

Wishbone

# Executive Summary

## I Communication Challenge

- i The San Antonio Polo Club wishes to increase the number of events as well as increase community involvement with the club. The biggest challenge that comes with increasing these things is that the SAPC has not targeted a specific enough audience.

## II Target Audience:

- i Primary Audience: Rebecca
  - a A 41 year old stay at home mother, married with two children. She lives in Alamo Heights, and her household family income \$200,000. Rebecca values community, family, and fitness.
- ii Secondary Audience: Richard
  - a A 48 year-old Regional President at Frost Bank, married with a household income of \$260,000 and living in Olmos Basin. Richard is looking to find more events to bring clients, as well as more charity events for Frost Bank to support.

## III Goals

- i Increase awareness of the San Antonio Polo Club by increasing the frequency and reach of advertisements by 40%.
- ii Increase awareness of the San Antonio Polo Club through increasing attendance at the Polo in the Park events by 20% in 2016.

## IV Tactics

- i Rooftop Garden Brunch
  - a The San Antonio Polo Club will orchestrate a free, elegant, family-friendly informational brunch at the Guenther House. Attendees will learn about the history of polo and the San Antonio Polo Club.
- ii Spurs Game Time-Out Entertainment
  - a The SAPC will sponsor a single 100 second time-out during a Spurs game. During this time-out, the SAPC will provide entertainment by hosting a mock polo match. Contestants, chosen randomly from the audience, will ride on stick horses and compete with inflatable mallets.
- iii “Refined Adrenaline” Advertisement Series
  - a The SAPC will purchase multiple advertisements in San Antonio local magazines and newspapers. The series will evoke a feeling similar to a luxury car advertisement with the tagline “Adrenaline Refined”. Overall, the aim is to build awareness of the San Antonio Polo Club as a high-end outdoor destination.
- iv San Antonio Polo Club Website
  - a Our vision for the San Antonio Polo Club’s website is similar to the vision for the “Refined Adrenaline” series. The website will be sharp, sleek, and functional. The re-designed website will become the club’s social media and event hub.

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# Client Evaluation

## I Client Background

- i Organization History:
  - a The San Antonio Polo Club was established in 1920 and at the time had two areas to practice. One of the practice areas was a field at Brackenridge Park and the other was the Retama Polo Center in Selma, which was a well-known facility that had 22 fields and housed 400 horses. Despite polo's historical standing in San Antonio both facilities were closed in the late 1980's. Brackenridge Park was converted into a golf course, the owner of Retama went bankrupt, and the land was sold to developers. Retama was one of the premier polo facilities in the country so it was a huge loss to polo players in San Antonio when it was shut down. Once both facilities closed, polo in San Antonio was absent for twenty years. However, in 2013, polo players dedicated themselves to bringing a field back to San Antonio. Since the establishment of the club, the San Antonio Polo Club has grown to more than 40 members.
- ii Awards and Accolades:
  - a In 2013, the San Antonio Polo Club was awarded the PDI by the United States Polo Association, which is a program founded "to financially support projects that identify a need that is relevant to the growth of polo and have a well thought out plan towards contributing to the sport of polo." PDI also helps clubs with "membership retention, polo club development, marketing and instructions."
  - b The SAPC is America's Longest running Polo Club.
- iii Employees: Key Players in the Organization & Staff size / Resources
  - a President: Gal Shweiki
  - b Vice President: William "Bill" Askins
  - c Treasurer, Secretary, and Membership Coordinator: Rachel Halliday
- iv Mission Statement / Values:
  - a The San Antonio Polo Club provides an overview of their mission statement on their website: "Our mission at the San Antonio Polo Club, a 501(c)3, is to bring polo back to the greater San Antonio area by promoting the public education, awareness, and appreciation for the sport of polo and to provide opportunities for underprivileged children to learn horsemanship and develop skills to play polo and build their self-confidence."



- b More specifically, the mission of the San Antonio Polo Club is:
  - 1. “To promote the public education, awareness and appreciation for the sport of polo in the United States as part of a community wide program.”
  - 2. “To make charitable grants to other 501(c)3 charitable organizations.”
  - 3. “To encourage the youth of the community to appreciate the sport of polo through various educational programs, including the opportunity to learn through actual physical participation in polo games and scrimmages.”
  - 4. “To provide free equestrian events and assistance with other 501(c)3 charitable organizations in need of financial or location assistance.”

## II Key Product(s) & Market Position

- a Tickets for polo matches can be purchased on the SAPC website.
  - 1. General admission
    - 1. Tickets cost \$10 if bought in advance
    - 2. Tickets cost \$20 if bought at the door
    - 3. Tickets cost \$5 for children 3-12 years of age
    - 4. Tickets are free for children under the age of 3
  - 2. Box/ VIP seats with food
    - 1. VIP Elegant Table (includes food and beverages)
      - 1. Tickets cost \$150 for each individual seat
      - 2. Tickets cost \$1000 for a table of 8 people
- b Membership (fees are paid annually)
  - 1. SPAC Playing Club Membership (\$150/year) includes complete admission to all matches. This membership level is required for playing in matches and taking lessons.
  - 2. “Divot Stomper” or Social Membership (\$75/year) includes invitations to all polo events and discounts on polo merchandise and polo matches.
  - 3. Patron Membership (\$500/year) includes complete admission to all matches as well as being mentioned as a “Patron” on all event publications and invitations. Finally, Patron members receive preferred parking and discounts on polo merchandise.
  - 4. MVP Sponsorship (\$150/year) includes a discount on admission to all polo matches and a discount on polo merchandise. The MVP Sponsorship also includes invitations to all polo events.
- c Horse Boarding and Lessons
  - 1. Member pricing
    - 1. Horse boarding (\$400 per month)

2. Private lesson (\$125 per hour)
  3. Single group lesson (\$75 per hour)
2. Non-member pricing
  1. Horse boarding (\$500 per month)
  2. Private lesson (\$150 per hour)
  3. Single group lesson (\$100 per hour)
- d Merchandise
  1. SAPC merchandise pricing
    1. Polo jersey (\$95 each)
    2. Red knit polo shirt with logo (\$45 each)
    3. White t-shirt with logo (\$20 each)
    4. Baseball hat with logo (\$20 each)
    5. Champagne glass (\$10 each)
    6. Koosie (\$5 each)
  2. The SAPC merchandise is sold through the club's online store and at the club's events. Customers can also purchase merchandise over the phone by calling Ursula Pari.

### III Current Communication / Marketing Efforts

- i What PR effects are they currently undertaking?
  - a Fiesta Cup
    1. This event will take place at 12:00pm on Sunday, April 12th at the Olmos Basin park. Current promotions for this event include: an event listing on their website, event posting on Facebook, and listing in a monthly newsletter, which can be found on their website.
  - b Polo in the Park
    1. Current promotions include posting event details and photos on Facebook.
  - c Lessons
    1. Lessons are advertised on their website under the "Players" tab. Lessons are also advertised in their monthly newsletter. Group lessons for a single player are \$75 per hour for members and \$100 per hour for non-members, Private lessons for a single player are \$125 per hour for a member and \$150 per hour for non-members.
- ii Advertising
  - a Links to events on website
  - b Flyers for their Polo in the Park events
  - c Advertising on MyAlamoHeights.com for Polo in the Park events
  - d Facebook group (closed group) where they:
    1. Post their print advertisements
    2. Post pictures of events, lessons, and matches
    3. Post details and reminders for events
- iii Promotions
  - a Monthly Newsletter

1. Newsletter goes out to anyone who subscribes using the mailing list online, verbally estimated at 200 subscribers.
2. The newsletter contains weekly news and upcoming events, match summaries, a page featuring their merchandise, and horse tips of the month.
3. The newsletter aims to inform subscribers about club news and promote their events and merchandise.
- b Horse services / Affordable Services
  1. Horse boarding is \$400 per month full service for members and \$500 for non-members
  2. Full horse lease \$550 per month for members and \$650 for non-members
  3. Horse rental is \$100 per hour and \$50 per chucker for members and \$150 per hour and \$75 per chucker for non-members.
  4. Price for a single person at group lessons is \$75 per hour for members and \$100 per hour for non-members.
  5. Price for a set of 10 people at group lessons is \$500 for members and \$600 for non-members.
  6. Price for a single private lesson is \$125 per hour for members and \$150 per hour for non-members.
  7. Private lessons for 10 people are \$1000 for members and \$1200 for non-members.
- iv g. Current Primary Target Audience(s)
  - a San Antonio mothers with children
  - b Businesses and corporations that are currently sponsoring events
- v h. Primary Competition
  - a The Polo Club must compete with various other activities that take place at Olmos Basin. They must also compete with other family-oriented events occurring in San Antonio, especially on the weekends and on the same days as their events. This list (i-vii) includes the competition the SAPC faces in general and under each sub point is the competition the club will face on the day of the Fiesta Cup (April 12th):
  - b Other sporting events hosted at Olmos Basin (soccer, football, baseball)
  - c Golf courses
  - d Six Flags Fiesta Texas
    1. There are no special events being held on April 12th but the park will be open from 10:30am-7pm. General admission for adults is \$67.99, children under 48" are \$52.00 and children under 2 are free.
  - e SeaWorld
    1. During April 12th, Seaworld is hosting their "Just For Kids!" event, which is a festival "just for kids" every weekend of

April. The festival features a “Shamu party foam pit, Elmo music show, Express train ride, and ocean adventure.” Admission for a single day pass is \$47.00 for adults and \$37.00 for children aged 3-9.

f The San Antonio Zoo

1. No big events are scheduled at the Zoo for April 12th. However the zoo will be open on the 12th from 9am-5pm. General Admission for adults (12+) is \$14.25, children (3-11) is \$11.25 and seniors (65+) are \$11.25.

g Theaters

1. There are no musicals during April 12th at the Majestic Empire Theatre.

h Museums

1. McNay Art Museum has an event on April 12<sup>th</sup> from 2-3pm. The event features the opening of Hearing Diaghilev’s Ballet Russes exhibit. Admission to the McNay is \$10 for adults, \$5 for students and seniors and is free for children twelve and under.
2. The San Antonio Museum of Art has an event on Sunday April 12<sup>th</sup> from 11am-12pm. The event is free with general admission. The event is called Museum Highlights and consists of a free tour and gallery talk. Admission into the museum is \$10 for adults, \$7 for seniors, \$5 for students or military.
3. The San Antonio Children’s Museum have two events on Sunday April 12th. One is the Investigation Station where kids can do science experiments from 12:30-1:30. The second event is called Art Pavillion and is an arts and craft event at 3pm.

## IV Client Communication Challenge (CCC)

i Communication Challenge

- a The San Antonio Polo Club wishes to increase attendance at events as well as increase community involvement, which will result in organic expansion and growth of the club. The biggest challenge that comes with increasing these things is that the SAPC has not targeted a specific enough audience.

## V Why is this a challenge?

i The Polo Club wants to increase attendance and awareness of the club, however, they do not have a specific target audience for their advertising efforts.

- a This is a challenge because the SAPC is trying to market their club and events to all San Antonians, thinking this will result in the most growth for the club.

- b The SAPC is unsure of who they would like to market their events, making it difficult for them to develop an advertising strategy.

## **VI What evidence supports the fact that this is a problem?**

- i Their membership numbers are extremely low, and the number of members regularly playing with the club is even lower (only 8-10)
- ii Additionally, many San Antonians are not aware that there is a polo club in San Antonio, so the effectiveness of their advertising is uncertain.
  - a If people do know about the club, its not easy to access information about the club because the only information that exists is on their website or in a newsletter (for example, they do not advertise that they are a 501(c)3 - so no one knows about that side of the club).

## **VII What has caused this problem to surface at this time?**

- i Even though the club is attempting to become better known in the community, their membership is still low.
- ii Efforts to increase membership are only mildly successful. The club does not have an organized advertising strategy
  - a Furthermore, the club does not have an appointed media manager, so they are not effectively using digital media to their advantage.

## **VIII Client Budget Constraints**

- i The club is a non-profit and run by volunteers, so they have little to no money in their budget for a media manager or other appointed positions, which makes it hard to run an advertising campaign, since no one is being solely appointed to do so. Instead of having an appointed position for the social media manager, currently, the secretary is in charge of the club's social media accounts.



EST. 1920

## SWOT Analysis

# SWOT Analysis

## Strengths

### Consistent brand position and image

The San Antonio Polo Club (SAPC) has established a strong brand image that reflects the traditions and qualities historically associated with the sport of polo. This brand image establishment has been achieved by fostering a “high class and high quality” culture both internally and externally of the organization.<sup>1</sup> Examples of SAPC’s brand implementation include hosting polo matches and other events that locals can attend if they purchase a ticket. A number of these events are sponsored by large corporations that have a high class and high quality brand image as well. For example, Ferrari, a company that manufactures Italian luxury sports cars,<sup>2</sup> have sponsored at least two of the SAPC’s “Polo in the Park” events, including one on Mother’s Day in May of 2014<sup>3</sup> and another on November 2nd, 2014.<sup>4</sup> SAPC also reinforces their brand image by implementing social traditions into their events that mimic the social aspect of traditional polo sport culture. When purchasing a ticket for a SAPC polo match or event for example, spectators have the option of purchasing a VIP status ticket, which includes luxurious food and drinks. For the Mother’s Day event, VIP members were able to participate in a “silent auction” and enjoy “delicious food” and liquor.<sup>5</sup> Spectators are also encouraged to dress in a “1920’s”<sup>6</sup> formal attire that places emphasis on the “fabulous hats”<sup>7</sup> that the women wear. This integration of social traditions and activities into the club’s events help reinforce the SAPC brand as being authentically rooted in the historic culture of polo.

### Strong culture of loyalty to the organization

The success and expansion of the SAPC relies on the dedication of its members. The SAPC creates an internal culture that generates loyalty and hard-work from its members. First, the members of the club receive benefits from their membership, such as access to the club facilities and discounted rates on lessons, board, rentals, etc.<sup>8</sup> Second, the club encourages members to be involved with the growth of the club. For example, the club asks

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<sup>1</sup> Ursula Pari. *Client Briefing*. 16 Feb 2015.

<sup>2</sup> “60 Years in the USA.” *Ferrari Official Website*. N/A. Web. 28 Feb 2015.

<sup>3</sup> “Mother’s Day Polo in the Park.” *San Antonio Polo Club*. The Broadway Agency. Web. 28 Feb 2015.

<sup>4</sup> “Nov. 2nd Polo in the Park.” *San Antonio Polo Club*. The Broadway Agency. Web. 28 Feb 2015.

<sup>5</sup> “Mother’s Day Polo in the Park.” *San Antonio Polo Club*. The Broadway Agency. Web. 28 Feb 2015.

<sup>6</sup> Ursula Pari. *Client Briefing*. 16 Feb 2015.

<sup>7</sup> “Nov. 2nd Polo in the Park.” *San Antonio Polo Club*. The Broadway Agency. Web. 28 Feb 2015.

<sup>8</sup> “2015 SAPC Membership.” *San Antonio Polo Club*. Web. 2 Mar. 2015.



all members to contribute to the growth of the club's Facebook page by uploading their own photos of the SAPC events and gatherings.<sup>9</sup> Finally, the club puts on activities and events that foster cohesiveness amongst the club members, such as inviting all members to SAPC events, social gatherings, and matches. For example, on December 15th, 2014, the club held a Christmas party for members and supporters of the club. Activities included giving awards to club players, such as Most Valuable Player, Most Improved Player, Rising Star, and Star Pony.<sup>10</sup> Those that contributed to the club "off of the field," such as secretaries and treasurers were also recognized at the party for their efforts.<sup>11</sup> The combination of events and activities that bond the members of the club creates a positive social atmosphere that results in a group of dedicated members that work together cohesively. The club's strategy of recognizing members for either their polo skills or their work efforts to the club keeps members feeling confident in their contribution to the club.

#### Dedicated to giving back to the San Antonio community

The SAPC has placed emphasis on giving back to the city of San Antonio by "promoting" the sport of polo and allowing disadvantaged local children the chance to learn about the sport.<sup>12</sup> SAPC differentiates themselves by encouraging the youth of the community to learn about the sport through first-hand experience, such as physical participation in polo matches and scrimmages.<sup>13</sup> The club merges youth education with charity by holding a summer camp for local foster children where the kids are taught about the sport of polo through hands-on experience with the horses and the game.<sup>14</sup> At the end of the summer camp, the club organizes a scrimmage for the kids to participate in and show off their skills. The San Antonio community is invited to purchase tickets to this event.<sup>15</sup> SA Monthly Magazine, a "contemporary" online magazine, publicly recognized this charitable aspect of the SAPC by writing an article discussing the details of the summer camp, as well as the positive impact that it had on the foster children.<sup>16</sup> The SAPC's involvement with the local foster children allows them to be positively engaged in educating the community's youth about the sport of polo. In addition, having the foster children participate in some of the club's events and scrimmages increases the likelihood that more locals will attend such events and scrimmages to support the children. In addition to increased attendance, the chances for donations and sponsorships may also increase. Without doubt, the SAPC's dedication to the San Antonio community will grow the connections with local corporations, local charitable organizations, and local news.

<sup>9</sup> "2015 SAPC Membership." *San Antonio Polo Club*. Web. 2 Mar. 2015.

<sup>10</sup> "San Antonio Polo Club Christmas Party of 2014." *San Antonio Polo Club*. Web. 2 Mar. 2015.

<sup>11</sup> "San Antonio Polo Club Christmas Party of 2014." *San Antonio Polo Club*. Web. 2 Mar. 2015.

<sup>12</sup> "2015 SAPC Membership." *San Antonio Polo Club*. Web. 2 Mar. 2015.

<sup>13</sup> "Mission Statement." *San Antonio Polo Club*. The Broadway Agency. Web. 26 Feb. 2015.

<sup>14</sup> Ursula Pari. Client Briefing. 16 Feb. 2015.

<sup>15</sup> "Mother's Day Polo in the Park." *San Antonio Polo Club*. The Broadway Agency. Web. 28 Feb. 2015.

<sup>16</sup> "Introduction." *SA Monthly Magazine*. Web. 27 Feb. 2015.

## Weaknesses

### 501(c)3 non-profit standing

The San Antonio Polo Club is a 501(c)3, nonprofit organization, meaning they do not declare a profit and instead, utilize all revenue for operating expenses and serving the public.<sup>17</sup> The weakness that comes along with being a 501(c)3 nonprofit is there is little funding for the organization's advertising. Furthermore, many non-profits have a paid staff despite their non-profit standing. However, the SAPC is unique in this regard because they are run solely on a volunteer basis, limiting their staff and therefore, their abilities as a club.

### Elitist Stigma

Historically, there is a stigma that polo is for the exclusively for the elite. Polo originated as a sport for royals because in order to gain access to training and equipment, one had to have the necessary means.<sup>18</sup> Not only is playing polo considered a rich man's game, but those who attend the matches typically must have the money to do so. For the SAPC's primary club event, "Polo in the Park," a seat at the VIP "Elegant Table" is \$150 for an individual seat, and \$1250 for a table of 10. This is not a realistic price for the average San Antonian, because the income of the average San Antonian is \$50,075, thus only reaches a narrow target audience.<sup>19</sup> To address this issue, the Polo Club offers general admission tickets which are \$10 in advance, and \$20 at the door; however, general admission does not give the attendee access to the many benefits the VIP tickets do.<sup>20</sup> Furthermore, general admission does not cover food and drinks, so general admission attendees would most likely pay for more expenses after purchasing their ticket. This gap in ticket pricing is confusing to the potential attendees, and further segregates the elite members from those with less means. In turn, this separation emphasizes the elite image.

### Lack of specification of a specific target market

As previously mentioned, the SAPC is marketing their event, Polo in the Park, to two very different audiences, and this lack of specificity is also present in the SAPC's advertising strategy. This could be stifling the SAPC's ability to fully utilize an advertising strategy to reach a specific target audience in order to increase their membership, member engagement with the club, and event attendees.

### Social Media is not well utilized

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<sup>17</sup> "What Is a 501(c)(3)?" *Foundation Group*. Foundation Group Inc., 17 Oct. 2011. Web. 27 Feb. 2015.

<sup>18</sup> "Origin Of Polo." *The Museum of Polo and Hall of Fame*. 2006. Web. 23 April. 2015

<sup>19</sup> "Demographics" *San Antonio EDF*. 2014. Web. 23, April. 2015.

<sup>20</sup> "Fiesta Cup 2015" *San Antonio Polo Club*. The Broadway Agency, Web. 19 Feb. 2015.

The San Antonio Polo Club has not fully utilized social media to their advantage for unpaid advertising and promotion of their organization. Currently, the SAPC is present on Facebook, but are not present on any other social media platforms. Moreover, they only have a Facebook Group and not a Facebook Page, making their club difficult to find through a Facebook search. Their Facebook Group has a 587 members and an archive of photos, but the page could be better organized in order to help page visitors navigate with more ease. As previously stated, the club is run solely on a volunteer basis, and there is not currently an appointed position for a media manager. As a result, no one is staying on top of promoting the club through social media, and they are not actively spreading knowledge regarding the San Antonio Polo Club or information about their upcoming Fiesta King's Cup event.

#### Low Membership

If club membership decrease or they fail to gain new members, the club could risk dying out. It's important to not only focus on sustaining already existing members, but the key in maintaining any organization is finding new members. This is vital to the survival of the San Antonio Polo Club because without the support from a large group of people its incredibly hard for any non-profit organization to stay afloat.

## Opportunities

#### San Antonio Community Involvement

The city of San Antonio has a strong sense of community pride, especially demonstrated through sports teams like the Spurs and love of cultural heritage. The San Antonio Polo Club's history with the city has been lost for many, which is why it is crucial for the SAPC to reintroduce San Antonio to the Polo Club. Using San Antonio's city pride as an advantage could help the SAPC gain members as well as attendance to their events. In addition, teaching the community about the history of the club could reestablish the SAPC as the historic landmark it once was.

#### Family and business outing

According to the 2000 US Census, the median age of a San Antonio resident is 31.7 and 40.94% of San Antonio households have children under 18 years of age.<sup>21</sup> The San Antonio Polo Club has a large advantage to gain from both of these demographics. San Antonio families have many activities to choose from in the city, especially museums and historical sites. The SAPC must emphasize that they provide an outdoor active experience

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<sup>21</sup> "San Antonio Population and Demographics." San Antonio Population and Demographics (San Antonio, TX). Web. 01 Mar. 2015.

for children. Specifically, the SAPC offers the chance to interact with horses and experience a historic sport. The live atmosphere of the game will keep children and parents alike engaged in the sport. The SAPC also has much to gain by advertising to adults without children. Young adults could attend a match with their friends on a Saturday or suggest that their workplace purchase a table at a match to entertain clientele.

## Tourism

The City of San Antonio has a large tourism industry with approximately 26 million visitors every year.<sup>22</sup> Of these visitors, 40.1% come for leisure and 34% come to visit family and friends.<sup>23</sup> The San Antonio Polo Club stands to become a popular recreational event for tourists and natives alike and capitalize on continuing the history and practice of the sport. Currently, the most popular San Antonio attractions are the Riverwalk and the Alamo, followed by local museums and historic missions.<sup>24</sup> For the SAPC to gain traction in the tourism industry they must strategically advertise to develop their image as a continuation of the rich history of polo in San Antonio. According to research from the San Antonio Area Tourism Council, the city of San Antonio ranks third behind Orlando and San Diego as a high quality tourism and convention destination.<sup>25</sup> Polo has long been seen as an upper echelon sport which provides an engaging environment for business conversations. San Antonio's updated convention center will only add to the city's convention draw and polo should take advantage of this consumer set. The city of San Antonio already has many destinations for businesses to entertain their clientele, such as the Tower of Americas, and the Riverwalk, however the SAPC offers a live action day time event, distancing itself from business such as restaurants or bars.

## Threats

### Competition with "Top Five Major Family Attraction in San Antonio"

Competition is the biggest threat to the San Antonio Polo Club. These five attractions represent other activities Moms might want to do with their kids on the weekend instead of going to an event put on by the San Antonio Polo Club. Additionally, these five attractions represent other activities businessmen could take clients to. Therefore, the club is in direct competition against: the McNay Art Museum, San Antonio Museum of Art, San Antonio Zoo, SeaWorld and Six Flags Fiesta Texas. *About travel* did a study regarding the ten most popular San Antonio attractions and ranked the Zoo as 3<sup>rd</sup> most popular, Seaworld as 4<sup>th</sup> and Six Flags Fiesta Texas as 6<sup>th</sup>.<sup>26</sup> Another study from *USA Today*, ranked the ten best

<sup>22</sup> "Research Information about San Antonio's Tourism Industry." San Antonio Area Tourism Council. Web. 01 Mar. 2015.

<sup>23</sup> *Destination SA 2011 Update*. San Antonio. Mar. 2012. Page 17. PDF.

<sup>24</sup> *Destination SA 2011 Update*. San Antonio. Mar. 2012. Page 18. PDF.

<sup>25</sup> *Destination SA 2011 Update*. San Antonio. Mar. 2012. Page 28. PDF.

<sup>26</sup> Wise, Danno. "Top Ten Attractions in San Antonio, Texas." *About Travel*. About.com, 2015. Web. 01 Mar. 2015.

attractions in San Antonio and listed the McNay Art Museum as 1<sup>st</sup>, the San Antonio Zoo as 3<sup>rd</sup> and the San Antonio Museum of Art as 8<sup>th</sup>.<sup>27</sup> Meaning, if anyone in the San Antonio area wanted to search what to do on the weekend, these five attractions would come up again and again on websites that explain “the best things to do in San Antonio.”

More specifically on the day of the Fiesta Cup (April 12th), the club will be competing against events at the McNay Art Museum, San Antonio Museum of Art and SeaWorld. The McNay Art Museum will be hosting the opening of Hearing Diaghilev’s Ballet Russes exhibit. Admission will be \$10 for adults, \$5 for students and seniors and is free for children twelve and under.<sup>28</sup> The San Antonio Museum of Art will be hosting an event free with admission called Museum Highlights and consists of a tour and gallery talk. Admission into the museum is \$10 for adults, \$7 for seniors, and \$5 for students or military.<sup>29</sup> Finally, Seaworld is hosting their “Just For Kids!” event, which is a festival “just for kids” that takes place every weekend of April. The festival features a “Shamu party foam pit, Elmo music show, Express train ride, and ocean adventure.”<sup>30</sup> Admission for a single day pass is \$47.00 for adults and \$37.00 for children aged 3-9.<sup>31</sup> In addition to these three events, the other two attraction (San Antonio Zoo and Six Flags) will be open, but are not hosting huge events during the Fiesta Cup.

Dependent on the status of the economy

According to USPA, during 2008-2009 the number of paid player members and affiliate members decreased.<sup>32</sup> Since the decline in 2008-2009, membership still has not returned to pre-recession levels.<sup>33</sup> If there was another recession membership could once again drop, which is a huge potential threat to the livelihood of the club because without strong, loyal members, the club could die out.

### Polo’s Stereotypical Image

The way Ralph Lauren portrays polo reinforces the stereotype that polo is only for the elite members of society. The San Antonio Polo Club has absolutely no control in how Ralph Lauren markets their brand but people still correlate Ralph Lauren with the sport of polo. In addition, Ralph Lauren portrays polo as preppy, which might be off-putting to a large majority of society. Overall, the way Ralph Lauren portrays polo is tailored to a select demographic and could affect membership for the San Antonio Polo Club, in that people might feel as if they don’t fit in with the stereotypical image of a polo member.

<sup>27</sup> "Things to Do in San Antonio, TX: Texas City Guide by 10Best." *USA Today 10 Best*. USA Today, 2015. Web. 01 Mar. 2015.

<sup>28</sup> "Lecture and Concert: Hearing Diaghilev's Ballets Russes." *Lecture and Concert: Hearing Diaghilev's Ballets Russes*. Web. 27 Feb. 2015.

<sup>29</sup> "San Antonio Museum of Art - Home." *San Antonio Museum of Art - Home*. Web. 27 Feb. 2015.

<sup>30</sup> "Just for Kids." *Just for Kids*. SeaWorld Parks & Entertainment, Web. 28 Feb. 2015.

<sup>31</sup> "Single Day Tickets SeaWorld San Antonio." *Single Day Tickets: SeaWorld San Antonio*. SeaWorld Parks & Entertainment, Web. 28 Feb. 2015.

<sup>32</sup> United States Polo Association. *Strengthening Polo Playing Membership*. April 17, 2014. Page 20.

<sup>33</sup> United States Polo Association. *Strengthening Polo Playing Membership*. April 17, 2014. Page 20.





EST. 1920

San Antonio Polo Club presents

# Brummen Gardner

## 200ftop

Enjoy free food

and rules of polo  
Club Members  
History

Narrative Target  
Audience Profiles



# Target Audience Narrative Profiles

## Primary Target

Rebecca<sup>1</sup> is a 41 year-old stay-at-home mother, who received her undergraduate degree at the University of Texas at Austin. She is married to 43 year-old Scott<sup>2</sup>, who is also a graduate of the University of Texas, where he received his Masters in Professional Accounting and currently works as a certified public accountant at KPMG.<sup>3</sup> They have two children, Karley (13) and Travis (9). Their family resides in Alamo Heights, in the 78209 zip-code<sup>4</sup>, and their household income is \$200,000.<sup>5</sup> Rebecca is the Vice President on her neighborhood's board and cares about the safety and well being of her community. Every month, Rebecca looks forward to their neighborhood monthly wine tasting event. She also spends her time attending Barre classes at Smart Barre Body and stays busy watching Karley's junior varsity volleyball matches at Alamo Heights High School. Rebecca is active on her Facebook page and is a member of the Alamo City Mom's Blog Facebook page for Alamo Heights. As a family, they have season pass tickets to Spurs games and a membership to the McNay Art Museum.<sup>6</sup> Rebecca and Scott encourage their children to seek competitive arenas, and their son, Travis is looking for a sport through which he can dedicate himself. Scott and Rebecca regularly support their community by shopping locally at the Pearl's weekly farmers market. Finally, Scott and Rebecca donate money or used clothes monthly to the San Antonio Children's Shelter.

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<sup>1</sup> "Popular Baby Names in 1969 Baby Name Finder." *BabyCenter*. Web. 18 Mar. 2015.

<sup>2</sup> "Popular Baby Names in 1971 Baby Name Finder." *BabyCenter*. Web. 18 Mar. 2015.

<sup>3</sup> "50 Best Graduate Schools for Accounting of 2014/2015." *The Accounting Degree Review* RSS. Web. 19 Mar. 2015.

<sup>4</sup> "United States Census Bureau." *Alamo Heights (city) QuickFacts from the US Census Bureau*. Web. 17 Mar. 2015.

<sup>5</sup> "Accountant: Salary." *Accountant Salary Information*. Web. 16 Mar. 2015.

<sup>6</sup> "Things to Do in San Antonio, TX: Texas City Guide by 10 Best." *USA Today 10 Best*. USA Today, 2015. Web. 01 Mar. 2015.



## Secondary Target

Richard is a 48 year-old businessman, and married to Melissa.<sup>7</sup> Richard is Regional President at Frost Bank and received his Masters of Science in Finance at Southern Methodist University, Cox School of Business.<sup>8</sup> His household income is \$260,000.<sup>9</sup> He is a homeowner and resides in the Olmos Basin neighborhood in the 78216 zip code. Richard upholds the core values of Frost Bank, which, as a corporation, is dedicated to bettering the community through supporting non-profits and volunteering. Frost states that philanthropy is a primary focus of their business, and that they would not be the same without it.<sup>10</sup> Richard, with his branch, volunteers for the San Antonio Education Partnership, and the Saddle Light Center, which is a non-profit organization that helps children in need through therapeutic horseback riding sessions.<sup>11</sup> He organizes semi-regular client lunch meetings at Fleming's Prime Steakhouse. His bank branch regularly purchases tables at charity and special events in San Antonio such as the annual San Antonio Cocktail Conference, McNay After Dark, and Concert For the Cure at Cowboys Dance Hall. Richard is a member of the Quarry Golf Club and attends the Valero Texas Open, a charity event, in San Antonio every year, and often with clients.<sup>12</sup> Richard is not present on social media, but he does keep his LinkedIn page up to date. He is looking for more venues to host events with his corporate clients, and more charity events for his branch to support.

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<sup>7</sup> "Popular Baby Names in 1975 Baby Name Finder." *BabyCenter*. Web. 19 Mar. 2015.

<sup>8</sup> "Top Business Schools in Texas." *Smart Class*. Web. 20 Mar. 2015

<sup>9</sup> "Regional President Bank Manager." *Salary.com*. N.p., n.d. Web. 20 Mar. 2015.

<sup>10</sup> "Giving Back to the Community" *Frost Bank*. Web. 19 March 2015

<sup>11</sup> "Our Volunteers" *The Saddle Light Center*. Web. 19 March 2015

<sup>12</sup> "The Quarry Golf Club" *The Quarry Golf Club*. Web. 19 Mar. 2015.



## The Creative Strategy

# The Creative Strategy

## VII Campaign Goals + Objectives

- i Increase awareness of San Antonio Polo Club by increasing the frequency and reach of advertisements by 40%.
- ii Increase awareness of the San Antonio Polo Club through increasing attendance at the Polo in the Park events by 20% in 2016.

## VIII Campaign Strategy

- i Introduce free informational sessions, before each Polo in the Park event in 2016, that will be advertised across social media and print-based platforms in order to increase knowledge and awareness of the club and their events.
- ii Create a feeling of “refined adrenaline” through all advertisements, social media platforms, web presence, and events.

## IX Campaign Tagline

- i “Refined Adrenaline”
  - a A term used by our client that we fully believe in and endorse. This tagline captures the essence of the SAPC and the overall tone of the club. Those who hear the tagline will immediately understand the core attributes of the club: sportsmanship, competition, and class.

## X Campaign Tactics

- i **Rooftop Garden Brunch:** The San Antonio Polo Club will orchestrate a free, family-friendly informational brunch for the San Antonio Community. This brunch will be held at and catered by the Guenther House. Attendees will learn about the history of polo and the San Antonio Polo Club. Additionally, information about the club’s current activities and upcoming events will be discussed. This event will be first-come-first-serve and will require a simple RSVP email. The first 150 people to RSVP will be able to attend the event and will be eligible for free Polo in the Park tickets.
  - a Venue:
    - 1. Guenther House Roof Garden
  - b Catering:
    - 1. Guenther House
      - 1. Offerings:
        - 1. Guenther Egg Benedict
        - 2. Biscuits and Country Sausage Gravy
        - 3. Southern Sweet Cream Waffle
        - 4. Tea Cookies
        - 5. Herbal Tea and Coffee
  - c An Informational session will occur after food is served and the guests are seated. This session will include:
    - 1. A history of the game of polo
    - 2. The history of the SAPC
    - 3. Polo 101: The basics of the game and how it is played
    - 4. Clips of SAPC’s polo matches
    - 5. A slideshow of SAPC’s past events
    - 6. Information on how to start playing polo
    - 7. An overview of upcoming SAPC events
    - 8. Steps to take to become a member of the SAPC

- d Advertising:
  - 1. The SAPC's free printing will be utilized to produce invitations for The Rooftop Garden Brunch.
  - 2. Advertising space will be purchased in local magazines and newspapers to promote The Rooftop Garden Brunch:
    - 1. *San Antonio Woman* Magazine
  - 3. We will request for the "The Rooftop Garden Brunch" to be listed on local print media calendars (*San Antonio Current*, *San Antonio Magazine*, *San Antonio Express News*).
  - 4. Invitations will be mailed to the members of:
    - 1. San Antonio MOM's Club
    - 2. The National Charity League San Antonio Rose Chapter.
  - 5. Advertisements of the brunch will be posted to the SAPC Facebook group and additionally, to the "Event Calendar" on the SAPC website, which we intend to reconstruct.
- e Benefits of attending:
  - 1. Ticket raffle
    - 1. 3 general admission tickets will be raffled (\$10 value)
    - 2. 2 VIP tickets will be raffled (\$70 value)
  - 2. Attendees will be given the opportunity to buy tickets for the Polo in the Park event.
  - 3. Attendees will be given the opportunity to apply for membership in the club.
- f Target audience:
  - 1. This event will target our primary audience, Rebecca.
  - 2. Through specifically targeting the San Antonio MOM's Club, the NCL Rose Chapter, as well as readers of *San Antonio Woman*, we will be able to reach individuals who fit the profile of the primary target audience.
- g Date of event: One month prior to Polo in the Park event 2016
  - 1. Holding this event one month before the event allows the event to act as an event promotion. Attendees will have plenty of time to buy their tickets if they wish to do so after attending the brunch.
- h RSVP required
  - 1. This event will be offered as a free event to the community, however, an RSVP will be required, and there will be an cap at 150 attendees.
- i Tactic Evaluation:
  - 1. The amount of tickets sold at the Brunch will be a direct assessment of the success of our goal to increase attendance at Polo in the Park events.
  - 2. The number of tickets sold for Polo in the Park 2016 can be compared to the number of tickets sold in 2015. A 20% increase in sales will be a testament to our campaigns success.

## ii **Spurs Game Time-Out Entertainment**

- a The SAPC will sponsor a single 100 second time-out during a Spurs game, one month prior to their Polo in the Park event. During this time-out, the SAPC would provide entertainment by hosting a mock polo match during the game. Announcements for the SAPC's upcoming Polo in the Park event will be made following the match, and the Polo in the Park event advertisement will appear on the jumbo-tron during the match.
- b Details:
  - 1. The match would be 4x4, just like a real polo match.
  - 2. The 8 contestants will be chosen, at random, from the audience.
  - 3. The contestants will ride on stick horses and the match will be played with inflatable mallets.



- 4. Whichever team scores in the allotted time will win the match.
- c Prizes
  - 1. According to the SAPC's preferences, one of these two prize options will be offered
    - 1. Each of the members of the winning team will receive VIP tickets for the upcoming Polo in the Park event
    - 2. The winning team will win general admission tickets for the entire row in which they are sitting (16-20 tickets)
    - 3. In the case of a tie, both teams of four individuals will receive general admission tickets for their participation.
- d Audience Reached:
  - 1. Average Spurs game attendance: 18,000
  - 2. This tactic will successfully reach the target audiences, Richard and Rebecca, since they represent some of the primary season ticket holders, and regular Spurs game attendees.
- e Evaluation of tactic:
  - 1. This tactic will help the SAPC in achieving one of this campaign's goals, which is to increase awareness of the club. Through this mock match, roughly 18,000 people will become aware of the SAPC's existence, and will additionally learn of the upcoming Polo in the Park event.
  - 2. An increased attendance at the Polo in the Park event could be a direct measurement of the success of this tactic, since tickets were given for free, which should naturally encourage attendance.

### iii **"Refined Adrenaline" Advertisement Series**

- a The SAPC will purchase a series of advertisements in San Antonio local magazines and newspapers. The series will focus on a feeling of "Refined Adrenaline" and will target businessmen such as Richard in order to expand awareness of the San Antonio Polo Club.
  - 1. Advertisements will feature the "Adrenaline Refined" tagline and polo themed pictures. Overall, the series will aim to create a feeling similar to luxury car print advertisements.
  - 2. The advertisement series will aim to build awareness of the San Antonio Polo Club as a high-end outdoor destination in order to appeal to businessmen like Richard.
  - 3. The photos used in the creative deliverables are mock-ups, and the real advertisements will include photos from SAPC events.
- b The advertisement series will run in:
  - 1. *San Antonio Man*
  - 2. *San Antonio Express News*
  - 3. *San Antonio Business Journal*
  - 4. *San Antonio Current*
  - 5. *San Antonio Magazine*
  - 6. *78209 Magazine*
- c Evaluation of Tactic:
  - 1. Through the media kits provided by each magazine, we can determine how many people were reached with our advertising placements.

### iv **Re-design the San Antonio Polo Club Website**

- a Our vision for the San Antonio Polo Club's website is similar to the vision for the "refined adrenaline" series. It would be sharp, sleek, and functional.
- b The website will serve as a social media hub.
- c In addition to the current website's features, we will implement:

1. An improved event page that will provide information for each upcoming Polo in the Park, as well as any other, events.
2. Calendar
3. Mission page
4. Destination for online ticket sales

d

Evaluation of Tactic:

1. Clicks and views on the website will translate to knowledge of new members and attendance rates (click through rate).
2. Measuring social media mentions through SAPC's Facebook page will help us to assess the increase of community awareness and involvement with the club.

Campaign budget:

Item	Price
Brunch - Guenther House Roof Garden for 140 people	\$4,000
Brunch - Food and beverages	\$900
Brunch - Advertising in <i>San Antonio Women Magazine</i>	\$2,590
Brunch - stamps for invites	\$147
Brunch - print invitations	FREE (typically \$160)
Brunch - cardstock for invites	\$6
Brunch - envelopes for invites	\$33
Total cost for brunch	\$7,676
“Refined Adrenaline” - <i>San Antonio Express News</i> <input type="checkbox"/> ½ page, full color <input type="checkbox"/> 4X*** Package includes 4 SA Express ads, 4 SA Light ads, and digital package	\$12,500
“Refined Adrenaline” - <i>San Antonio Business Journal</i> <input type="checkbox"/> Two page spread	\$9,167
“Refined Adrenaline” - <i>78209 Magazine</i> <input type="checkbox"/> Full Page	\$1,600
“Refined Adrenaline” - <i>San Antonio Man</i> <input type="checkbox"/> ⅓ page (vertical)	\$700
“Refined Adrenaline” - <i>San Antonio Current</i> <input type="checkbox"/> ½ page (horizontal)	\$910
“Refined Adrenaline” - <i>San Antonio Magazine</i> <input type="checkbox"/> ½ page (horizontal)	\$1288
Total cost for “Refined Adrenaline” series	\$26,165
Website - design and development	\$2,500
Website - hosting	\$50
Website - maintenance	\$25
Total cost for website	\$2,575
Total	\$37,438





## Creative Deliverables

Adrenaline Refined Series  
Website Re-design  
Spurs Half-time  
Rooftop Garden Brunch



ADRENALINE, *Refined.*





ADRENALINE, *Refined.*





ADRENALINE, *Refined.*





ADRENALINE, *Refined.*





ADRENALINE, *Refined.*







ADRENALINE, *Refined.*





HOME

MISSION

EVENTS

TICKETS

LESSONS

GALLERY

CONTACT

*Refined Adrenaline*



## SOCIAL FEED



— & —



— & —



## UPCOMING EVENTS



### PARTY WITH THE PONIES

March 5th at 6p.m.  
Olmos Basin Park



### MEMBERSHIP DINNER

June 17th at 8p.m.  
Biga on the Banks



### POLO MATCH

August 20th at 12p.m.  
Olmos Basin Park



## LEARN TO PLAY POLO

(210) 310-9866

SAN ANTONIO POLO CLUB PROPERTY  
285 OBST ROAD  
BULVERDE, TEXAS 78163

SAPOLOINFO@GMAIL.COM



HOME

MISSION

EVENTS

TICKETS

LESSONS

GALLERY

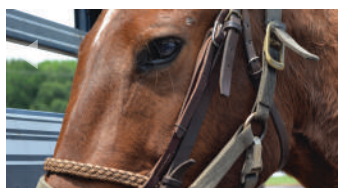
CONTACT

*Refined Adrenaline*



HOME ► GALLERY

## RECENT PHOTOS

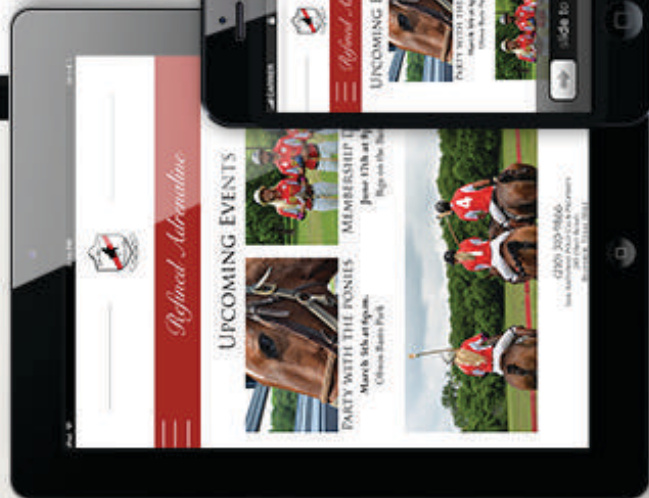
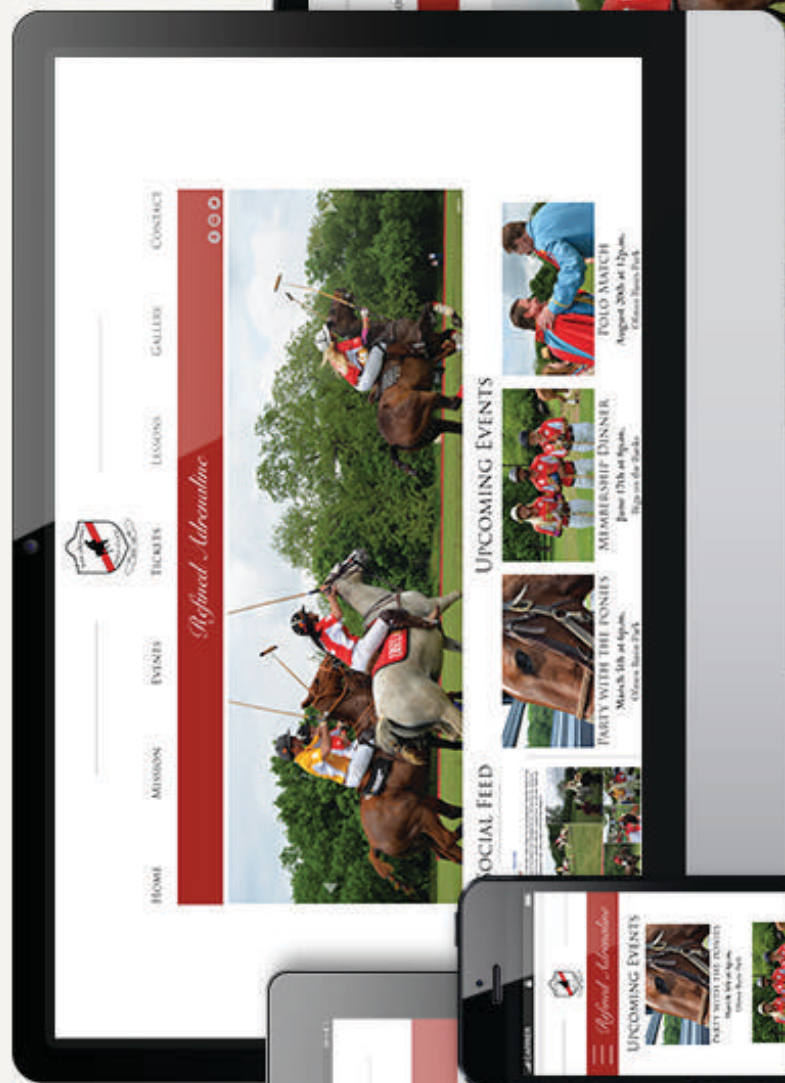


(210) 310-9866

SAN ANTONIO POLO CLUB PROPERTY  
285 OBST ROAD  
BULVERDE, TEXAS 78163

SAPOLOINFO@GMAIL.COM





# HALF-TIME SHOW

Brought to you by:



Brought to you by:



Brought to you by:







*San Antonio Polo Club*

Presents

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THE  
ROOFTOP GARDEN  
BRUNCH

Guenther House  
Sunday March 13  
11:30am - 1:30pm



San Antonio Polo Club Presents

# Rooftop Garden Brunch

Enjoy free food  
Learn the history and rules of polo  
Become a SA Polo Club Member  
Win free tickets to Polo in the Park 2016

Guenther House Rooftop Garden  
Sunday March 13  
11:30a.m.-1:30p.m.

RSVP to The San Antonio Polo Club  
by March 6th at (210)-310-9866  
or [SAPoloInfo@gmail.com](mailto:SAPoloInfo@gmail.com)





Thank you

Wishbone Ad Agency would like to thank you for your giving us the opportunity to work with your amazing club. We have enjoyed creating an integrative communication plan that will certainly help grow, expand, and popularize the San Antonio Polo Club. Through utilizing a combination of events, advertisements, and media platforms, our plan will help the SAPC diversify their advertising efforts, and cater these efforts to a specific audience. Through targeting a more narrowed group of people, the SAPC will have no problems growing their membership and attendance at club events.

At Wishbone Ad Agency, we're all about helping your wishes come true. We do our best to stay true to your vision, because after all, no one knows your club as well as you do. We trust you as the experts, and we're here to help facilitate your wants and needs, for the betterment of your club.

If there are any further questions, comments, or you need any further assistance in executing any of the above tactics please feel free to contact any of us

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# Appendix I

Visual SWOT  
Visual Target Audience profiles



# Swot Analysis



## Strengths

- Longest running polo club in the U.S.
- Loyal members
- Dedicated to giving back to the community



## Weaknesses

- Limited funding for advertising
- Polo historically has an elitist stigma
- Lack of target audience specification
- Social media is not fully utilized



## Opportunities

- Large number of young families
- San Antonio residents looking for alternative events
- Target the tourism industry



## Threats

- Competition among Top Five Family Attractions in San Antonio
- Low membership
- Polo's stereotypical image



# ABOUT RICHARD

48 years old

Caucasian

Married

Lives in Olmos Basin

Household income \$260,000

Regional president of Frost Bank

Values volunteer work

Drives a Mercedes-Benz

Member of Quarry Golf Club



# ABOUT REBECCA

41 years old

Caucasian

Married with two kids ages 9 and 13

Family income \$200,000

Live in Alamo Heights - 78209

Season passes to the Spurs

Membership to McNay Art Museum





