

**Marketing Strategy - 88 Tactical**

**Justin Trowbridge**

**Bellevue University**



## Marketing Strategy - 88 Tactical

### **Executive Summary**

88 Tactical is a unique training opportunity for civilians, law enforcement, and military alike. By building off the success the group has already shown the potential for growth is significant. Expansion and development of programs to bring in new students and provide greater service to its existing customers is a cornerstone of this growth. Within the next year 88 Tactical is poised to expand into new markets and offer a wide range of supporting goods and services.

### **I. Situational Analysis**

#### **A. The Internal Environment**

##### **1. Review of marketing goals and objectives**

88 Tactical was launched after the founder sold his share in Signal 88 Security. Following the success of the franchising of Signal 88 the future plans of 88 Tactical are very similar.

The success of Signal 88 was the use of off duty police officers and former military personnel. Both of which are fairly tight knit communities of very professional people. Building off the discipline and training both groups receive the franchisee had a fairly large pool of potential employees who required little to no additional training. ("Signal 88 Security - About Us," 2014)

88 Tactical offers a wide range of training for civilian, law enforcement, and even military personnel. ("88 Tactical - Courses," 2014) With the current trend in budgetary constraint high level training isn't an option for many organizations who would benefit from it. The costs associated with maintaining a facility and staffing it are simply out of the budgetary constraints. 88 Tactical offers both on a contractor level.

The flexibility in offerings and the physical resources brought to bear allows 88 Tactical to operate in a rapidly changing environment. By offering civilian as well as law enforcement/military classes the costs are minimized across the board.



**MRAP Training at 88 Tactical for Law Enforcement Units (88 Tactical, 2014, p. 1)**

88 Tactical is set to become a franchise opportunity to capitalize on the growing need for cost effective training in multiple areas. With growing concerns on both the local and global level of perceived threats (everything from bullies to Isis) the need for training is growing by the minute.

## **2. Review of current marketing strategy and performance**

Currently 88 Tactical is tapping into the core demographic through several different avenues. Many of the instructors are current military or law enforcement professionals they are working within their respective organizations to bring classes to their teams. ("88 Tactical - Instructor Cadre," 2014, p. 1) Many of the classes offered for law enforcement and military only are held jointly. This allows for a pooling of resources and experiences to be shared across agencies.

When marketing to the civilian market 88 Tactical is relying heavily on social media. Facebook, Instagram, and YouTube being the 3 largest segments of their efforts. Currently their Facebook fan page has over 9,300 likes and is localized to the Omaha area.

The bulk of their engagement on Facebook is between the ages of 25 – 34 years old. ("88 Tactical Facebook Page - Likes," 2014, p. 1) Not surprising when that coincides with your average age for military personnel.

Currently 88 Tactical is in a growth phase and is offering more classes than before. The enrollment in classes is also much higher than before. Existing classes are gaining in complexity and sophistication, learning from previous classes and expanding capabilities.

## **3. Review of current and anticipated organizational resources**

Currently 88 Tactical runs fairly “lean” on its staff. Many of the instructors are contracted hires who teach part time. Part of the value proposition to the students is the instructor base is current or former military or law enforcement.

This “lean” approach to the organization of the company allows for rapid growth with minimal resistance. As classes expand and the need grows, additional instructors can be brought on to meet the demand.

Should the classes decline in popularity they may offer them less often or simply remove them from their offerings. The instructors are often full time somewhere else so flexibility is important for them.

88 Tactical has a strong customer satisfaction level across the board. Quite often students are the best source of future attendees. The types of classes offered to civilians often stem from fear or a lack of preparedness. Once a student completes a class they are empowered and more knowledgeable than before. This is a highly engaged referral source with a high repeat potential.

Currently 88 Tactical has a facility being built in the Omaha area. This building will house not only the corporate offices for staff but offers an environment for many of the classes year round. (Yowell, 2014, p. 1) The building will also act as a template for future franchise opportunities.



(88 Tactical, 2014, p. 1)

With 88 Tactical running a fairly “lean ship” and maintaining a relatively low overhead available capital and a favorable lending environment they are poised to do well. Their model won’t change much with the addition of the larger facility and they can adapt as needed to meet demand.

#### **4. Review of current and anticipated cultural and structural issues**

While maintaining a lean staffing environment may work well for the adaptability and future growth of the company it has its pitfalls. Currently the full time staff is minimal. Therefore, all of the planning and oversight falls on a select few.

These key employees were also involved in the startup of Signal 88 so they are familiar with the growing pains but it hinders them slightly. Having a larger base of people involved in this stage would help expedite the growth through delegation of duties.

Once the main facility is complete the full time staff will need to increase. This will include several salaried positions as well as some part time employees to run the day to day operations.

The long term planning is to provide a training facility that is unique to its users. The new facility will include a traditional shooting range as well as a 270 degree shooting range. There are very few of these types of ranges available currently. Finally the addition of a cigar bar to allow members to swap old war stories or to relax with other “like minded” people will solidify the uniqueness of the facility.

The everyday use of this type of facility for “walk in” traffic is a sustainable business on 2 different levels, the range and the bar. The addition of high level training by tier 1 operators is a value added component.

The continued use of social media and multimedia will grow this brand. The increasing levels of “threats” in society will only add fuel to the number of people seeking training opportunities.

## **B. The Customer Environment**

### **1. Who are 88 Tactical's current and potential customers**

88 tactical has done a great job of offering a wide range of solutions for its current and potential customers. The most obvious customers are military and law enforcement.

Military training facilities are scattered across the United States. ("United States Army Combined Arms Center," 2014, p. 1) Based on geography and layout some facilities/bases simply don't have the space to train with certain systems. They must travel to the locations that do have the abilities, often times in different states or countries. Having a local "outsourced" training facility that can accommodate them offers a savings in both time and money.

Law enforcement agencies face a similar problem. Having a full time dedicated training facility is a cost prohibitive venture for most departments. Furthermore your local enthusiast range is not suitable for many types of training valuable to law enforcement. Sharing a facility and/or classes with multiple agencies is a win-win scenario. Pooling of resources and experience allows for greater opportunities to learn from real world experiences.

The civilian market segment of 88 Tactical's offering will grow with the new facility. There is a shortage of "formal" ranges in most cities. Those ranges are also limited in both capacity and scope. Firearms training is a vital part of owning a firearm. Essentially you can never get enough training with a weapon for your own safety and the safety of others.



Outside of the firearm based training the classes meet other needs.

Survival training and self defense are important to the civilian market. 88

Tactical offers a class for anti-bullying for children. Self defense classes specifically targeted to women have been around for years. The importance of having a qualified, knowledgeable, instructor in these classes are vital to their success and effectiveness.

## **2. What do customers do with 88 Tactical's services/products**

The bulk of 88 Tactical's "product" is confidence where there was little to none before. The classes offered are all fundamentally designed to remove fear from the end user.

Depending on the class(es) taken customers begin to expand their own base of experiences. For example: A hunter who has taken a winter survival class they may pursue a game animal that lives in harsher climates. The training and confidence to go outside of previous hunts may help them do what was once thought to be impossible.

Children who take the anti-bullying class may never experience the emotional and possibly physical pain that comes with being bullied. The feeling of empowerment and confidence to handle themselves in a tough situation may allow them to take on new challenges in life that will benefit them down the line.

Almost every class offered by 88 Tactical has a follow up class of increasing complexity. Pre-requisite classes are required to take the next level of classes as they build on one another.

**C. Where do customers purchase 88 Tactical's products?**

Currently 88 Tactical has an outdoor facility in Tekamah Nebraska and a small classroom in Omaha Nebraska. The facility being built in Omaha will expand the classroom capabilities. Some classes are offered off site at different facilities. Many of these facilities will be brought "in house" with the new facility. For example: Currently any classes which deal with repelling are taught at the fire training facility north of Omaha. A repelling tower is part of the facility plans in the new facility.

The use of ecommerce for 88 Tactical has expanded the market for them. They are one of a few companies offering the level of training in the United States. By utilizing online marketing and social media they are able to get students from all over the country.

**D. When do customers purchase 88 Tactical's offerings?**

88 Tactical offers classes year round. Based on the subject matter of each class some are only offered during the appropriate times of the year. For example, cold weather survival is only offered in the colder months.

Most of the classes offered are scheduled around the instructors schedules as well. Many of them are active duty military and may be overseas for extended periods of time. This creates a sense of urgency in some of the classes only offered by specific instructors.

Other classes are "harder" during certain times of the year compared to others. For example, civilian SERE (survival training) offered in 70 degree weather is less taxing on the students than the same training offered in 5 degree weather. There are different obstacles that come with cold temperatures and how your body reacts to those stresses.

There are very few companies offering the types of classes offered by 88 Tactical. Some are exclusive to 88 Tactical and therefore not subject to competitive promotion.

**E. Why (and how) do customers select 88 Tactical's products?**

The civilian consumers of the goods and services provided by 88 Tactical enroll in different classes for various reasons. The underlying reason behind most of the classes is a desire to learn more.

Classes range from survival, defense, and advanced training with firearms or other weapons. Depending on the values and concerns of each student they may enroll in one genre or multiple.

Other reasons for enrolling in a class would include certification or licensing. Military and Law enforcement personnel are required to be certified in various areas. The continuing education in that skill set is a requirement of their ongoing certification.

**F. Why do potential customers not purchase 88 Tactical products?**

There are several reasons why someone would not purchase products/services from 88 Tactical. One of the main reasons is the equipment needed can sometimes be very costly. The cost of the class is often the least expensive part of the training.

With a recent run on ammunition for fear of bans and confiscation some classes saw a drop in attendees. This decline in attendance was not due to lack of interest for the most part. Most of the students simply could not physically get their hands on the required amount of ammunition needed to do the class.

Another potential reason for some of the classes is the physical demands of a class. Some of the classes are very strenuous and physically demanding of the students.

A person with a marginal level of fitness or a recovering injury may decline to enroll in a class for medical reasons.

Lastly, some consumers may feel that the classes offered by 88 Tactical are simply “too much” for non-military/law enforcement people. There is a growing concern about the militarization of police with surplus equipment. This concern is also spilling over to the private citizen and their ownership of “military grade” equipment.

## **G. The External Environment**

### **1. Competition**

88 Tactical is unique in its market space with its offerings and format. There are other companies offering various aspects of the training offered by 88 Tactical. However these companies rely on other businesses to facilitate their training.

There are 2 indoor shooting ranges in the Omaha area. Both of which are limited to 25 yards maximum. ("The Bullet Hole - Omaha," 2014, p. 1) These ranges are “lane style” where the shooter is required to stand in one spot and shoot down a designated lane. ("Take Aim - Bellevue," 2014, p. 1) Movement or engaging multiple targets is strictly forbidden.

Once the new facility is completed in Omaha 88 Tactical will be able to offer the same features as these 2 ranges. In addition the 270 degree shooting facility will allow a dynamic multiple target component not found in Nebraska outside of law enforcement facilities.

There is 1 outdoor range in the area. However that range is up to an hour away for some of the people using it. Furthermore the range only offers a

maximum of 600 yards, again in lane style. ("Eastern Nebraska Gun Club - About Us," 2014, p. 1)

88 Tacticals Tekamah NE facility offers an outdoor dynamic range. Students can engage targets at 100 yards and move throughout the space as the class dictates. Furthermore the space is designed for the use of “real world” objects such as cars or barricades. This allows for training classes for law enforcement and military that cannot be reproduced on base.



(88 Tactical, 2014, p. 1)

The Tekamah NE facility also offers a 450 yard range for distance shooting. Long range marksmanship has been almost exclusively a western Nebraska or Colorado based activity. Many private land owners cannot shoot safely beyond 300 yards for concern of neighbors and stray shots.

## **2. Economic Growth & Stability**

88 Tactical has done a great job of diversifying their offerings. By continuing to adapt to the needs of their consumer base they will continue to grow.

In a changing environment with legal concerns and political pressures the diversified consumer base (civilian, law enforcement, military) allows them to continue offering classes should one group be omitted.

### **3. Political Trends**

Politically the biggest threat to 88 Tactical is the debate on firearms. While this isn't the only type of training offered by 88 Tactical it is a large part of their curriculum.

A political ban on "assault weapons" would limit the offerings for civilians. Many of the classes could still be taken with non-assault style weapons but the preference is otherwise.

As long as they continue to offer military and law enforcement training the business should remain viable. Budgetary constraints on both entities help reaffirm the need for private sector facilities such as 88 Tactical.

### **4. Legal & Regulatory Issues**

There are many legal and regulatory concerns for a group such as 88 Tactical. The obvious legal concerns are based around the use of firearms on a private facility. Liability is the greatest concern for everyone in a training capacity when it comes to firearms training. 88 Tactical takes all of the prescribed steps to protect from being vulnerable to a liability. For example: Waivers, posted warnings, procedures, and continuing education and improvement of the facilities and their staff.



(88 Tactical, 2014, p. 1)

Regulatory issues faced by 88 Tactical are just as serious. Operating a shooting range requires compliance with several federal and state entities. EPA standards for the air quality and handling and disposal of lead are very strict and need to be addressed accordingly.

## **5. Technological Advancements**

As technology advances so will the training offered by 88 Tactical. Reality based training is a proven technique for elevating the skills of the individual.

Currently being deployed by 88 Tactical is the use of airsoft guns (essentially a plastic pellet gun), electric knives (simulates being cut without serious damage), and protective suits (for use in self defense classes). These elements allow participants to react as if they were in real peril. The more realistic the training the more “natural” the real event will feel. This leads to increased decision making capabilities.

## **6. Sociocultural Trends**

One of the sociocultural trends that is on the upswing is that of the prepper movement. Preppers are people who are preparing for an impending disaster. Their reasons range from general civil unrest to meteor showers and volcano eruptions. ("Doomsday Preppers Facts," 2014, p. 1)

There are groups offering supplies and training springing up all over the country. Other companies offering high level training include: Z.E.R.T. ("Z.E.R.T. Training - Events," 2014), Gunsight Academy ("Gunsight Academy - Course Offerings," 2014, p. 1), and many others. 88 Tactical is uniquely positioned with their approach of reality based training. In this context they can simulate and control the variables of an exercise to meet the training needs of a prepper. One example is their first responder class.

Students are trained how to handle being a first responder to a disaster situation. This could be anything from an active shooter to a major traffic accident. By using role players with cinematic level "injuries" and fake blood the participant experiences similar levels of anxiety and adrenaline to that of the real thing.

## **II. SWOT Analysis**

### **A. Strengths**

#### **1. Reality based approach is unique to the market space.**

Training that is "sterile" can be more of a detriment to the student.

Reality based training forces the student to adapt to imperfect conditions.



If and when the real situation presents itself students are much more prepared to deal with it.

**2. Multiple business segments to draw consumers from**

By including military, law enforcement, and civilian sectors to their student base there is an endless supply of consumers.

**3. Ability to adapt offerings to the marketplace**

As students provide feedback on training or as certain threats become more prevalent the offerings can change. Furthermore, a class that was intended for one market segment, altered accordingly, may be applicable for another.

**4. Franchise potential of concept and building**

By building a repeatable concept the potential for growth is significant. This would expand the capabilities and the capital available for future classes and facilities.

**5. Growing demand for training of this nature**

As news stories that were once unheard of become common place many people are choosing to become proactive. Training facilities like 88 Tactical meet that need in a unique and positive manner.

**B. Weaknesses****1. The potential to be perceived as a para-military group or other potentially negative entity**

As the training increases in visibility the potential to be viewed as something detrimental to society exists. Sensationalism in media and public fears may paint an inaccurate picture of the nature of the organization and its purpose.

**2. How the public will react to any accident that may occur**

Should a fatal accident occur in training the public may view the facility as “unsafe”. Accidents occur in training all the time but the accidental death of a soldier on a base is less concerning than a private citizen on private land.

**3. If law or regulations change the organization may become obsolete**

If laws are passed and/or regulations change that prohibit this type of training then the business would be defunct. This may also depreciate the appeal to the instructors who are vital to the success of the group.

**C. Opportunities****1. Elevated concerns for safety as violence increases in the US**

As threats against the United States continue to grow so will the concerns of its people. Preparedness for potential disasters is becoming

common place. While not every disaster or event can be planed for general principles and fundamentals are important to families survival.

## **2. School programs to deal with issues faced by children**

Children face a tough time growing up. Technology and the environment which they must thrive in is fast paced and fraught with dangers unheard of by their parents. Dangers such as: Cyber bullying, predators of all types, online security, social media, gang violence and more effect most children. As these threats grow so does the number of parents who are seeking answers and solutions.

## **3. FEMA support center**

Natural disasters occur at random and can affect millions of people. Franchise locations of 88 Tactical are in a unique position to become headquarters for FEMA efforts. Medical and security personnel can stage from their facilities in disaster ridden areas and have on sight support. Students trained in first responder techniques or field medics could be called upon as a reserve support system in a disaster.

## **D. Threats**

### **1. Increased regulation or changes in laws**

Pressure to ban certain types of weapons or restrict their sale to law enforcement and military would limit the civilian consumers. Many of the firearm classes are built using techniques best suited for these disputed weapons systems.

### **2. Market Saturation**

As this model proves effective additional firms may enter the market segment. There is a huge pool of former military and law enforcement personnel looking for work. The market could flood with too many companies and not enough students.

**III. SWOT Matrix**

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Reality based approach is unique to the market space.</li> <li><input type="checkbox"/> Multiple business segments to draw consumers from</li> <li><input type="checkbox"/> Ability to adapt offerings to the marketplace</li> <li><input type="checkbox"/> Franchise potential of concept and building</li> <li><input type="checkbox"/> Growing demand for training of this nature</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Elevated concerns for safety as violence increases in the US</li> <li><input type="checkbox"/> School programs to deal with issues faced by children</li> <li><input type="checkbox"/> FEMA support center</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> The potential to be perceived as a para-military group or other potentially negative entity</li> <li><input type="checkbox"/> How the public will react to any accident that may occur</li> <li><input type="checkbox"/> If law or regulations change the organization may become obsolete</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased regulation or changes in laws</li> <li><input type="checkbox"/> Market saturation</li> </ul>

**IV. Developing Competitive Advantages**

88 Tactical is in a unique position to capitalize on its strengths. The cornerstone of their competitive advantage is its resource pool. Anywhere in the United States at any given time there are military and law enforcement personnel looking for extra income. Their training and experiences make for unique observations that can be taught to others.

As the franchise model adapts some elements that can be capitalized upon include (but are not limited to): School involvement, FEMA training and planning, adapting the programming to meet the needs of its consumers.



(88 Tactical, 2014, p. 1)

By expanding the scope of their online marketing 88 Tactical can find an even larger base of potential consumers. Many people looking for this type of information begin the search online. Their model does not lend itself to a virtual classroom but could be used to share general knowledge.

88 Tactical should continue to look inward and find topics that are relevant to the instructors. This search should include the students themselves. Avid students may be interested in becoming instructors and support staff.

## **V. Developing a Strategic Focus**

The strategic focus for 88 Tactical needs to encompass a wide array of consumers. The offerings at 88 Tactical will continue to adapt and expand as this is a vital part of their core philosophy.

However, the marketing focus needs to push a broad spectrum of knowledge. One of the elements that makes 88 Tactical so unique in its marketplace is the real world feel of their classes.

By promoting the practical, everyday application of the skills being taught the consumer base will continue to grow. Focusing on both seasonal and topical promotion and highlighting the niche they operate in.

## **VI. Marketing Goals and Objectives**

### **A. Marketing Goal A: Promote the knowledge base of 88 Tactical beyond the core demographic and expose new consumers.**

#### **1. Objective A1: Expand programs to include the extreme novice into classes.**

Currently classes offered by 88 Tactical assume a small level of familiarization with the subject matter. Programs for people who see a need for familiarity with a subject but have no previous exposure to it.

A core element of classes should be developed and implemented in the next year. Working with the instructors and polling from the user base the scope and form of these classes will become evident.

These programs should be a joint effort from the marketing department and the instructors of 88 Tactical. Additional support staff may need to be brought in depending on the subject matter.

#### **2. Objective A2: Develop and implement programs for families and children.**

The youth of today are bombarded by more information and influences than ever before. Parents are struggling to keep up with the technology curve and how it effects their children.

Within the next year classes should be developed for both children and parents alike. Expanding from the anti-bullying class already offered subjects such as cyber security on social media and basic marksmanship



would be ideally suited. By developing classes for parents to attend and gain an understanding of the potential threats faced by their children 88 Tactical can differentiate itself.

The marketing department as well as instructors would need to collaborate on the offerings. These new classes should be presented in a format that addresses the potential for schools to take advantage of the programs as well.

**B. Marketing Goal B: 88 Tactical should evolve into a supplier of hard goods its users need.**

**1. Objective B1: Instructor reviews of various equipment and tools.**

The instructors are in a position to offer personal insight as well as an educated opinion on virtually any type of gear. One of the biggest challenges faced by students is becoming overwhelmed by the amount of options for a particular piece of kit.

Instructors should review a minimum of 24 reviews and record their process. These reviews would be edited into 10-15 minute clips for use on YouTube and other social media. There are several groups offering reviews and they have significant followings on YouTube. For example: Hickok45 has 1,289,100 followers and reviews nothing but firearms and firearm related products. ("Hickok45 YouTube Channel," 2014, p. 1)

The instructors would need to work with both the marketing team and potentially a production crew. The goal would be to release the videos bi monthly through the various channels. These videos should be completed in the next 6 months for immediate distribution.

**2. Objective B2: Develop packages that allow novices to attend classes without the investment in equipment.**

One of the potential hurdles for students is the sheer cost of the equipment needed. Much of this equipment is specialized and cost prohibitive for a one time use.

By developing a package deal for students where they can rent reusable equipment and purchase perishable equipment allows more students to try a program. These packages would be class specific and some items would be excluded for proper sizing. (ex: clothing)

The packages would need to be designed by the instructors. Equipment would also need to be adjusted for weather conditions for the class offered. These kits should be put together in the next 2 months for immediate use.

## **VII. Marketing Strategy**

### **A. Target Markets**

#### **1. Primary target market**

The primary market for 88 Tactical is the military/law enforcement market. These organizations are often operating under budgetary

constraints and are in need of adaptive training options. Furthermore these groups are a steady supply of students not subject to the civilian limitations should laws change.

With a preference to support veteran owned businesses through the RFP process 88 Tactical is set to be an incumbent for a long time. As the facility expands and more capabilities come online the more diversified the classes offered for these groups can be.

## **2. Secondary target market**

The secondary market for 88 Tactical is the civilian market. With high traction in the outdoor enthusiast and veteran market an emphasis on the novice will increase consumers.

Parents who are worried about their children's safety as well as novices who are seeking guidance with potentially dangerous experiences. Both of these sub groups will be important to service as the facilities expand. The most important element will be eliminating the hesitation based on price barrier.

## **B. Product Strategy**

Through the expansion of the facilities and subsequent expansion of the offerings through 88 Tactical the goal is to remain relevant to the consumer. The evolution of these offerings and progression of "stages" is vital to continued growth.

Upon completion of a class it will be important to follow-up with the student for feedback in input post action. Surveys and engagement after the classes will help with repeat purchases.

As is the custom with military evolution a take away should be included into each class. This should be something tangible and relevant to the class that the student can keep as a memento. This could include patches, stickers, necklaces, a shirt or hat, or other item branded with the 88 Tactical logo.

### **C. Pricing Strategy**

The hard costs associated with each class will need to be accessed on a case by case basis. Some classes are more labor intensive than others. At the same time some classes are more resource reliant than others. The break even point of each class is vital to establish before a class is offered.

Package deals should be introduced and priced as “value adds” to the existing classes. These include bundling multiple tiers of a class into a single purchase for a discount, offering specialized equipment at a discount with the class, or offering the rental and use of equipment for novice/entry level students.

Offering incentives for students to either take multiple classes or to “bring a buddy” with them to the class. The incentives could range from a gift from 88 Tactical of merchandise or prepaid range time.

### **D. Distribution/Supply Chain Strategy**

Once a franchise has been set up the central office can handle many of the distribution concerns for the individual franchisee. Anything branded with 88 Tactical logos would be handled in a group order to avoid waste and excess fees.

Location specific items or other items that are cost prohibitive to ship privately would be handled on the local level. This also goes for the instructors at each facility.

Master level instructors would need to be designated and subsequent instructors would need to be trained on the format and curriculum of each class. These master instructors could also offer guest instructor classes at new locations to bolster support.

**E. Integrated Marketing Communication (promotion) Strategy**

To promote these new changes a combination of social media, multimedia, print, and direct marketing will need to occur. All print media and direct marketing pieces will also direct people to “like” 88 Tactical on Facebook. This organic growth in likes will help offset future costs of mass communication.

Breaking down the budgetary constraints of these various sectors its important to realize the future impact each segment can have. Multimedia production has an upfront cost but can be viewed indefinitely. Print publications will have a finite number of impressions and can be costly to keep in print. Lastly social media campaigns can be skewed with false “likes”. Therefore the budget for promotion will be split 40% for production, 30% for social media, 20% for print, and 10% for miscellaneous merchandising items.

## **VIII. Marketing Implementation**

### **A. Structural Issues**

In order to market the features and benefits of 88 Tactical to both its existing demographic and its expanded target audience execution is important. The best way to approach this is by taking things in steps.

The bulk of the improvements require input from instructors. 88 Tactical has run on a “lean” status for quite some time, many of the key positions are held by 1099 contractors. To implement the changes outlined above additional staff will be required on a full time basis.

These additional personnel will be tasked on keeping the campaigns coherent from start to finish. This will help ensure brand continuity going forward. The existing marketing staff will act as a team leader and delegate to the support staff.

Instructors will work with the marketing group to help flesh out the framework for each class. Classes will be prioritized by the order in which they are scheduled currently. Any seasonal considerations, such as winter only classes, will also be factored in.

## B. Tactical Marketing Activities

Specific Tactical Activities	Person/Department Responsible	Required Budget	Completion Date
Product Activities			
Class Evaluation/ Evolution	Instructors	Salaries	2/2015
Package Development/ Rental Equipment	Instructors	Salaries & \$20,000	1/2015
Product Review Videos	Instructors/ Marketing Dept.	Salaries & \$30,000	3/2015
Pricing Activities			
Package Pricing	Marketing Dept.	Salaries	1/2015
School Program Pricing	Marketing Dept.	Salaries	6/2015
New Classes Pricing	Marketing Dept.	Salaries	2/2015
Distribution/Supply Chain Activities			
Franchise Training	Instructors	\$50,000	12/2016
IMC (Promotion) Activities			
Social Media	Marketing Dept.	\$30,000	7/2015
Multimedia	Marketing Dept. & Instructors	\$40,000	1/2016
Print Publication	Marketing Dept.	\$20,000	4/2015
Merchandising	Marketing Dept.	\$10,000	3/2015

## IX. Evaluation and Control

### A. Formal Controls

After implementing the changes to the overall planning at 88 Tactical it is important to track the progress. To access the progress of these changes the following areas should be monitored: Attendee's in each class compared to previous classes, Facebook page likes and YouTube channel subscribers, and number of purchases of the packaged deals.

These should be monitored on a basis fitting to their timelines. For example: Facebook should be tracked monthly as it is a “real time” growth indicator. Class attendance should be compared to previous years classes as some are only offered once in a calendar year.

## **B. Informal Controls**

With these new changes to 88 Tactical and the added work load on the instructors and staff its important to monitor the overall morale. As the majority of the instructors come from team based organizations group activities would benefit the overall effectiveness of the plan. By holding brainstorming meetings for some of the ideation processes the instructors can maximize effectiveness and still maintain a positive morale.

## **Summary**

88 Tactical is on the precipice of a huge change in their revenue model. With the expenditure of over \$5 million to build a new facility the opportunities abound. Based on current trends and the consumer base of 88 Tactical services there should be demand for years to come.

However, to continue to grow it is important to broaden the spectrum of the consumer base. As outlined above the key elements are to rely on the knowledge and experience of the instructors as well as adapt to market demands. Embracing technology and thinking outside the box will allow 88 Tactical to stand out from the growing crowd of training facilities. The information and experiences that come from this growth period will need to be studied and changes made accordingly. In the Art of War, Sun Tzu wrote “The general who loses a battle makes but few calculations beforehand. Thus do many calculations lead to victory, and few calculations to defeat: how much more no calculation at all! It is by attention to this point that I



can foresee who is likely to win or lose.” (Tzu, n.d., Chapter 1)

## References

- 88 Tactical - Courses. (2014). Retrieved from <https://88tactical.com/courses/>
- 88 Tactical - Instructor Cadre. (2014). Retrieved from <https://88tactical.com/instructors-2/>
- 88 Tactical. (2014). *88 Tactical building rendering* [Digital Rendering]. Retrieved from <https://www.facebook.com/88.tactical/photos/pb.181030808617841.-2207520000.1414782459./698676446853272/?type=3&theater>
- 88 Tactical. (2014). *MRAP Tactical Mobility Operations I Group 2* [Photo]. Retrieved from <https://www.facebook.com/88.tactical/photos/pb.181030808617841.-2207520000.1414781333./679105428810374/?type=3&theater>
- 88 Tactical. (2014). *No Title* [Photo]. Retrieved from <https://www.facebook.com/88.tactical/photos/pb.181030808617841.-2207520000.1414782449./723098974411019/?type=3&theater>
- 88 Tactical. (2014). *No Title* [Photo]. Retrieved from <https://www.facebook.com/88.tactical/photos/pb.181030808617841.-2207520000.1414782465./633118376742413/?type=3&theater>
- 88 Tactical. (2014). *Packed house today! Low Light Vehicle CQB and Intro to Handguns* [Photo]. Retrieved from <https://www.facebook.com/88.tactical/photos/pb.181030808617841.-2207520000.1414782457./714594998594750/?type=3&theater>
- 88 Tactical Facebook Page - Likes. (2014). Retrieved 10/31/2014, from <https://www.facebook.com/88.tactical/likes>
- Army Training Centers. (2014). Retrieved from [http://usacac.army.mil/cac2/call/docs/10-02/ch\\_21.asp](http://usacac.army.mil/cac2/call/docs/10-02/ch_21.asp)

Doomsday Preppers Facts. (2014). Retrieved from <http://natgeotv.com/uk/doomsday-preppers/facts>

Eastern Nebraska Gun Club - About Us. (2014). Retrieved from <http://engc.us/engc/>

Gunsight Academy - Course Offerings. (2014). Retrieved from <http://www.gunsite.com/main/course-offerings/>

Hickok45 YouTube Channel. (2014). Retrieved 10/10/2014, from <https://www.youtube.com/user/hickok45>

Signal 88 Security - About Us. (2014). Retrieved from <http://www.signal88.com/about-us.aspx>

Take Aim - Bellevue. (2014). Retrieved from [http://www.takeaimbellevue.com/Photos\\_2.php](http://www.takeaimbellevue.com/Photos_2.php)

The Bullet Hole - Omaha. (2014). Retrieved from [http://www.thebh.com/index.php?option=com\\_content&view=article&id=10&Itemid=1](http://www.thebh.com/index.php?option=com_content&view=article&id=10&Itemid=1)

Tzu, S. (n.d.). Art of War: I Laying Plans. Retrieved from <http://www.sacred-texts.com/tao/aow/aow09.htm>

Yowell, P. (2014). 88 Tactical thinks big with \$5 million Sarpy facility, shooting range. Retrieved from [http://www.omaha.com/money/tactical-thinks-big-with-million-sarpy-facility-shooting-range/article\\_ac38ac13-ef79-579e-bc8b-748a9d70d1fd.html](http://www.omaha.com/money/tactical-thinks-big-with-million-sarpy-facility-shooting-range/article_ac38ac13-ef79-579e-bc8b-748a9d70d1fd.html)

Z.E.R.T. Training - Events. (2014). Retrieved 10/31/2014, from <http://zertnation.com/training-events/>