# Creating a recruitment campaign



### Who's here?

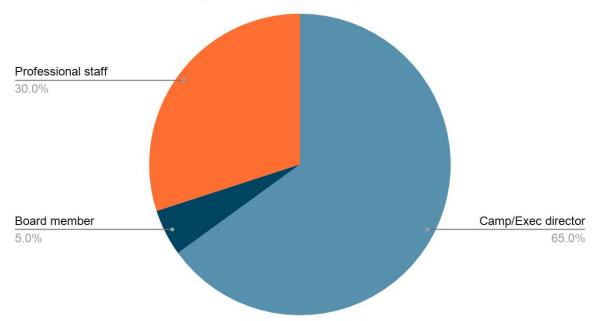
#### Chat in...

- Your name
- Your camp's name
- Your role (director, professional staff, board, etc.)



# Survey

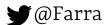
Which of the following best describes your role?





### **Farra Trompeter**

Chief Growth Officer, Partner (she/her/hers)



**y**@BigDuck

farra@bigduck.com





# Big Big Dick

### What we'll cover today

- Overview of a recruitment campaign plan
- Setting realistic and specific goals and audiences
- Developing a campaign theme to generate interest
- Communications activities (strategies and tactics) to reach your audiences and advance your campaign's goals
- Building a timeline and calendar



# What's a recruitment campaign?

## Recruitment campaign

A coordinated effort to get particular audiences to take a particular action. In this case, the action is getting folks to sign up for your day or overnight camp. An effective campaign tells a compelling story to the right people, inspiring them to take action. Campaigns should work triple duty—carrying your strong voice out into the world, welcoming people to connect with you, and motivating them to act in ways that advance your mission.



# Poll:

# What is your experience with recruitment campaigns?

- I am planning a campaign now
- I have conducted a campaign(s) in the past but not recently
- I haven't conducted a campaign before
- I'm not sure

# What's in a recruitment campaign plan?

# A campaign plan includes:

- ► Campaign context
- Goals and objectives
- Audiences
- ► Theme (the campaign story, look & feel, and call to action)
- Communications activities (strategies and tactics)
- Calendar
- Evaluation



# Campaign context

#### **Internal variables**

#### **External variables**

- Camp strengths and weaknesses
- Assets to leverage (i.e. funding, expertise, partnerships, alumni)
- Shifting camp-wide priorities and strategies
- ► Key milestones/dates

- Current events and politics shaping your mission
- Audience mindsets, needs, and priorities
- ► Funding trends
- Trends in your landscape (Jewish camps, summer programs)



# Campaign goals and objectives

# Goals and objectives

- **Goal**: big-picture statement of what you are striving to achieve
  - Get more families signed up for our camps
- **Objective**: measurable outcomes that indicate you've achieved your goal
  - Increase in requests by 50% from new families
  - O Increase in summer session signups by March 31



# Where should you focus your campaign?

**Advocates** 





**Observers** 



# Campaign audiences

# Campaign audiences

#### Who do you need to reach to achieve your goals and objectives?

- Think about who your direct participants are as well as those who have access to them
- Prioritize! Consider retention of existing families vs. attracting new ones.
- Challenge yourself to "walk in their shoes"



# Poll:

# How well do you feel like you know your audience(s) for recruitment?

- I don't know them at all
- I am somewhat knowledgeable about them
- I am very knowledgeable about them

# **Audience personas**

Audience profiles are tools that define a segment of your audience—who they are in connection to your work, what they care about, how to best reach them, and more.



# **Audience personas**

- ▶ **Relevant background info** (location, age, denomination, etc.)
- Audience goals/motivations (what they're looking for, needs)
- Barriers (what's stopping them from engaging)
- Current perception (what they already think/feel about you)
- ▶ **Desired perception** (what you aspire for them to think/feel)
- Watering holes (where they spend time)
- Actions (what you want them to do)



The Social Justice Millennial	
Overview	Between 18 and 40, equally female and male, and working in science, technology, or business. They are concentrated in urban areas. They enjoy spending time with friends and family. They spend time on social media engaging with brands, video, and the news. They are financially conscious individuals. They spend money wisely and do research/read reviews before making purchases.
Values	Having grown up in a time with growing disparities between populations, this group cares deeply about social justice. Because they've grown up in the information age and with the connectivity of the Internet, they have an appreciation and interest in other cultures. They are part of an inclusive generation and care about having a positive influence on the world. They are aware of the privilege of living in a developed country and know the disparities and lack of access facing other populations.
Content	They are highly informed individuals. They read and keep up with the news and search for deeper information when they want it. They like content that feels immediate—action-oriented information they can engage with or news/updates about recent events. Lessons from political campaigns or grassroots organizing may help you engage this group, as those are common causes they connect with.
Channels	They get information from email, social media, and video. They don't seek out specific news sites, but read what comes through other channels. Younger millennials spend more time on Instagram than Facebook.
Relationship to our work	They came to you after an emergency, but appreciate that you are a leader in international aid—taking a prevention and response approach. They are not frequently connected to someone with a disability, and are most motivated by your emergency response as well as the prevention work you do.

# Avoiding bias when defining audiences

- Base your profiles on research—and ensure you're researching a sample that substantively reflects your community
- Remove opportunities for bias within the profiles themselves
  - Using psychographics instead of demographics
  - Removing photos and names
- Check your assumptions by having others review any audience definition you land on



### **Exercise via breakouts**

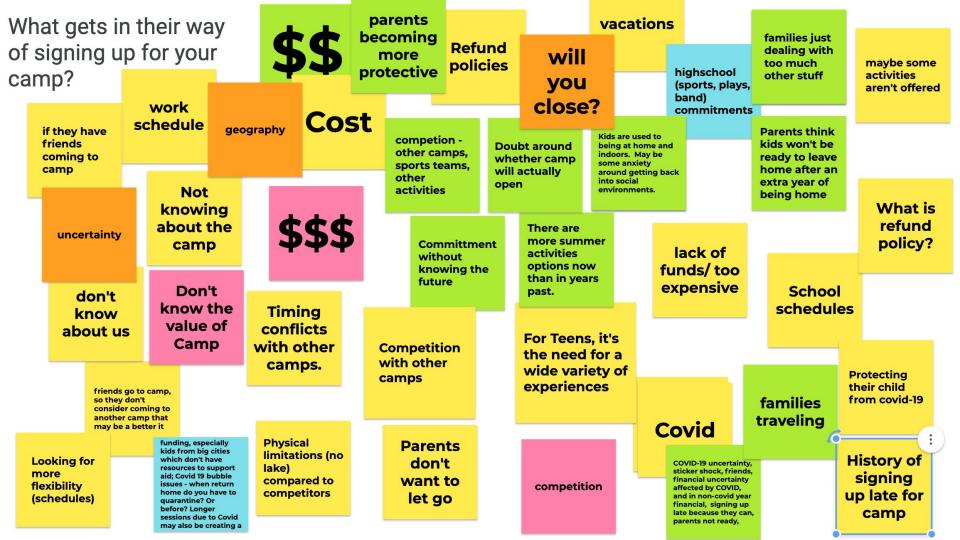
Let's talk audiences!

https://jamboard.google.com/d/1R2YWmxLjc-SSOnEAxA

m72tT1Rk1v53VvttRuqbHCHJY/edit?usp=sharing









# Campaign theme

# Campaign themes are...

- A single lens through which to tell the story of the campaign
- An entry point for a longer conversation
- Simple and compelling
- Used across many executions (they have "legs")



# Ingredients

- ▶ **Big idea:** the takeaway that must be felt/communicated across all aspects of the campaign
- ► **Concept:** the catchy and/or compelling lens through which you tell the story of the campaign
- ► **Messages:** the key information you must convey through the campaign
- ► **Visuals:** your photography, color palette, tone and style, typography, creative elements, etc.
- ► **Call to action:** the prompt that asks your audience to engage with you more deeply, take the next step



# **Example: One Happy Camper**





# Strategies & tactics

# Strategies

What approach will best guide your actions to achieve your campaign goals?

- Ask, "how would I do that?" which should lead you to different tactics or actions
- Look at the context and focus on your best opportunities with your goals and audiences in mind



### **Tactics**

# What specific activities or actions will you take to accomplish your strategies?

- Be detailed: this is about implementation!
- Check ideas against available resources, tools, budget, and capacity
- Select channels based on your audience(s)



### **Examples**

#### **Strategies**

- Provide prospective camper families with personalized support and guidance
- Make it easy to learn more

#### **Tactics**

- Create a series of emails that welcome prospective families and engage them to learn more and take an action
- Provide an easy and compelling video to "tour" our camp
- Update brand identity to be more approachable/inclusive



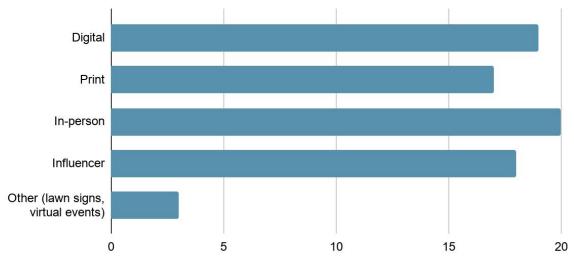
### **Common recruitment tactics**

- **Digital** (email, social media, web presence/landing pages, digital ads, SEO, signup forms, webinars/online events)
- Print (flyers, posters, postcards, one-pagers, brochures, swag)
- **In-person** (presentations, powerpoints, outreach events, tabling, information sessions)
- Influencer approaches (word-of-mouth, referrals, ambassadors)
- Other



#### Survey

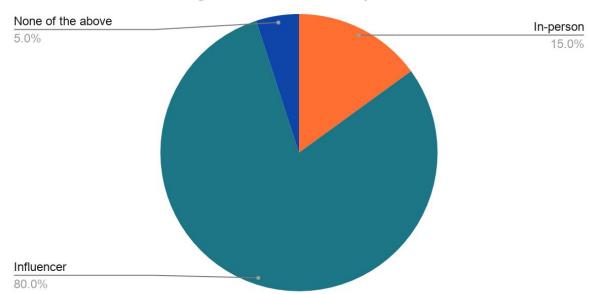
Which of the following outreach tactics has your camp tried in the past year?





#### Survey

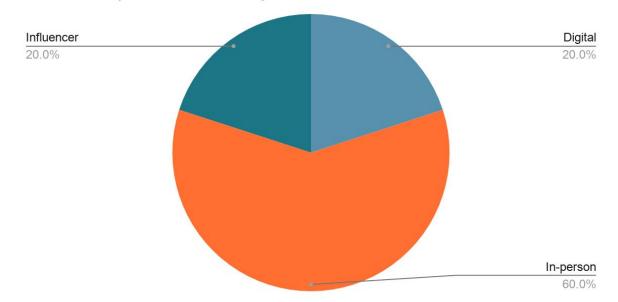
Which tactic is typically the MOST effective in generating quality referrals from existing families and campers?





#### Survey

Which tactic is typically the MOST effective in generating new leads independent of family referrals?





## Going virtual

## Virtual recruitment strategies

- Provide multiple ways for target audiences to engage with your day or overnight camp virtually
- Make it easy for them to see what you're up to
- Seek opportunities for your personality to shine through



#### Virtual recruitment tactics

- **Digital** (email, social media, web presence/landing pages, digital ads, SEO, signup forms, webinars/online events)
- Print (flyers, posters, postcards, one-pagers, brochures, swag)
- **In-person** (presentations, powerpoints, outreach events, tabling, information sessions)
- **Influencer approaches** (word-of-mouth, referrals, ambassadors)
- Other





# Make it easy to get information

#### **Register today for Summer 2021!**

Click here to sign-up.

#### A Note About COVID-19

Session Name	Starting Date	Ending Date	Tuition Cost
Aleph	Sun. June 27	Sat. July 24	\$5,675
Rishon Aleph	Sun. June 27	Sun. July 11	\$3,200 \$3,700 (returning campers)
Bet	Sun. July 25	Sat. August 14	\$4,950
Rishon Bet	Sun. July 25	Sun. August 8	\$3,200 \$3,700 (returning campers)
Havaya Israel	Sun. July 11	Sun. August 8	\$8,125  Learn how to get \$3,000 off!
Family Camp Weekend	Thur. June 10	Sun. June 13	\$540 \$150 (additional person)



# Answer the questions you know they'll have



## We work hard to make sure every detail is in place so each camper can have the time of their life—every single summer.

This summer, in the midst of a global pandemic, there are more details than ever! Given all the uncertainties in the world right now, we recognize that much may well change between now and June. Even so, we're hard at work planning for a great season together at Camp Havaya.

With an eye towards COVID-19, here's some of what we're already doing:

- Thanks to the American Camp Association, Foundation for Jewish Camp, and JCamp180, we're learning from camps that successfully opened this past summer.
- We've included funds in our budget to cover additional medical staff and supplies, as well as professional cleaning services as needed.
- Given what we anticipate being significant cleaning and disinfection requirements due to the coronavirus, we've slightly tweaked our session dates, so that our full sessions (Aleph and Bet) end after lunch on Saturday, rather than Sunday, to give us the time we need to get everything ready for the next session.

Of course, there are still many questions that can't be answered yet: When will there be a widely available, effective vaccine? Will camps have access to rapid testing? Will campers from certain states have to be quarantined? Will international staff members be able to enter the country? Exactly what kinds of mitigation, cleaning, and health services will be needed? The list goes on....



## Connect with **families** year-round



With all this in mind, we wanted to share with you our plans for the next few months. As you'll see below, we're

excited to offer opportunities to celebrate the High Holidays, to connect with camp friends, and to learn and

explore together as families. These programs are free and open to the community, so please feel free to invite

your friends and family ... especially those who may be interested in the Havaya experience.

#### December

#### Schmooze with Sheira

Sign-up to join us on Zoo

Friday, Dec 4 () 6:30 pm EST

Spend half-an-hour catching up and chatting with our Camp Director, Sheira Director-Nowack

Join us as we welcome Shabbat

**Kabbalat Shabbat** 

with singing, sharing, and a story. No experience necessaru!

Sign-up to join us on Zoo

**Virtual Parlor** Meeting Sunday, Dec 6 () 1:00 pm EST

Do you have friends whose kids would be a perfect fit for Camp

Hayaya? Invite them to join us for this low-pressure opportunity to learn more about what makes us so special. This gathering will be geared primarily to families from New York and New Jersey, but all are welcome!

Sign-up to join us on Zoor

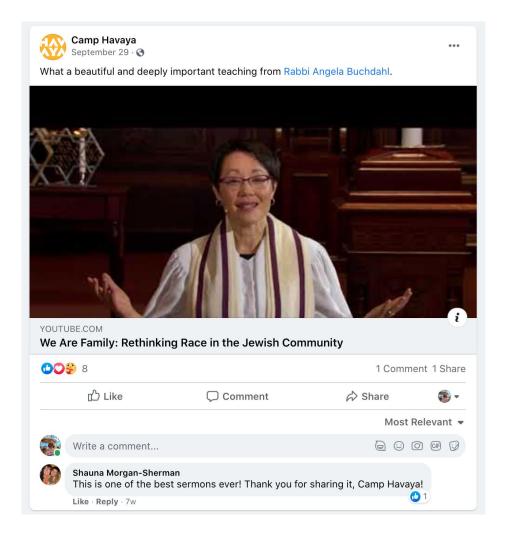
#### **An Important Note for Adults**

We pride ourselves on creating welcoming, inclusive, values-based, and celebratory communities in each of our Havaya Summer Programs. This is possible only with a high level of hands-on supervision that is simply impossible in an online setting. Please note that all supervision responsibilities for individual participants during Havaya@Home sessions fall to those children's parents or legal guardians. Similarly, parents are responsible for their child's physical safety and cyber-security; we cannot guarantee the security or efficacy of Zoom, Facebook, or other online platforms that may be used during the course of the program. All live sessions will be recorded; participation in a session signifies the parent or legal guardian's understanding and approval that photographs, video, or likenesses of their child may be used for promotional purposes. More details on our terms and conditions are available online. As with our in-person programs, we expect participants to stand up for themselves and their friends and take responsibility for their actions; we will not accept behaviors such as bullying, violence, repeated profanity, disrespect, or bigotry. We're serious about being our best selves—it's How



# Amplify others and be seen as a resource





### **Keep them** informed (and make sure you reach them)





### **Tap into** current events

#### Waiting Is Not Easy!

Isaac Saposnik <lsaac@camphavava.org> Reply-To: Isaac Saposnik <Isaac@camphavaya.org> To: farra@bigducknyc.com



Dear Friends,

My eyes were barely open this morning when I grabbed my phone to look at the news. Perhaps, I thought, something had changed overnight. But -- of course -it hadn't. We're still waiting to see the results of what seems like a never-ending election here in the United States.

I keep thinking of the title of one of our favorite books by Mo Willems: Waiting Is Not Easy! It's as if those words were written for this moment. At the end of the book, though, Elephant and Piggy find that the waiting is worth it ... even if that's hard to remember while they (we!) are in the midst of it.

Over these last number of weeks, with all the uncertainty swirling around us, I've found this song keeps me going:



There's not much else to say this morning ... but we wanted you to know (as we hope you already do!) that we're always here with, and for, you, Certainly, we'll have more to share in the coming days. And on Friday night, we'll gather for an already-scheduled schmooze and Kabbalat Shabbat where we can be together, sing, and welcome in a day -- and, we hope, many years -- of peace. Until then, please be kind to yourself, take good care of each other, and be gentle with the

With all the best.

Rathi pase

Rabbi Isaac Saposnik | Executive Director Pronouns: he/him/his

Havaya Summer Programs CampHavaya.org | Havayalsrael.org

Check out our video, join us this fall, and sign-up today for summer 2021!

There's not much else to say this morning ... but we wanted you to know (as we hope you already do!) that we're always here with, and for, you. Certainly, we'll have more to share in the coming days. And on Friday night, we'll gather for an already-scheduled schmooze and Kabbalat Shabbat where we can be together, sing, and welcome in a day -- and, we hope, many years -- of peace. Until then, please be kind to yourself, take good care of each other, and be gentle with the world.

# Show families what they are missing--or can get







## Give "live" tours





# Bring families together





# Case study: MfA recruitment campaign



#### MfA recruitment campaign

Math for America needed to reach and engage more candidates for their fellowships. As their enrollment goals grew, they needed a campaign to help spread the word about fellowships—particularly the Master Teacher Fellowship—to math and science teachers around the city.







# MfA recruitment campaign Goals and objectives

Increase applications to the Master Teacher Fellowship program.

- Bring in 300 or more submitted applications from qualified applicants, for a total cohort of 150 Master Teachers for the 2013-2014 school year.
- Recruit a cohort of 1,000 math and science teachers (across all fellowships)
   by 2017.





#### MfA recruitment campaign Audiences

**Primary:** Experienced secondary school math teachers and science teachers with 5-10 years of experience in New York City public schools.

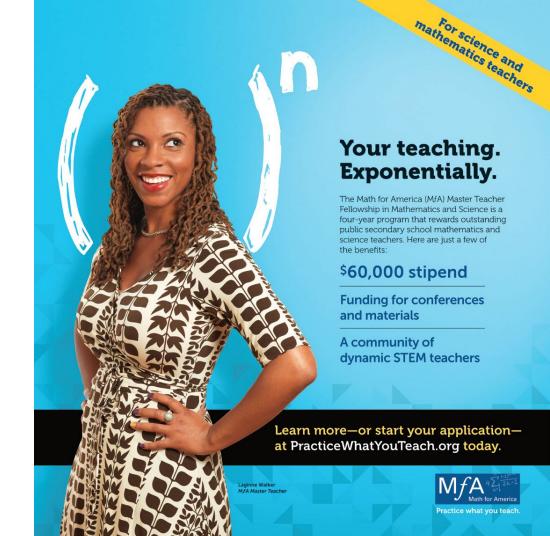
#### **Secondary:**

- School administrators at public secondary schools
- Mathematics and science faculty and administrators universities
- Math and science teachers (potential and early career) in New York City public secondary schools

#### Theme

- Big idea: Calling on teachers to challenge and motivate themselves the same way they do their students
- **Concept:** Practice what you teach
- Message: This fellowship offers you many valuable benefits at no cost
- Visuals: Energetic colors, features real NYC STEM teachers, illustration used to evoke learning and growth
- **CTA:** Start your application







## MfA recruitment campaign Strategies

- Lead applicants through the process and make a personal connection.
- Balance prestige with accessibility.
- Leverage the enthusiasm of current  $M_fA$  fellows and alumni.
- Take a long view approach to your applicant pool.





## MfA recruitment campaign

#### **Tactics**

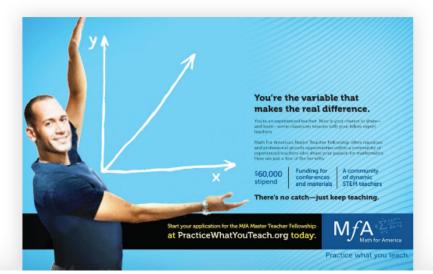
Strategy: Lead applicants through the process and make a personal connection.

- Microsite with clear, uncluttered information
- Follow up and thank you emails to people who begin, continue, and complete application
- Open houses and informal happy hours



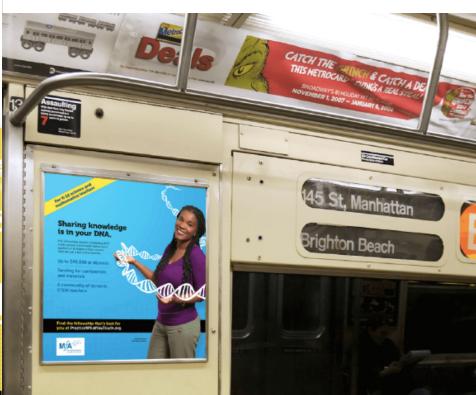














Eyal Wallenberg, two-time MfA Master Teacher, leads an Open Space discussion group



outstanding mathematics and science teachers already in the classroom and to increase the number of mathematically talented individuals entering teaching.



#### Chat

What effective tactics have you seen for recruiting new families in 2020 given COVID and other realities?



#### **Guidance for prioritizing**

- Is it clear how this strategy/tactic connects to our campaign goals?
- Will it work to engage our unique audiences?
- Is it actionable?
- Do we have budget and/or resources for this?
- Do we have the time for this given other commitments?
- Do we have (or can we access) the staff, skills, or people power for this?



#### **Budget**

#### How much will all of this cost?

- Staff costs (salary, time)
- Materials development
- Printing and postage
- Software and hardware
- Consulting/freelancers
- ???



# Creating a campaign calendar

### Role of a campaign calendar

- Internal tool for keeping your team organized
- Set dates and deadlines for when campaign materials need to be created/distributed
- Have one place where everyone working on the campaign can see all the activities and their progress
- Recommend a tool that can be easily shared by multiple team members (i.e. Google Sheets, Asana)



#### When building your calendar...

- Note specific timeline requirements (e.g. what date do you need to have campers registered?)
- Plan for internal milestones (e.g. planning, reviewing) as well as external milestones (e.g. pressing send on the email)
- Note existing commitments, events, and activities
- Make sure there is a steady stream of coordinated activities
- Repurpose content when you can
- Listen and respond. Don't just set it and forget it.



# Campaign evaluation

#### **Metrics to consider**

Choose metrics that are tailored to your unique campaign activities and campaign objectives. For example....

- Total number of requests & signups
- Metrics that track interest in the camp (not necessarily signups)
- Email open rates, click through rates
- Visits to camp website
- Social media engagement (likes, comments, followers)
- Submissions through an interest or contact form
- Number of referrals

#### How to measure impact

- Ongoing analysis (e.g. email engagement, social media engagement)
- ► Weekly or biweekly analysis (e.g. how many new signups? How many new people showing interest in the camp? Are we on track to reach our objectives? Which tactic is working best? Do we need to pivot our approach?)
- ► Once the campaign is done (e.g. What did we learn for next time? Did we achieve our goals and objectives? Were our objectives the right ones?)



## Recap

## Recruitment campaign elements

- ► Campaign context
- Goals and objectives
- Audiences
- Theme (the campaign story, look & feel, and call to action)
- Communications activities (strategies and tactics)
- Calendar
- Evaluation



# Worksheets (for later)

#### **Audience persona**

Your key audiences are the primary groups you need to reach in order to reach your goal.

Choose the audience most essential to your goal and answer the below prompts to think about how you might shape your communications to reach them  $\underline{more}$ 

effectively and meaningfully.

- Describe your audience's shared characteristics. (e.g. job, age, ho
- What are their goals (e.g. raising a healthy family, building confi
- 3. Why should they care about your camp? What are the big ideas t see/hear in order to participate?
- 4. What do they think about your camp? Do they already know who
- 5. What barriers might be stopping them from participating in you
- 6. Where do they spend their time (physical places, communication etc.)?
- Are there any individuals who have credibility or influence over audience? Is there anyone who can help you better reach this tar
- 8. What do you want from this audience? What is your desired actithem?



## Creating your campaign theme

Your campaign theme is made up of five components that work together. Use this worksheet to brainstorm and connect dots.

**Big idea**: the takeaway that must be felt/communicated across all aspects of the campaign

- What is the one thing you hope your audiences take away from this campaign?
- If you could leave them with one feeling after engaging with the campaign, what would that be?
- If you could leave them with one idea after engaging with the campaign, what would that be?

**Concept:** the catchy and/or compelling lens through which you tell the story of the campaign

- Guided by your big idea, what is a phrase or line that your audiences will "get" quickly and meaningfully?
- What tone and style do you want to use in order to communicate your big idea?

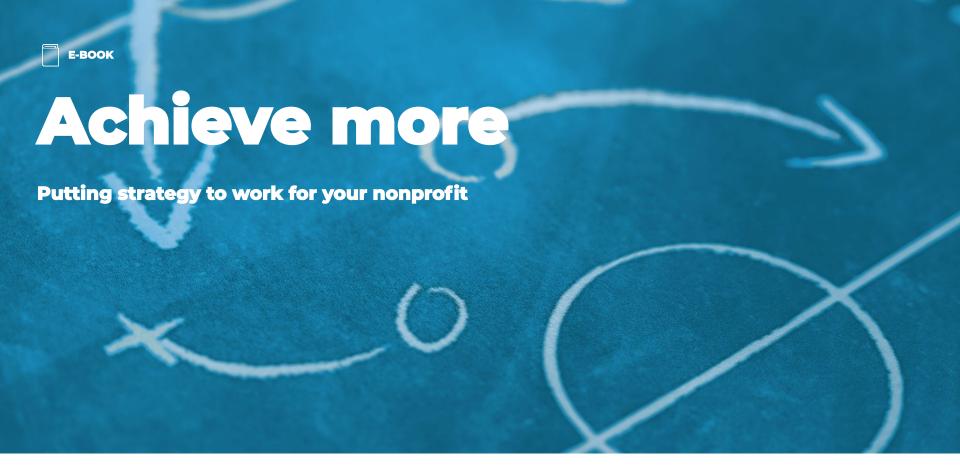
Messages: the key information you must convey through the campaign

- Thinking about your campaign audience:
  - What is the problem your camp solves or the opportunity it presents to them?











#### Resources on brand personality

Webinar: <a href="https://vimeo.com/467931307">https://vimeo.com/467931307</a>

eBook: <a href="https://bigduck.com/insights/using-brand-personality-to-guide-social-media/">https://bigduck.com/insights/using-brand-personality-to-guide-social-media/</a>

Blogs:

- https://bigduck.com/insights/the-difference-between-your-nonprofits-personality

   -and-its-organizational-values/
- https://bigduck.com/insights/using-brand-strategy-daily/
- https://bigduck.com/insights/using-brand-personality-to-guide-social-media/



