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EXECUTIVE SUMMARY

This project set out to provide a comprehensive communications strategy for Chapel Hill Training, a local functional training service and fitness facility. The goals provided in the client brief were reshaped into specific, achievable objectives. These objectives were:

- to elucidate a specific generic business strategy
- to reposition brand and increase brand awareness
- to access and identify a specific target audience

The client as well as secondary research identified Chapel Hill Training's target client as middle to upper class women from the ages of 25-44. To appeal to this market, our team designed a strategy to market in areas catering predominantly to women, especially mothers, with disposable incomes. These areas include Meadowmont Village, Southern Village, Governors Club, schools, medical facilities and shopping centers. The client also has an opportunity to improve brand awareness through strengthening current partnerships as well as cultivating new partnerships in the community. By meeting regularly with representatives, the client may take advantage of opportunities to promote word-of-mouth marketing, an inexpensive yet highly effective tactic. To position Chapel Hill Training's brand image consistently, thereby aligning with the core product offering of premium personal training and small group fitness packages, an update of all products (merchandise, web design, etc.) to a premium, superior quality is necessary. Finally, to represent the culture of Chapel Hill Training, the logo has been redesigned to reflect the company's sleek and professional yet upbeat culture. The brand is now defined by unique, vibrant colors as is displayed in the asset titled "Branding Guide." The sleek font reflects the cutting-edge programs administered by the personal trainers.

Evaluating the strategies against the proposed metrics and then following recommendations for future steps will offer additional direction for Chapel Hill Training. As this campaign and analysis was time constricted, however, limitations of this study are numerous. Limitations include lack of extensive research of financially viable target markets, lack of fully comprehensive interactive website design and lack of premium merchandise design. Our team recommends further research and consideration of these topics when evaluating the marketing plan and its application to Chapel Hill Training's strategy going forward.



OVERVIEW

This campaign is designed to increase the brand recognition and consumer base of Chapel Hill Training. Chapel Hill Training offers a unique, personalized exercise experience in an intimate environment with highly educated trainers. Several strategies have been identified to achieve this campaign's objective to increase its consumer base and brand recognition: communicating a consistent generic business strategy; sponsoring and participating in local events and organizations; and repositioning the company's brand, including logo and color scheme design.

OBJECTIVES

Chapel Hill Training prompted the following objectives:

- to elucidate a specific generic business strategy
- to reposition brand and increase brand awareness
- to access and identify a specific target audience

TARGET AUDIENCE

While some campaign efforts will reach males as well, based on current clientele as well as consumer habits regarding Chapel Hill Training's market, industry and pricing, the client's target customer is middle to upper class women from ages 25 to 44. Fifty-four percent of the Chapel Hill population is female, while 26 percent of Chapel Hill women is older than 25 (Simply Map, 2015). According to current Facebook analytics, Chapel Hill Training's fan base is 65 percent female. Of this 65 percent, the two top audiences are women between 25 and 34 years old (25 percent) and women aged between 35 and 44 years old (16 percent).

Clients who would be able to afford a premium market would likely be stay-at-home spouses or working professionals with an average household income of \$306,886 (Simply Map, 2015). Stokburger-Sauer & Teichmann (2013) postulate that luxury items and services such as the training sessions at Chapel Hill Training are more important to women than men. Women have a more positive attitude and a higher purchase intention towards luxury brands. On average, Chapel Hill's luxury priced market is 90 percent greater than that of the national average (Simply Map, 2015). Also, the percentage of "very rich households" in Chapel Hill is 35 percent higher than the national average (Simply Map, 2015). Given this research, specifically regarding support that females have more positive attitudes toward luxury brands than men, it can be inferred that women in Chapel Hill are the primary consumers of the Client's premium goods and services.



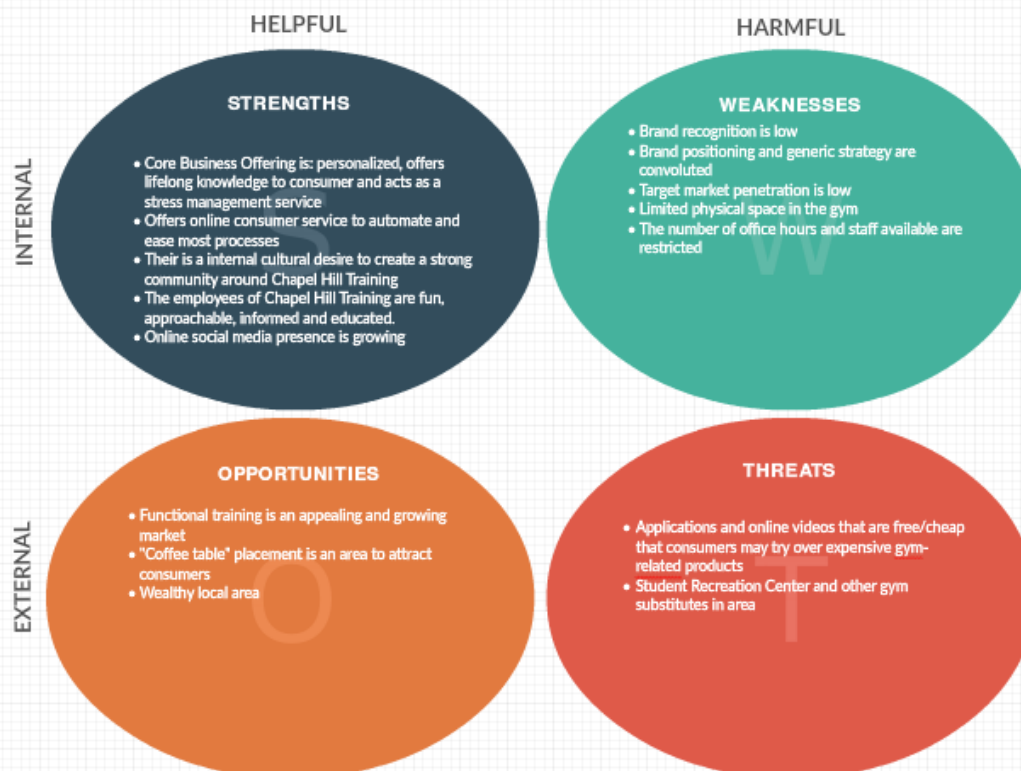
Facebook and blogs are the most effective media outlets to reach the target audience, especially those who are stay-at-home mothers. Francella (2011) proposes that women at home with children use social media more than average adults. Francella outlined a study by BIGresearch on women with children at home, finding that they are more likely to use Facebook (60.3 percent) than the average adult (50.2 percent). Current Facebook analytics have shown that Chapel Hill Training's page generates the most traffic at about 10 a.m., which remains constant throughout the day, then peaks at 9 p.m. before dropping off. Dessart & Morgan-Thomas (2015) found that a successful media page is rooted in facilitating user-to-user interaction as well as user-to-organization interaction. Interpersonal communication develops positive psychological attachments.

CAMPAIGN PLAN

Following identification of overall objectives, our team designed strategies to achieve the objectives. Actions were then designed to achieve strategies. This process has been documented below.

Situation Analysis - SWOT

For the situation analysis, a generic SWOT (strengths, weaknesses, opportunities and threats) offers insights on Chapel Hill Training's market positioning. This analysis is informed by discussion with Cody Johnson, manager of the business, as well as secondary research.



Strategies

- Advertise in areas that cater primarily to women, especially mothers, with disposable incomes (target audience). These areas include Meadowmont Village, Southern Village, Governors Club, schools, medical facilities and shopping centers.
- Strengthen current partnerships by meeting regularly with representatives to discuss referral incentives (for example, discounted classes through doctor or friend referrals) to generate brand awareness and clientele base through “word of mouth.”
- Update products (web design, signage, merchandise, etc.) to match the premium, superior program that is being marketed. This includes redesigning the organization’s color scheme and logo to better reflect Chapel Hill Training’s cutting-edge yet approachable culture.

Generic Business Strategy

If Chapel Hill Training desires to attract the target audience that has been identified through the market research, a consistent generic business strategy will be informative to all other campaign efforts. Their business plan is structured around a premium core product, the private personal training sessions, but the other features of the business resemble a cost-effective strategy, such as simple website design and low-priced gym merchandise. The gap between premium services and cost-effective products may blur the business brand and therefore its position in the consumer’s mind. The Chapel Hill Training brand seems to be stuck between cost-effective (low-cost) and premium or differentiated (upmark for specialized services) strategies. Our team suggests that the actual product and augmented product characteristics of every offering at Chapel Hill Training mirror the premium nature of the core product. This will send a consistent image to the target audience. This means features like the website, the style of the gym, the merchandise available at the store, and any other elements of the gym that do not represent a “premium” product, need to be adjusted.

Wyner (2005) states that differences in brand expectations and the actual service or product can be a serious problem. Negative outcomes include customer confusion, customer dissatisfaction, and high turnover rates. Wyner states that the best way to solve this is to match the customer experience with the expectations. This means conducting an extensive evaluation of the “brand promise” and the brand execution. Dempsey (2004) states good brand management is the crux of a business model. Specifically Dempsey postulates, “every aspect of the customer experience - from graphics to service to collection - is what separates those that



succeed from those that are merely ambitious.” Hanna & Rowley (2013) state that integrated marketing communications is an effective means of achieving this consistency. An effective method of achieving consistent brand image is through partnerships or other stakeholders. By strengthening Chapel Hill Training’s bonds with their partners, this provides another form of advertising and brand communication. Chapel Hill Training is also utilizing social media and print messages alongside in-store and local advertising.

Consistency from message to message is crucial to brand recognition and understanding. This consistent message across media platforms will facilitate the reinforcement of brand image.

CORE MESSAGE

Given research as well as careful consideration of the expressed desired culture of Chapel Hill Training, our team has developed the following core message to ensure consistency across publications and other messaging action:

At Chapel Hill Training, we know you walk through our doors with needs and goals unique to your lifestyle. Whether you come to grow stronger, stand taller, or just escape from the stressors of your day, we’re here to create a premium workout designed for exactly what you—and only you—want and need.

When it comes to our clients, Chapel Hill Training believes in two things. First we believe in teaching you safe and effective exercise. Second, we believe in sharing **why** your workout design will accomplish your goals. When you train with us, you don’t just train your body. You also train your mind. Let us meet your goals. Let us educate your workout.

Chapel Hill Training. Train better. Live Better. [Logo]

TACTICS & ACTIONS

Publication Opportunities

Given the age and habits identified in the target audience profile, publications and print media are a viable way to connect messages to potential clientele. Because the marketing and advertising budget is quite small, earned media coverage is the most cost-effective means of



accessing the target audience. Refer to submitted assets for a sample news release to model how Chapel Hill Training may frame stories to offer publications.

Chapel Hill Magazine. Chapel Hill Magazine is a bimonthly magazine that circulates to more than 52,000 readers and 11,500 households in the Chapel Hill - Carrboro area. The magazine is sold at more than 50 retail locations. It can be found in doctors' office lounges, hair salons, and spa waiting rooms. The target demographics for this publication are young business professionals, ages 25 to 40, as well as women ages 30 to 50. Chapel Hill Magazine also has an online blog, which is popular with the female demographic of the target audience. "The mothers' online participation allows them to be involved in a supportive mothering community, obtain information, find entertainment, and take time for self" (Hall & Irvine, 2009; McDaniel, et al., 2011).

Refer to the Media List accompanying this brief for publication contact information, including Chapel Hill Magazine and other publications referenced below.

The News & Observer. Because Chapel Hill Training will have its fifth birthday soon, The News & Observer could write a feature story about the business. The paper attracts young business professionals, as many start their day with the paper. It also has an extensive online reach, so many Chapel Hill residents could see the article on their website.

Fleet Feet Sports Newsletter. Chapel Hill Training and Fleet Feet Sports are partners, so Chapel Hill Training should have a presence in Fleet Feet's newsletter. This story placement would attract the active runners in Chapel Hill.

Ignite Chiropractic Blog. Chapel Hill Training has also partnered with Ignite Chiropractic, and being featured on their blog would help Chapel Hill Training break into the market of Ignite's clients. This would attract the client-based demographic that would be referred by the clinic.

Events to Sponsor



5-K races. Races are a good way to associate the company with a charitable cause and generate good will while campaigning (McDaniel, B., Coyne, S., & Holmes, E., 2011). All charitable donations are tax deductible.

Holly Jolly Jog. December 6, 2015. This year will mark the first annual Holly Jolly Jog for the Fill Your Bucket List Foundation. The race will be held in Southern Village, which is an area of focus for the target audience. Southern Village is a tight-knit community that is home to young, upper middle class families. It mimics the sense of community that Chapel Hill Training expressed a desire to facilitate. Although they do have a Snap Fitness, they do not have a unique venture such as Chapel Hill Training. Southern Village is home to a demographic that has the means to pay for the company's services, and there are many young female residents in the area. In order to infiltrate the Southern Village community, Chapel Hill Training must participate in community events. The events are family-oriented, which means many women will be there with their children. Word of mouth is the biggest asset to Chapel Hill Training, and the Southern Village community is where it will flourish.

For a complete list of networking opportunities and contacts, refer to the assets folder that accompanies this briefing.

The opportunity to sponsor the Holly Jolly Jog means a large benefit for the sponsors. A Holly Sponsorship is \$500, and the sponsor receives the following:

- 5 free race entries
- Logo on all event printed materials
- Booth space at the race
- Logo/name on website
- Social media mentions
- Press release mentions
- Logo/name on racing t-shirts
- Item in race goodie bag packet
- Logo on race day banner
- Sponsor mention from stage
- Logo at mile markers

5k races in 2016. Chapel Hill Training should sponsor one 5k a year to maintain their outreach with their target audience. The Eve Carson Memorial 5k is the biggest 5k race in



Chapel Hill history, and it gets a large runner base each year. In 2015, the race raised over 120,000 dollars. The TarHeel 10 Miler is another large 5k in Chapel Hill. Fleet Feet Sports is a sponsor, so Chapel Hill Training could partner with them in sponsoring the race.

Refer to assets for websites of 2016 5K races.

Community Events

The town of Chapel Hill is small, and people are very passionate about their town and its events. Many young families and business people attend events in Chapel Hill, so networking at these events is a good way to reach the target audience.

i9 Sports. i9 Sports is the area league for young children to get into sports. During the winter, i9 will have basketball and cheerleading for ages 3-9. Chapel Hill Training's target audience in this setting would be the parents of the athletes. Many young parents aim to get their children involved in sports by starting them in city league teams. The games are hosted at Culbreth Middle School in Chapel Hill, so networking or handing out flyers at this event would spark the interest of young moms and their friends.

For networking contacts for i9 Sports as well other community events, refer to the networking list asset accompanying this briefing.

Parents Night Out: Dodgeball at Chapel Hill Quest Martial Arts. This event will be hosted on November 7, 2015 at 5:30 pm. This event relates to the i9 Sports events in the way that many parents of young children will be attending. Martial arts is an active sport that many parents try with their young children, so networking and having flyers at this event will increase the knowledge of the company in the minds of young parents.

Fridays at the Front Porch. Fridays at the Front Porch is a family-friendly event that many upper middle class people from Chapel Hill attend. Young sophisticated professionals attend this event with friends, and mothers attend with their children. Fridays on the Front Porch are held at the Carolina Inn from April to October.

School Outreach

The neighborhood of focus, based on income and demographic information in relation to the target audience, is Southern Village in Chapel Hill. The schools that cater to this neighborhood



are Mary Scroggs Elementary School, Grey Culbreth Middle School and Carrboro High School. These schools therefore should be the primary targets for advertising and sponsorship. See the attached asset's networking list for each recommended school.

Local schools are an important resource in reaching upper-middle class parents and increasing brand awareness. High schools have competitive sports teams that could be interested in three-to-four-week training workshops for players to ensure maximum safety and skill enhancement. Arrangements could be made through the booster club, which is run exclusively by the parents of athletes in charge of organizing team fundraising events.

Although sports teams in middle school tend to be less competitive, middle school can be a crucial time for athletes to improve basic exercise skills. Both middle schools and elementary schools still offer opportunities to advertise through flyers and event sponsorship. Elementary schools lack extracurricular sports teams but have organized field days and school-wide fundraisers that Chapel Hill Training could support.

Internal Events to be Held By Chapel Hill Training

With new events held by Chapel Hill Training, they could attract a demographic more fitting to the target audience--upper middle class parents, women in particular.

Girls Night Out. Girls Night Out is a night where women come to a boot camp then have wine and snacks after class. This allows the women to meet and greet the trainers while getting a sample of a workout in an environment with friends. During this night, Chapel Hill Training could promote open personal training appointments in the afternoons from around 1 p.m. to 3 p.m. A possible theme for a women's networking event could be "Moms and Mimosas." This boot camp could be held on a Saturday morning to accommodate school and work schedules.

Corporate Events

Corporate events are a way to reach out to young business professionals as a group, including men. A business could invite their employees to participate in a boot camp that will emphasize stress relief and posture stretches. Doctors' offices would also be a good target for this sort of event. It is important to note that this action may be best implemented in the future, after other efforts more targeted to the identified audience have taken place.



EVALUATION

Evaluation of the proposed strategies is necessary to determine if the objectives and goals of Chapel Hill Training were achieved. To reiterate, our main objectives were:

- to elucidate a specific generic business strategy
- to reposition brand and increase brand awareness
- to access and identify a specific target audience

At the end of this year, increasing sales by 50 percent (eight personal training packages) since June is an outcome that indicates both increased brand awareness and studio utilization. Increasing the clientele in such a short amount of time can be accomplished if Chapel Hill Training can penetrate their target market with the proposed strategies. A target of sustainable growth over the next two to three years depends on the capacity limitations of Chapel Hill Training, but 10 percent increases would underpin a healthy, sustainable growth target. Enculturating the brand with a differentiated strategy will also contribute to this strategy, positioning the company as a premium brand to serve a market of upper class families, aimed specifically at women ages 25 to 44 with a tendency to spend on luxury products. The increase in customers also represents an increase in access to the identified target market. Encompassing this effort with the new logo strengthens the repositioning of the brand. Specifically in regards to why these new customers have sought Chapel Hill Training, 25 percent of new packages by referral (friend, doctor, etc.) demonstrates a stronger relationship with current partners. Ensuring that 80 percent of the new consumers' home addresses are within the target market of Southern Village also demonstrates an expansion into more wealthy areas.

FUTURE STEPS

Chapel Hill Training should re-evaluate the client base once these objectives have been met. With an established client base, Chapel Hill Training could expand to reach new target audiences in the community. Strong brand awareness is a core strategy in most businesses. Reevaluating whether current strategies are no longer effective is another key consideration. As this campaign and analysis was time constricted, limitations of this study are numerous, and involve: lack of extensive research of financially viable target markets, lack of traditional advertising alternatives, lack of interactive website design, and lack of premium merchandise design. We would recommend further research and consideration of these topics when



evaluating the marketing plan and the pertinence of this research to the future of Chapel Hill Training.

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