scout Units
- Getting more adult leaders without ordinary membership systems
- Offering the opportunities to get membership without joining the Scout Unit
- Reaching out to kids who cannot access any Scout Unit
- Proposing to provide the Scout Club in Private School, also in Religious Organizations
PHILIPPINES

How we Market Scouting in the Philippines

Promotion
- Department of Education
- Multimedia
- Parents & Sponsors
- Local Government Units
- Civic Organizations

Recruitment
- Commissioners/ IH
- Unit Leaders
- Lay Leaders
- Parents
- Civic Leaders

Youth Program

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Community Based Activities
- Coastal Clean-up
- JOTA/ JOTI
- Traffic Assistance
- Emergency Preparedness
- Community Service
- Community Development
- Street Children Welfare
- Ecology Environment

Leadership Training
- Boys
  - PLTC
  - CLTC
  - Specialization Course
- Adults
  - BTC
  - ATC
  - CML
  - CMT

Relationship
- Government
- NGO
- Civic Organization
- Parents
- Schools
- Community
MAKATI CITY COUNCIL STRATEGIES

STRATEGY NO.1 – SCOUTING ORIENTATION
Our Target: 1. Parents of the Scouts
2. The Civic Organization in the Community
3. Local Barangay Officers
Our Objectives:
1. To inform and educate the parents of what is Scouting. What benefits their children can get in joining the Scouting.
2. To give their children moral and financial support in their scouting activities.
3. To recruit adult leaders to join a scouting unit as unit leader, committee member, training team member, merit badge counselor, etc.

STRATEGY NO.2 – INTERESTING AND CHALLENGING ACTIVITIES
Our Target: The Scouts in all sections of scouting KID, KAB, Boy, Senior, and Rover Scouts
Our Objectives:
1. To encourage the scouts to re-register and pursue their willingness to join the scouting.

STRATEGY NO.3 – PARENTS’ INVOLVEMENT IN SCOUTING ACTIVITIES OF THEIR CHILDREN
Our Target: Parents of Scouts
Activities:
1. Mother and Son Camping
2. Father and Son Camping
3. Family Day Camping

Our Objectives:
1. To show the parents the beauty of scouting and to encourage them join and become an adult leader.
2. To let the parents feel how the scouting can help them have strong bonding relationships with their children
3. To show the parents how the scouting activities can help their children develop their character.

RESULT
With that three (3) strategies mentioned, our membership recruitment record for both the young scouts and adult scouts made Makati City Council ranked 1 and 3 in the Membership Goal and Membership Potential respectively

Membership Facts and Figures
Peak Membership :
36,579 (September 2005)
Council Membership Potential: 42,276
Council Membership Goal: 32,400
% Coverage against Potential: 87.17% (Rank No.3)
% Coverage against Goal: 113.74% (Rank No.1)
Scouting in Maldives

Start of Scouting
➢ Scouting was introduced to Maldives on 30th May 1956.
➢ Now we celebrate this day as “National Scout Day” and is marked the same in the National Calendar.
➢ The Scout Association of Maldives was established on 28th January 1984.
➢ The National Scout Council was formed soon after.

WOSM Membership
➢ The Scout Association of Maldives became a full member of the WOSM on 23rd July 1990.
➢ Now we celebrate this day as “Membership Day”.

Strength of the Movement
➢ There are about 4500 Cub Scouts, Scouts, Rovers & Leaders in Scouting.
  ▶ About 95 Groups, covering all the Atolls of the Country.
  ▶ 1.5% of the total population of the Country.

Membership Analysis
➢ 2000  4,512
➢ 2001  5,160
➢ 2002  4,490
➢ 2003  3,800 (estimated figure)
➢ 2004  1,900
➢ 2005  4,500+ (estimated figure)

* 2005 Census is being conducted right now.

Types of Scouting in Maldives
➢ Scouting in Maldives is 100% “School Based”.
➢ Few open troops were registered but have not run properly due to organizational difficulties.

Advantages
2. Support of the Schools Management.
3. Parents support.
4. Public support.

Disadvantages
1. School support for other uniform bodies.
2. Finding space in the academic calendar.
3. Only 1 hr per week & school holidays available for extra curricular activities.
4. Approval of the Education Ministry for organizing programs.
5. School management bureaucracy.

Reasons for Declining Membership
➢ Poor Public Relations.
➢ No professional Scouters.
➢ Quality of the programs.
➢ Financial strength of the organization.
➢ Lack of Camping & Outdoor facilities.
➢ Damages caused by Tsunami to many island communities.

Strategic Planning Workshop
➢ National Strategic Planning Workshop was held from 8 – 12 April 2005.
➢ Vision 2015
➢ Membership to 15,000 by 2015.
➢ The National Scout Council & the EXCO is being restructured to streamline the activities in accordance with the strategic priorities.
**Vision 2015**

- By 2015, The Scout Association of Maldives is a well established and self-reliant organization of 15,000 members, providing relevant, attractive and challenging educational programme for young people, efficiently and effectively managed by competent and committed adult leaders, and continues to receive government and public support.

**Strategic Priorities**

- Youth Programme
- Adult Resources
- Financial and Physical Resources
- Management
- Public Relations
- ICT
- Growth (The aim of the strategic priority is to increase membership to at least 15000 by reaching out all segments of the society).
- Girls and Boys, Women and Men.

**Marketing & Promotional Activities**

- A new Scout Magazine named “Scouting Maldives” was released on 30th May 2005.
- In 2005 we took part in JOTI for the 1st time and in JOTA for the 2nd time (after about 39 yrs).
- In 2005 we supported in organized the 1st Cub Scout Rally in the Atolls, H. Dh Atoll.
- 25th APR Jamboree 2005, Thalland.

**Growth**

- Special attention is given to the learning Teachers at Faculty of Education. BULTC for Scouts & Cub Scout Leaders are conducted regularly each year.
- Most of these Teachers will be going to the Atolls, covering the whole Maldives.
- For administrative purpose the country is divided into 3 regions & National Commissioners appointed.

**TV and Media Coverage**

- All the major Scouting activities are shown on the National TV and broadcasted on National Radio.
- News of the Scouting activities are send to the Daily Newspapers.
- National TV shows Scouting video clips projecting as an activity that supports peace and cooperation among youth.

**50 Years Celebration**

- This year we are celebrating our Golden Jubilee of Scouting in the Maldives.
- A special badge is designed.
- A Scout Calendar has been made and distributed to all the Groups and the Government Offices.
- A National Jamboree is being planned.
INDONESIA

Scout Members
- Involve in activities
- Officially registered:
  - Have membership card
  - Pay membership fee

Siaga (Cub) : 126,232
Penggalang (Scout) : 148,620
Penegak (Rover/Ranger) : 59,261
Pandega (Senior Rover/Ranger) : 7,143
Pembina (Leader) : 28
Others (Committee staf, Support) : 2,172
Grand Total : 377,849

Developing Youth Programme
- Carry out group activities, implementation and developing program which contributes in character building, values and discipline, peace, education, environmental awareness and development

The Objectives
- Youth Program
- Improve Quality
- Regular Rover Brigade Meeting
- Youth Gathering
- National Program
- Scout Handbook
- Entrepreneurship

Special Group/ Troop
(Satuan Karya Pramuka)
In order to improve the quality of scout training and give a sense of unity of Indonesia, nationalism, and patriotism, a specific programme called as Satuan Karya, is introduced for Penegak/ Rovers (16-21 years old) and Pandega/ senior Rovers (21-25 years old)

At present, there are 7 Programme offered by Gerakan Pramuka i.e.,
1. Air Scouts
2. Marine Scouts
3. Police Scouts
4. Health Scouts
5. Agriculture Scouts
6. Forestry Scouts
7. Family Planning Scouts

Scout Marketing in the Community
- Pembinaan Anggota Muda
  (Developing Youth Programme)
- Satuan Karya
  (Special Group/Troop)
- Pramuka Peduli
  (Scout’ Caring Programme)
- Media relations
Scouts Caring Programme

The Gerakan Pramuka is intended to develop youth with strong character and spirit of patriotism, integrity, morality, and mastering skills of scout to prepare them as the nation’s leaders.

Scouts Caring Programme are:

- Waste Management
  - Domestic waste should be managed through 4R: Reduce, Reuse, Recycle and Replant
- Scout caring Marine
- Scout caring Health
- Scout caring nutrition
- Scout caring Idul Fitri Day
- Scout caring Eye Health
- Helping the poor
- Scout caring clean water

Media Relations

- Printed media: bulletin, leaflet, brochure
- Electronic media

VISION 2003-2008

Gerakan Pramuka as the primary choice and provide solutions for youth problems.

MISSION 2003-2008

- To develop scout awareness among youth
- To develop members with the spirit and scout’s character, based upon faith and belief in God besides following up to date the progress of the science.

Strategy 2003-2008

- To develop good image of Pramuka.
- To develop programme that fits to youth characteristic and interest
CHINA (TAIWAN)

Marketing Strategy for the Scouts of China

- Hold more
  - Woodbadge Basic Course
  - Woodbadge Training Course

For the
- school teachers
- will-be teachers
- leaders/guides
to understand Scouting better

- For school-based Scouting, put emphasis on urging
  - Teachers
  - Principals
  - the Chief of Education Councils
to take the Woodbadge courses

Event

- Hold National & International Event to attract Scouts and non-Scouts’ attention
  - Rover Moot 2004
  - APR Scout Committee Meeting 2006
  - Inter-religious Symposium Meeting 2006

- For Community-based scouting
  - Community Scout Group Festival
  - Community Scout Group Jamboree
  - Community Scout Workshop

- Latest Project:
  - 99 Festival
  - Scouting Masque

Private Sector Resource

- Strategic alliance with Hi-Life Convenient Store Chain
- Social Service: "One Person, One T-shirt” event to donate clothes to aid South-East Asian Tsunami, 2004
- Event Promotion: posters of the National Jamboree 2006 outside of the stores
- Cooperate with Yuan-Hsiung Construction Corporation
  - Scouting Masque event scaffold and security

Government Resource

- Support from the Ministry of Education, the Councils of Education

Internet Platform Solution

- Blog-based structure, easy to browse, easy to update
- Group blog for
  - Scout Councils,
  - Committees,
  - Scout Groups
- Besides bulletin board, use STORIES to attract everyone’s attention. Additionally Revisit again and again.
BANGLADESH

Country Paper on PR & Marketing
Bangladesh Scouts

Among the 14 departments of Bangladesh Scouts, Public relations & Marketing Department is working in various fields with their utmost sincerity. There is a 20 member PR & Marketing Committee and this committee is implementing their work which has given by Bangladesh Scouts. Some measures have been taken by the PR & Marketing department of Bangladesh Scout. Some measures has been taken by the PR & Marketing department of Bangladesh Scouts.

- Agradoot, Monthly organ of Bangladesh Scout – 48 years of Publication 10,000 copies circulation in each month.
- 30 minutes Television Programme on Scouting Activities namely Anradoot the “Pioneer”. Telecast in each month on the 2nd Wednesday at 4.30 p.m.
- Talent search programme in each sub district level.
- Drawing competition in each sub district level.
- Discussion meeting with the guardians of different levels.
  - a) Guardians of Cub Scout
  - b) Guardians of Scouts
  - c) Guardians of Rover Scouts

This is a new dimension of marketing of Scouting. The participating guardians thankfully acknowledge the activities of Scouting. They fell honoured because they got a chance to give their views about scouting. They suggested about the implantation of scout programme in a regular basis

- Community Development activities
  - Good turn & Service and C.D activities of the scouts.
  - Twining projects of Bangladesh Scouts.
  - C.D projects.

Observation of National and International days.
- Organizing Rallies, Symposium, Workshop on different issues.
- Extension Scouting activities – like Scouting with the mentally retarded children.
- Scouting with the Community School which are run by NGO’S.
- Government support with – 5 projects.
- Educational tour of scouts and cubs.
- Publication of 15 new books on scouting
  a) Scouting for boys
  b) Cub Scouting
  c) Scout master Hand Book
  d) Rovering to Success

- A group has been formed to meet the emergency of any disaster. The group has already worked and given their services in two major incidences.

- A plan has been chalked out to organize open troop among the educated mothers those who are idly sitting in their houses.

- Radio programme organized on scouting quarterly in Bangladesh Radio.

- Discussion meeting with the National level youth organization with Leo, Rotaracts, Girl Guides, Youth Red Crescent etc. and exchange ideas with them. Some organization participated in Jamboree and Comdeca.

- Web site Started
- Organize two National level workshop on PR & Marketing.
- Press Conferences on various issues, before Jamboree, Camporees, Moot & Comdeca.
Bangladesh Scout PRM Division (Selected Activities)

Social Change:
- Orientation of community / religious leader in support of utilization of local resources by the community.
- Mass awareness programme for the vulnerable through radio, TV and folk media

Social ownership:
- Intensify resource mobilization of the G.O and N.G.O through publication / medial communication
- Orientation of community groups on poverty alleviation

Provider relation:
- Conduct advocacy workshop for the G.O and N.G.O personnel / service provider in support of community development.
- Promote inter sectoral cooperation and collaboration holding monthly / periodical meetings

Advocacy
- Conduct advocacy meetings for the opinion leaders / policy makers in order to have socio political support in support of interventions of Bangladesh Scouts.
- Conduct advocacy workshop for the stake holders and build up partnership

Social Marketing
- Develop literature and promote publication and intergrate vision and missions of Bangladesh Scouts into the programmes of Govt and no Govt. agencies.
- Promote media mix communication and expose development of Bangladesh Scouts

PUBLIC RELATIONS & MARKETING
PROGRAMME INTERVENTIONS,
TARGETS AND OF IMPLEMENTATION OF
MAJOR STRATEGIC COMPONENTS

SOCIAL CHANGE
- Orientation of scout members to motivate parents, community leaders and peer groups for:- Social development for the vulnerable- Promotion of health and nutrition for the mother & children - Mass education (Informal)- Protection of environment.

Implementation by Target Audience
- Family Members
- Parents
- Community / Elites / Influential Leaders
- Different Scout Committees
- Relevant Scout Groups (Open Groups)
- Scout Boy & Girls-Students

SOCIAL OWNERSHIP
- Ownership of service delivery network
- Explore local resources and its mobilization through:
  - Community organization
  - Ownership development at the community
  - Activities for income generation

Implementation by Target Audience
- Parents, Teachers
- Community Leaders
- Different Scout Committees
- Open Groups
- Scout boys & Girls – General Students

PROVIDERS RELATIONS
- Shift providers attitude and practices towards scouting
- Improve providers recipients relationship through:
  - Advocacy for the services
  - Maximum utilization of the services
  - Social gathering and peer group discussion
  - Intersect oral collaboration and co operation
  - Informed, skilled and committed through HRD interventions
    - Training, incentives, disincentives
    - Continuous counseling & Programmes
    - Intra & Inter personal relationship

Implementation by Target Audience
- Family Members
- Parents
- Community / Elites / Influential Leaders
- Different Scout Committees
- Relevant Scout Groups (Open Groups)
- Scout Boy & Girls-Students
ADVOCACY

- Enlist concurrence and support from the community through partnership of relevant sectors
- Conduct orientation for the opinion leaders adopting new methodologies of participation planning and future search conference, IT etc.
- Organize workshop for the stakeholders
- Ensure political commitment at different levels

*Implementation by Target Audience*
- Parent, Teachers
- Community Leaders
- Different Scout Committees
- Open Groups
- Scouts

PROMOTION and SOCIAL MARKETING

- Promote Scouting
- Demand creation
- Other Social Marketing Programmes
- Produce Material on different activities of scouts
- Create mass awareness through print and electronic media
- Organize rally, exhibition and cultural programmes
- Promote vision and mission of scout

*Implementation by Target Audience*
- PR & Marketing department of scouts at all levels
- Relevant / Supporting Organization
- Personal / Organization Related to Scouting
MASTERY

Scouting is administratively divided into 17 states and 248 districts with 100,000 members. There are about 10,000 school-based groups, 49 tertiary level groups and others are the rovers and open scout groups.

Although constituted under the Act of Parliament, The Persekutuan Pengakap Malaysia has solely been and will always be a volunteer body aiming to give the youth a chance in developing their self towards better growth. We aim to reach out to as many youths as possible as BP once said:

"Do not do Scouting for Scouts. Do Scouting for young people"

**Malaysia Scouts Five Year Development Plan**

**Vision**

By 2010, Persekutuan Pengakap Malaysia will be a Well-Organized, Dynamic And Rapidly Growing Movement that will play a Constructive Role In Developing Self-Fulfilled Individuals In Society Through Value-Based Education

**Mission**

- To contribute to the education of young people through a value system based on the scout promise and law, and
- To help build a progressive malaysian nation and a better world where people are self-fulfilled as individuals and play a constructive role in society

**Objectives**

- **DEVELOPING THE SCOUT MOVEMENT:** QUANTITATIVE EXPANSION
  - To increase the number of scouts (volunteer leaders, rover scouts, senior scouts, scouts and cubs)
- **IMPROVING THE SCOUTS ORGANIZATION:** QUALITATIVE IMPROVEMENT
  - To upgrade the training and management standards of scouting

**Ongoing Achievements**

- GAINING HIGHER PUBLIC CONFIDENCE: PEOPLE’S SUPPORT
  - To build a better scouting image
- STRENGTHENING THE SCOUT MOVEMENT: THE NATION’S SUPPORT
  - To get solid support of the government and the private sectors
- MAKING SCOUTING AN ENJOYABLE ACTIVITY: ATTRACTING MORE MEMBERS
  - To Organize More Relevant And Appealing Activities
- SCOUTING TO BE A MORE MEANINGFUL MOVEMENT: BEING USEFUL
  - To contribute to individual character development and nation building
- RAISING SUBSTANTIVE FUNDS: MORE ACTIVITIES
  - To provide adequate training and administrative facilities

**Main Challenges**

- Meeting the needs and aspirations of young people
  - Training Relevance
- Focusing on the contribution scouting can offer to the education of the young through the scout method
  - Continuous Complementing
- Getting more people to be involved
  - Bigger Membership
- Attracting and retaining the adults we need
  - Community Commitment
- Working effectively with others to better serve young people
  - Relationship And Partnership
- Pursuing a common purpose at all levels
  - Unity In Diversity
Action Plan based on Future Needs

- Youths Involvement
  - Revitalizing

- Adolescents Transition To Adulthood
  - Supporting

- Promoting Equality And Sharing Responsibility Among Boys And Girls, Men And Women
  - Respecting Differences

- Reaching Out
  - Working With All Segments Of Society

- The 21st Century Scout Organization
  - Flexible, Lean, Innovative And Participatory

Scouting’s Profile
  - Strengthening Communications, Partnerships And Resources.

The Guiding Great Impact Towards Development: Our Strengths

- Recognizing A Great Need For Scouting In Malaysia And In The World
- Believing Suitable Implementation Strategies In Meeting The Needs Of Malaysian And World Scouting
- Knowing There Is A Great Potential For Scouting To Develop People And To Improve Communities
- Meeting Great Challenges For Scouting To Flourish And Maximize Impacts
- Hoping We Can Rise To This Challenge Together
2004 – 2005 ADVERTISING CAMPAIGN

- Targeted Youth 10 – 17 Years
- Television and cinema commercials
- Outdoor Sites
- Bus sides
- Press Filler Advertisements
- Radio commercials
- $A1.4 m of Pro Bono (free) advertising
- Some states reporting increased membership trends
- Measured responses with 1800 phone inquiries and hits on National website early in campaign
- Then recruitment and attrition trends

Image and Awareness Benchmark

- June 2005 conducted benchmark study to measure awareness and image dimensions of Scouts in Australia
- Measured Unprompted and Total Awareness levels
- Image dimensions compared to Duke of Edinburgh/International Award, Surf life Saving, Military Cadets

Image Dimensions

- Valuable organisation in community
- Would recommend to other parents
- Leaders are pillars of my community
- Safe environment for children
- Offers opportunity for fun and learning
- Develops potential of young people
- Develops community leaders
- Is for young children
- Is for adolescents and teenagers
- Is for young adults, i.e 18- 25 yrs
- Is a modern, forward looking association
- Is for both boys and girls
- Is an active outdoor organisation
- Is an organisation I would consider volunteering for

2006 Advertising

- Targeting young adults to be Leaders
- Two Television Commercials – Male and Female
- Pay TV – paid seed money. Stations providing 3 free spots for each paid spot
- Free to air television providing support again
- Press filler advertisements
- Commenced late January 2006
Singapore Scouting Youth section caters to youth from Age 7 to 25 years old

The different main stream Sections include: Cub Scout, Scout, Venture Scout and Rover Scout.

Most of the Scout membership comprises of students and alumni of School based Scout Group. Community based Scouts are gradually building up in Singapore.

There are also Specialty branch of Sea Scouts and Extension Scouts

- Reassess the current needs & interest of Youth generation
- Adopting WOSM "Renewed Approached to Programme" Strategy
- Reviewing & Updating of all Scout Section Progressive & Proficiency Programme Scheme to cater to current Youth needs & interest and in line with WOSM RAP Policy
- Adopting “Scout of the World Award” into new Rover Scheme
- Scout Programme is inclusive of disabled & disadvantaged youth in Singapore
- Extension Scout Camp with NGO M.I.N.D.S. School
- Annual Anti-Drug Abuse badge scheme with NGO Singapore Anti Narcotics Association and Girl Guides Singapore

Focus of National Programme in 2006

- Support Youth Membership Growth through reviewing & revitalisation of Scouting Programme with implementation of WOSM RAP Policy
- Organize National Project/Events to bring together different section of Scout members to celebrate coming Centenary Anniversary of Scout Movement
- Gift for Peace
- National Scout Youth Gangshow
INTRODUCTION OF MARKETING PRINCIPLES

Services Marketing
Question 1 – Group 1&2
People: Develop a picture of where we are now regarding the ‘people’ factor in Marketing for Growth and what we need to do to improve.

GROUP 1

Where we are?

1. Losing Customers
2. Not getting enough new customers

Why?

1. Most programmes do not meet the needs of the present youth & adult
2. Competitors could be others are subsidised, we are volunteers
3. Lack of publicity/attraction
4. Awareness of the services/products
5. Not enough government supports.

How?

1. Revised the programmes - Make it more interesting - The youths decide the programmes through market research, surveys.
2. Roadshows/Publicity/Advertisements/ Media (According to different groups): Focus on
   (a) Provide new services/programmes
   (b) Information about the changes
   (c) Trainings, seminars, - Involve all
   (d) Camping, Campaign
3. Flexible programmes - Involve with the government youth policy - I.e. Anti-drug programmes, Recycling, Environmental Programs, Literacy campaign, AIDS control etc.
5. Influential Key persons - Celebrities, Parliament members etc. - Lobby.

GROUP 2

IDENTIFYING THE GROUP OF PEOPLE CAN INFLUENCE THE IMAGE OF SCOUTING

• THE SCOUTERS
• THE SCOUT MASTERS
• THE PARENTS
• THE INSTITUTIONAL HEADS
• THE MEDIA
• THE ORGANIZATION ITSELF
**Question 2 – Group 3**

Process for youth: What are the processes our youth members go through in participating in scouting and how can we improve or reduce barriers.

**GROUP 3**

- Awareness
  - Information Barriers (communication)
  - Resource Barriers (money, Time, Personnel)
  - Support Barriers (agencies)

- Parents Consent
  - Financial Constraints
  - Cultural Barriers (traditional values)
  - Discrimination (gender, age)
  - Adverse Publicity (accidents)
  - Fear (misunderstanding about Scouting & Activities)

- Enrollment
  - Financial
  - Red tape, Administration

- Membership
  - Restrictions for outdoor activities
  - Rules and Regulations
  - Geographical, Environmental Barriers
  - Authority interference (school)

- Participation
  - Lack of experienced Leadership (planning)
  - Poor Program offered
  - Lack of Support & co-ordination with Agencies

**Question 3 – Group 4**

Process for Adults in Scouting: What are the relevant processes and how can we improve or reduce barriers.

**GROUP 4**

1. Ad Hoc - Friends
2. Smart Partnership with NGOs
3. Smart Partnership with parents
4. Smart Partnership with community
5. Quasi govt agency - eg: FELDA
6. Govt Agency - MOE - colleges & universities, teachers training colleges

**Barriers and How to overcome**

1. Finance
   - Scouting is expensive
   - Uniform
   - Training
     - Sponsorship: KFC
     - Fund Raising
     - Reimbursement for leaders

2. Gender
   - Difficulties in getting female adult leaders
     - Flexible schedule to accommodate them
     - Exemption from night shifts
     - Give incentives
     - Allow them to bring their family members along

3. Getting the right people for the right job
   - More flexible structure

4. Scouting is voluntarily
   - No recognition & appreciation
     - Giving awards & letters of appreciation
     - Give state or federal awards
     - Be allowed to wear scout uniform when receiving state awards

5. Fresh Graduate - especially teacher
   - More interested in material rewards
     - Co-curriculum activities should be given priorities
     - Co-curriculum is part & parcel of the curriculum
GROUP DISCUSSION

1. What would be the marketing approach for new targets?

- Identify New Targets & Partners
- Knowing and Understanding Target Group Needs (Find out what our target group needs)
- Planning of Strategies
  - Activity-based approach
  - Roaming team of leaders/ Formation of a task force
  - “Specialization” & Ownership
  - Part-time Professionals (outsourcing) Formation of a task force for specific target groups
  - Creation

2. What would be the marketing approach for school-based Scouting

Customer Target Audience
- STUDENT
- TEACHERS
- COMMUNITY MEMBERS
- PARENT ASSOCIATIONS
- PRINCIPALS

Marketing Approach

PR
- Smart Partnerships (NSO & Ministry)
- Road show
- Camping
- Promotional Materials
- By Invitation to special events
- Tri media
- Tailored teachers for the activities in the scouting world
- Active participate in any major events
  “Be seen”

ICT
- tri media
- Websites
- E presentations, e-members, e-commerce, e-bulletin, e-forums
- Videos/ documentaries
- Short Messaging Services
- Toll Free numbers
3. What would be the marketing approach for various social and cultural groups?

<table>
<thead>
<tr>
<th>Social/ Cultural Groups</th>
<th>Marketing Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Drop-outs (youth)</td>
<td>- skill training, opportunities for Employment, flexibility (meeting, training &amp; uniform )</td>
</tr>
<tr>
<td>2. Low income groups</td>
<td>- soft skill</td>
</tr>
<tr>
<td>- educated entrepreneur</td>
<td>- literacy program / non formal- education</td>
</tr>
<tr>
<td>- uneducated training</td>
<td></td>
</tr>
<tr>
<td>3. Special Needs</td>
<td>- require special training for Scout Master</td>
</tr>
<tr>
<td>4. High income groups</td>
<td>- healthy life style, international scope, travel, friendship</td>
</tr>
<tr>
<td>5. Young working adults</td>
<td>- networking, friendship, support structure, leadership training / life skills, personal &amp; performance development</td>
</tr>
<tr>
<td>6. Retirees / elderly</td>
<td>- meaningful contribution, shared experience, meaningful recreation</td>
</tr>
<tr>
<td>7. Self-help groups</td>
<td>- same as 1 &amp; 2, gender training</td>
</tr>
<tr>
<td>8. Political</td>
<td>- reach, advocation</td>
</tr>
<tr>
<td>9. Religious</td>
<td>- partnership, non threatening acceptance by the community</td>
</tr>
<tr>
<td>10. Ethnic</td>
<td>- integration into society</td>
</tr>
</tbody>
</table>

4. What would be the marketing approach for community-based Scouting?

<table>
<thead>
<tr>
<th>Identify the communities</th>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td>Selling: Initial activities</td>
</tr>
<tr>
<td>- Housing projects</td>
<td>e.g. exhibitions, communitity service</td>
</tr>
<tr>
<td>- Religious organisations</td>
<td>- Parent-child camp</td>
</tr>
<tr>
<td>- Community centres</td>
<td>- Self Improvement Courses</td>
</tr>
<tr>
<td>- Youth organisations</td>
<td>- Recreation activities</td>
</tr>
<tr>
<td>- Government offices</td>
<td>- Vocational Training</td>
</tr>
<tr>
<td>- Companies</td>
<td>- Self Development skills</td>
</tr>
<tr>
<td>- Care centres</td>
<td>- Family Day activities</td>
</tr>
<tr>
<td>- Old Folks home</td>
<td>- Joint-activities with other organisation</td>
</tr>
<tr>
<td>- Rehabilitation centres</td>
<td>- Publicity</td>
</tr>
</tbody>
</table>
### SWOT Analysis

#### STRENGTHS

1. Oldest, well-established organisation
2. Scouting Methods
   - E.g. Patrol system
3. Largest membership
4. Committed Leaders
5. Varied, progressive training
6. Holistic approach
7. Family involvement
8. Image: distinctive uniform
9. Unity in diversity
10. WOSM: International Brotherhood Scouting
11. Scout Forever
12. Recognised: support from higher authorities.
13. Nurture good citizenship

#### WEAKNESSES

About Strategic Directions/ Plans

1. Lack of thorough and long term implementations
2. Lack of commitment & dedication
3. Lack of publicity
   - core value
   - programme
4. Lack of management
5. Under utilizing the resources
6. Wrong image: Recreational rather than non-formal education
7. Misplaced priority: Time to grow? Or a time to consolidate?
8. No incentives: Leaders
9. Obsolete programme
10. Lack of core value knowledge: Leaders!
11. Lack of perceived values of scouting
12. Bureaucracy & Lack of flexibility
13. Educational systems sometimes crashes with Scouting
14. Failing to attract young leaders

#### OPPORTUNITIES

1. Scout as speakers and answers in preserving environment and other issues (drugs abuse, social problems, juvenile problems)
2. Collaboration with other Organization, NGO etc
3. ICT growth
4. Globalization
5. Corporate social responsibility (monetary, non monetary)
6. Pioneering handling natural disasters
7. Support from the parents
8. Wide market
9. Individual with Scouting background
10. Media Back up
11. Smart partnership scout = companies based on the same mission
12. Support from the government

#### THREATS

1. Challenging needs of young people
2. Changing lifestyles
3. Commercialism and value shift
4. Abundant choices of youth movement
5. Unfavorable policies (restrictions, allocations of membership)
6. Demographic changes (declining population)
7. Misinformation and erosion of ‘brand’ (Scouts image)
8. Increased cost of operation
9. Individualism vs Team Spirit
10. Depersonalising technology
11. Over protective parents
12. Peer pressure / community pressure
13. Depleting natural resources
14. ‘Comfort Zone’ is shrinking (not able to get out of it)
15. Security concerns / political changes
STRENGTH

- Wrong image
  - Lack of publicity (core value, programme)
- Lack of perceived values of scouting
- Educational systems sometimes clashes with Scouting
- Fail to attract young leaders, because of no incentives for leaders
- Obsolete programme
- Lack of thorough and long term implementations
- Lack of management
  - Bureaucracy & flexibility
- Lack of core value knowledge- Leaders!
- Misplaced priority- Time to grow? Or a time to consolidate?
- Under utilizing resources
- Lack of commitment and dedication
**OPPORTUNITIES**

- #5 - Unfavourable Policies (9,9)
- #1, 2, 3, 9, 10 - Changing Need of young people (8,7)
- #1 - Changing Lifestyles
- Commercialism & Value Shift
- Individualism vs Team Spirit
- Depersonalising Technology
- #4 - Abundant Choose of Youth Groups (6,6)
- #13 - Depleting Natural Resources (5,8)
- #15 - Security Concerns (4,2)
- #12 - Peer/Community Pressure (3,2)
- #8 + #14 - Increased cost of Operations (2,4)
- Shrinking Comfort Zone
- #7 - Misinformation & Erosion of Scout Brand/Image (2,5)
- Item #11 - Over Protective Parents (2,6)

**THREATS**
1.0 Executive Summary

With the increasing pace of globalization across continents, cultural based changes have become more evident among countries previously segmented by clear boundaries and parameters. With the cross-assimilation of cultural values and the evolution of social dynamics, changes in individual and societal human needs and expectations become ever more varied and wider in spectrum. This places a greater emphasis on identifying core changes and subsequent resolutions to address chronic issues that are essential to the evolution of Scouting.

Where we are now? - Present Situation

Scouting membership is under decline, in particular in Venture Scout and Scout.
- Losing membership
- Not getting enough new members.

Where do we want to go?

In five years time, 25% growth in overall levels, and approximately every year 5%.

Why are we losing members?

Political:
1. Lack of government support
2. Volatility of political agendas

Economical:
Lack of financial support
1. lack of subsidies- from private or public sectors
2. weak linkage with private sectors

Social:
1. Changing family values: Overprotected children
2. Religious and cultures factors
3. Changing lifestyle: needs and wants
4. Globalization, opening of borders, leads to cross integration of multiple cultures into more complex entities. Hence more difficult to fit in Scouting into more consistent and uniform approaches.
5. Indoor activities are preferred than outdoor activities

Technology:
Increasing acceptance and infrastructure development for high speed Internet access, information on Scouting and other forms of youth activities become more readily available.

2.0 Situation Analysis

Acknowledging that Scouting has weaknesses as follows:
1. Wrong image
   • Lack of publicity (core value, programme)
   • Lack of perceived values of scouting
2. Fail to attract young leaders, because of no incentives and recognition for leaders
3. Under utilizing resources
4. Lack of core value knowledge- Leaders!

3.0 Market Segmentation, Target Selection, Market Positioning

Target selection:
• Schools (higher education, technical education, colleges, community college education)
  • Religious organizations
• Community: special homes like orphanage, disables
• Government agencies
4.0 Marketing Objectives

• To achieve a global membership growth within five years of 25% in overall levels, and approximately 5% annually.

• To further develop the image of scouting in terms of perceptions of our core value

• To enhance the attraction of becoming a scout leader

• To review our programmes to become more attractive, challenging towards young people (in comparison to other youth based organizations)

5.0 Marketing Strategies

• To increase membership in five years by 25% in overall levels, and approximately every year 5%.

  a. Reviewing our program and improving where it is necessary
  b. Revising and adjusting our leader programme to cope with the changes of our youth programmes
  c. Seeking for expertise assistance when necessary

• To improve the image of scouting in terms of perceptions of our core value

  a. Conducting public research as to know how scouting has been perceived
  b. Formulating publicity strategies in accordance with the research
  c. Accessing successful translation of scouting value into career/lifestyle of accomplishment

• To enhance the attraction to become a scout leader

  a. Putting more visible values in our leader training programme
  b. Seeking for open recognition for our leader training programme. For example, lifestyle or career benefit
  c. Seeking national/states recognition for outstanding contributions to society or service of our leaders

• To review our programmes to become more attractive, challenging towards young people

  a. Conducting internal and external research to know what the youths need
  b. Revising and adjusting our program according to the outcome of our research

6.0 Marketing Tactics – Around 7 “P’s” – Actions, When & Who

Critical Success Factor (Key things from customer’s point of view that has to be right)

Projection of correct image of Scouting

<table>
<thead>
<tr>
<th>Marketing Strategy</th>
<th>Action Item</th>
<th>When</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Productivity</td>
<td>Design campaign material for publicity campaign. The material must be in accordance with the outcomes of any completed market research.</td>
<td>APR/ MAY</td>
<td>N/A</td>
</tr>
<tr>
<td>2.0 Educational</td>
<td>Develop the presentations to our target groups.</td>
<td>JUN/ JUL</td>
<td>N/A</td>
</tr>
<tr>
<td>3.0 Image</td>
<td>Develop the presentations to our target groups.</td>
<td>AUG/ SEP</td>
<td>N/A</td>
</tr>
<tr>
<td>4.0 Usage of</td>
<td>Identify key public and private sector resource speakers and advocates.</td>
<td>OCT/ NOV</td>
<td>N/A</td>
</tr>
<tr>
<td>5.0 Promotion</td>
<td>Design and upgrade a website and Blog site on a regular basis.</td>
<td>DEC/ JAN</td>
<td>N/A</td>
</tr>
<tr>
<td>6.0 Marketing</td>
<td>Integrate link system with established partner websites with our own.</td>
<td>FEB/ MAR</td>
<td>N/A</td>
</tr>
</tbody>
</table>
GROUP 2

1.0 Executive Summary

Scout Movement is a non-profit organization that provides the community with a complete youth non-formal education program.

Scout Movement offers participants from kindergarten to adult members’ positive learning and team experiences along with the opportunity to create life-long experiences and memories.

Scout Movement continues to be the premier organizations of youth informal outdoor experiences and education, and seeks to make this experience affordable and available to everyone and for all potential members. This is can be done successfully through a series of marketing activities to increase total members and to increase fund-raising activities.

Scout Movement now serves more than 28 million Scouts, youth and adults, boys and girls, in 216 countries and territories. Ongoing efforts are in place to continue to improve the quality and integrity of the movement. The success of these efforts will be documented through research and development studies that confirm the positive perception of the scouting within the Asia Pacific Region.

Major challenges face Scout Movement for the future. These include the uncertainties brought on by unfavorable policies, changing needs and life style of young people, increased cost of operation, demographic change, facility and capital requirements, the impact of alternative programs, and volunteer training and educational needs, to name a few. The National Scout Organizations, staff, and volunteers continue to work toward providing a quality experience in the most effective and efficient manner possible with optimism for the future of this organization.

2.0 Situational Analysis

- The need for sustainable scout memberships, excellent scout system and programs and continuous funds support is validated and magnified by information that attributes long-term value to scout participants in these programs. Numerous studies document that can be reaching from the World Organization of Scout Movement shows the direct value of youth participation in scouting.

- These studies indicate a direct correlation demonstrating that involvement in scouting results in reducing the potential to become involved in drugs, sex, crime, and gang-related behaviors. Research indicates the economic, social and personal value of "investing" in the lives of children in a positive and constructive manner avoids the social and penal system costs that may later result. To meet this need, Scouting offers an experience that serves as a personal "educators" for participants throughout their lives. These important benefits continue to validate the Scouting concept.

3.0 Market Summary

Scouting provides valuable team and social experiences for the increasing population of public, private, and home-schooled youth. Scouting offers young people the opportunity to participate in a variety of activities throughout the calendar year. Beginning in kindergarten, these experiences provide a source of recreation and simultaneously improve surviving skills, health and fitness as they offer experiences in teamwork, cooperation and leadership. Increased self confidence is just one of the many intangible benefits this program offers. Stated here is the potential members market for Scouting Movement.
Youth Market

- Nearly half the people of the world today are under 25 years old
- Nine out of ten of these young people are living in developing countries
- A billion of them will need jobs in the next decade
- The majority of the developing world’s poor are children and youth
- By 2015, there will be three billion young people in the world with 2.5 billion living in developing countries
- In Africa and South Asia, children and youth constitutes 60% of the total population

Youth

- 41% of all unemployment (rates are 2-3 times higher than adults)
- 135 million are illiterate
- 13 million girls 15-19 give birth each year
- Youth account for nearly half of new HIV infections
- Countries with 40% or more youth 15-29 were twice as likely to break out in civil conflicts in the 1990s
- Substance abuse
- Quality of education lacks in providing marketable skills
- Lack in participation in development policy and programme formulation and implementation

Marketing Objectives

Increase Membership

In 2013, At least there will be at minimum 7% members growth in AP Region

Marketing Tactics – Around 7 “P’s”– Actions, When & Who

Critical Success Factor

Key Performance Indicators

1. Commitment
   - Attendance
   - On time reports/ delivery/ response

2. Initial Research
   Validity & reliability
   - Market Share
   - Recommendations From Research
   - Tools for measures

3. Data Collection System
   - Clear procedures
   - Validity & Reliability
   - Continuous reporting system
   - Database

4. Profile & Image
   - Number Of Media hits
   - Number of Web Hits
   - Public Support & Acceptance
   - New Partnerships
<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action Plan</th>
<th>Who</th>
<th>When</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality programme, members, leaders</td>
<td>Training Involve academicians assessment on programs Develop up to date programmed</td>
<td>NSOs Training &amp; Programs Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaching out</td>
<td>Networking Orientation Go to public Campaign organization Create awareness (CEPA) Hold a dinner, party etc Uniform everywhere “be seen”</td>
<td>NSOs PR Team &amp; Mgmt Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICT as tools and system management</td>
<td>Tri media Websites E-presentations, e-members, e-commerce, e-bulletin, e-forums Videos / documentaries Short Messaging Services Toll free numbers</td>
<td>NSO’s ICT Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>Research on a consumer insight Hold a relevant research Using a professional agencies Create a think tank team</td>
<td>NSOs R&amp;D Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve relationships with stakeholders</td>
<td>Lobbying teams Invitations to event inclusion of celebrities as scout ambassador</td>
<td>NSOs PR Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awards &amp; Recognition</td>
<td>Awards to everyone that involves in supporting scouting Awards for external (community, ministry etc) Recognize ‘quality’ scout group Recommend the scouts to get the government awards Award the NSO, states, district, group who have increase the memberships etc Documentation of awards in NSO</td>
<td>NSOs Special Award Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The use of PR</td>
<td>Should be announce in the media (e.g radio, news paper, TV etc)</td>
<td>NSOs PR Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment</td>
<td>“Members get members”</td>
<td>NSOs Full Force</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Budget and Controls**

Estimated will involve around USD 100,00 of expenses a year
**GROUP 3**

**1.0 Executive Summary**

To develop the Marketing Plan, the group carried out a SWOT Analysis to come up with an action plan and identified that a Positive and Correct Image and its awareness was crucial to the development and membership growth.

**2.0 Situation Analysis**

The group identified the Parents and Community as being the target group that the Image change should be focused on.

**3.0 Market Segmentation, Target Selection, Market Positioning**

Community, Parents

**4.0 Marketing Objectives**

**MEMBERSHIP GROWTH**

A) Market penetration - selling established products
   - ie. 1 for 1, member get member, leader for leader, trainer for Trainer.

B) Diversification - selling new products into new markets
   - ie. New services and special training

**POSITIVE AND CORRECT IMAGE AND AWARENESS**

Market Extension
   - selling established products into new markets
   - ie. Publicity, smart partnership, documentary on scouting

**5.0 Marketing Strategies**

- Change quality or features of product
  - needs analysis for youth program
  - upgrade / repackage programs

- Change advertising
  - Publicity
  - news media, documentary on scouting, corporate media

- Change promotion
  - smart partnership
  - ie. Work with various agencies, NGO’s, Governments, corporate and community

- Change channel of distribution
  - smart partnership
  - ie. Work with various agencies, NGO’s, Governments, corporate and community

- Improve marketing efficiency
  - needs analysis
  - membership drive

- Change sourcing
  - use governments schemes
  - lobby for more resources

- Acquire different / new facilities
  - develop strength in relief / emergency team
  - setup special teams
  - ie. Scouts CARE (Indonesia)
  - develop expertise training
### 6.0 Marketing Tactics – Around 7 “P’s”–

**Actions, When & Who**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop Good Support for Scouting in Schools</td>
<td>1. Establish Good relationship and rapport: APR and NSO’s; NSO’s and MOE</td>
</tr>
<tr>
<td>2. Recruit team of sales people to promote Scout Leadership to teachers</td>
<td>2. Recruit Train Send out to sell</td>
</tr>
<tr>
<td>3. Promote/Advertise Scout Leadership to Teachers</td>
<td>3. Info Kit to leave to teachers Place advertisements in Teachers’ Association Magazines Public Relation Campaign in media</td>
</tr>
<tr>
<td>4. Ensure Senior bureaucrats (Senior Government Officers) are involved in Scouting at high level</td>
<td>4. Elect Education Director to be an honorary commissioner Appoint correct person to be deputy commissioner from the Education Departments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Critical Success Factor</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community involvement and publicity</td>
<td>High visibility in scouts involvement in community</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who</th>
<th>When</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>APR</td>
<td>On going</td>
<td></td>
</tr>
<tr>
<td>NSO</td>
<td>On Going</td>
<td>First 3 months of the year.</td>
</tr>
<tr>
<td>APR</td>
<td>First month.</td>
<td></td>
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<tr>
<td>NSO</td>
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<tr>
<td>MOE</td>
<td>On Going</td>
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<tr>
<td>NSO</td>
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</tr>
</tbody>
</table>

#### Key Performance Indicators (How we measure success)

- **Critical Success Factor (Key things from customer’s point of view that has to be right)**
  - Community involvement and publicity

- **Key Performance Indicators**
  - High visibility in scouts involvement in community
### 4.0 Marketing Objectives

Revolve around your Ansoff Matrix Product/Market analysis

- **Market Penetration** - selling established products into established markets
- **Product Development** - selling new products into established markets
- **Market Extension** - selling new products into established markets
- **Diversification** - selling new products into new markets

### 5.0 Marketing Strategies

Eg.
- Change performance of product
- Change quality or features of product
- Change advertising
- Change promotion
- Change pricing
- Change delivery arrangements
- Change channel of distribution
- Change service levels
- Improve production efficiency
- Improve marketing efficiency
- Improve admin efficiency
- Rationalise product range
- Withdraw from selected markets
- Standardise design
- Specialise in certain products/markets
- Change sourcing
- Buy into new markets
- Acquire different/new facilities

### 6.0 Marketing Tactics – Around 7 “P’s” – Actions, When & Who

#### Critical Success Factor
(Key things from customer’s point of view that has to be right)

<table>
<thead>
<tr>
<th>Committed Leaders Teachers: school based</th>
<th>Key Performance Indicators (How we measure success)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The sincerity (the willingness to sacrifice) of teachers to help the scouts in their progress in both scouting and personality.</td>
</tr>
<tr>
<td></td>
<td>For instance, coming up with a five –band assessment scheme</td>
</tr>
</tbody>
</table>

#### On-Going

- On going
- First 3 months of the year
- First month
- On Going
- On Going

#### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action Plan</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop Good Support for Scouting in Schools</td>
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<td>APR NSO</td>
<td>First month</td>
</tr>
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<td>4. Ensure Senior bureaucrats (Senior Government Officers) are involved in Scouting at high level</td>
<td>Elect Education Director to be an honorary commissioner Appoint correct person to be deputy commissioner from the Education Departments</td>
<td>MOE NSO</td>
<td>On Going</td>
</tr>
</tbody>
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#### Progress

<p>| |</p>
<table>
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<tbody>
<tr>
<td>On Going On Going First 3 months of the year First month On Going On Going</td>
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<td>SN</td>
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Observer

<table>
<thead>
<tr>
<th>SN</th>
<th>NAME</th>
<th>POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Alexander Wong</td>
<td>Assistant Chief Commissioner</td>
</tr>
<tr>
<td>2</td>
<td>Anthony Chan</td>
<td>Assistant Chief Commissioner</td>
</tr>
<tr>
<td>3</td>
<td>George Huang</td>
<td>Secretary General of International Commissioner</td>
</tr>
<tr>
<td>4</td>
<td>Sutham Phanthusak</td>
<td>International Commissioner</td>
</tr>
<tr>
<td>5</td>
<td>Tan Cheng Kiong</td>
<td>Deputy Chief Commissioner/International Commissioner</td>
</tr>
<tr>
<td>6</td>
<td>Yap Cheng Boon</td>
<td>Assistant Commissioner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SN</th>
<th>NAME</th>
<th>POSITION</th>
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<tbody>
<tr>
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<td>Assistant Chief Commissioner</td>
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<td>Sutham Phanthusak</td>
<td>International Commissioner</td>
</tr>
<tr>
<td>5</td>
<td>Tan Cheng Kiong</td>
<td>Deputy Chief Commissioner/International Commissioner</td>
</tr>
<tr>
<td>6</td>
<td>Yap Cheng Boon</td>
<td>Assistant Commissioner</td>
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</tbody>
</table>
### 16 March 2006, Thursday

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0700-0800</td>
<td>Breakfast</td>
</tr>
<tr>
<td>0800-0900</td>
<td>Registration (continues)</td>
</tr>
<tr>
<td>0900-1000</td>
<td>Introduction Integration Exercise</td>
</tr>
<tr>
<td></td>
<td>Grouping Expectations from participants Workshop</td>
</tr>
<tr>
<td></td>
<td>Objectives Appointment of Recommendations Team</td>
</tr>
<tr>
<td>1000-1130</td>
<td>Opening Ceremony (separate program) with photo session</td>
</tr>
<tr>
<td>1130-1300</td>
<td>Lunch Presentation</td>
</tr>
<tr>
<td>1300-1400</td>
<td>Presentation</td>
</tr>
<tr>
<td>1400-1430</td>
<td>Tea Case studies on success and why (selected NSOs)</td>
</tr>
<tr>
<td>1430-1530</td>
<td>Presentation Introduction of the Communications Strategy for World Scouting</td>
</tr>
<tr>
<td>1530-1600</td>
<td>Plenary discussion Participants' understanding of marketing</td>
</tr>
<tr>
<td>1600-1615</td>
<td>Tea Break INTRODUCTION OF MARKETING PRINCIPLES</td>
</tr>
<tr>
<td>1615-1800</td>
<td>• What is our product? • How do we price our product?</td>
</tr>
<tr>
<td></td>
<td>• How do we promote our product? • How do we distribute our product</td>
</tr>
<tr>
<td>2030hrs</td>
<td>Welcome Reception</td>
</tr>
</tbody>
</table>

### 17 March 2006, Friday

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0700-0800</td>
<td>Breakfast Session Leader: Anthony Chan</td>
</tr>
<tr>
<td>0800-0900</td>
<td>INTRODUCTION OF MARKETING PRINCIPLES SPEAKER</td>
</tr>
<tr>
<td></td>
<td>Richard Miller</td>
</tr>
<tr>
<td>0900-1000</td>
<td>Lunch Group Activity (integral part of presentation)</td>
</tr>
<tr>
<td>1000-1030</td>
<td>Presentations</td>
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<td></td>
<td>JOTA/ JOTI</td>
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<tr>
<td></td>
<td>Nepal</td>
</tr>
<tr>
<td>1030-1045</td>
<td>Tea Break</td>
</tr>
<tr>
<td>1045-1130</td>
<td>GROUP DISCUSSIONS</td>
</tr>
<tr>
<td></td>
<td>• What would be the marketing approach for new targets? (Group 1)</td>
</tr>
<tr>
<td></td>
<td>• What would be the marketing approach for school-based Scouting? (Group 2)</td>
</tr>
<tr>
<td></td>
<td>• What would be the marketing approach for various social and cultural groups? (Group 3)</td>
</tr>
<tr>
<td></td>
<td>• What would be the marketing approach for community-based Scouting? (Group 4)</td>
</tr>
<tr>
<td>1130-1215</td>
<td>GROUP REPORT PRESENTATION</td>
</tr>
<tr>
<td>1215-1245</td>
<td>Lunch</td>
</tr>
<tr>
<td>1245</td>
<td>(leave for Friday prayer)</td>
</tr>
<tr>
<td>1500-1600</td>
<td>PRESENTATION</td>
</tr>
<tr>
<td></td>
<td>Indicators of a successful marketing strategy/</td>
</tr>
<tr>
<td></td>
<td>Internal/external impact</td>
</tr>
<tr>
<td>1600-1615</td>
<td>Tea Break</td>
</tr>
<tr>
<td>1615-1715</td>
<td>INPUT ON SWOT (10mins)</td>
</tr>
<tr>
<td></td>
<td>GROUP DISCUSSIONS</td>
</tr>
<tr>
<td></td>
<td>• Strengths (Group 4)</td>
</tr>
<tr>
<td></td>
<td>• Weaknesses (Group 1)</td>
</tr>
<tr>
<td></td>
<td>• Opportunities (Group 2)</td>
</tr>
<tr>
<td></td>
<td>• Threats (Group 3)</td>
</tr>
<tr>
<td>1715-1800</td>
<td>Group Report Presentation</td>
</tr>
<tr>
<td>2030hrs</td>
<td>Dinner and Evening Socials</td>
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</table>

### 18 March 2006, Saturday

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION/ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0700-0800</td>
<td>Breakfast Session Leader: Alex Choo</td>
</tr>
<tr>
<td>0800-0815</td>
<td>PRESENTATION JOTA/ JTI</td>
</tr>
<tr>
<td>0815-0845</td>
<td>PRESENTATION Developing a Marketing Plan for NSOs SPEAKER</td>
</tr>
<tr>
<td></td>
<td>Richard Miller</td>
</tr>
<tr>
<td>0845-1030</td>
<td>GROUP WORK FACILITATORS</td>
</tr>
<tr>
<td></td>
<td>Prioritisation of SWOT</td>
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<td></td>
<td>GROUP WORK Marketing Plan for NSOs</td>
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<tr>
<td></td>
<td>&quot;How to sell the VALUE of Scouting&quot;</td>
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<tr>
<td>1030-1045</td>
<td>Tea Break</td>
</tr>
<tr>
<td>1045-1300</td>
<td>GROUP WORK (continues)</td>
</tr>
<tr>
<td>1300-1400</td>
<td>Lunch</td>
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<tr>
<td>1400-1800</td>
<td>Educational Tour</td>
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<td>• KL Tower</td>
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<td>• K L C D</td>
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<td>(1800hrs Recommendation Committee Meeting)</td>
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<tr>
<td>2030hrs</td>
<td>International Night</td>
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### 19 March 2006, Sunday

<table>
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<th>TIME</th>
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<tbody>
<tr>
<td>0700-0800</td>
<td>Breakfast Session Leader: PPM</td>
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<tr>
<td>0800-0930</td>
<td>GROUP WORK (continued) THE MARKETING PLAN</td>
</tr>
<tr>
<td>0930-1030</td>
<td>GROUP PRESENTATIONS</td>
</tr>
<tr>
<td>1030-1045</td>
<td>Tea Break</td>
</tr>
<tr>
<td>1045-1100</td>
<td>Individual Action Plan</td>
</tr>
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<td>1100-1115</td>
<td>Recommendations</td>
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<td>Recommendations Committee</td>
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<td>1115-1130</td>
<td>Workshop Evaluation</td>
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<td>1130-1150</td>
<td>Open Forum</td>
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<td>Participants/staff</td>
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<tr>
<td>1200-1230</td>
<td>Closing Ceremony</td>
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<td>PPM</td>
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<tr>
<td>1230-1400</td>
<td>Farewell Lunch</td>
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<td>PPM</td>
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<td>Departures</td>
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