



**JOIN OUR
JOURNEY TO**

incredible



Welcome

For over 120 years, we've been dedicated to encouraging generations of campers to get out there and discover all the well-being that the outdoors can bring us.

But what about our journey ahead? How can we ensure the Club builds on all of this amazing heritage and remains relevant and secure for years to come?

To find the right way forwards, we've conducted our most comprehensive research programme ever, both from within the Club and externally, to arrive at a fully-rounded view. From this approach, we can draw from invaluable insight to refine our brand and help us to:

- Broaden our appeal without alienating loyal members
- Shape how we should be, and act, as an organisation
- Inform and drive the decisions we make
- Forge the way ahead and achieve our ambitions more efficiently together.

This guide will take you through all of our learnings from this rigorous process and show how we've used them to create a Strategic Brand Framework that will sit at the heart of our Club and align our collective efforts.

Taking The Club forwards.

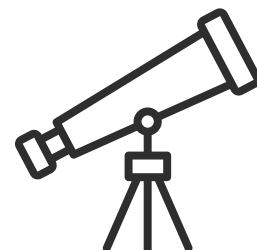
Our Strategic Brand Framework, based on illuminating insight and solid data, helps sets out a clear path for the Club over the coming years. The framework lets us ask the right questions — whether that’s about day-to-day tasks, product development, investment or branding — and then determine if the decisions we make are the best ones to take our Club forward.

To secure our future, it’s important we evolve and stay relevant as a contemporary camping organisation, but it’s also essential that we stay true to our founding principles.

Take a look at our Articles of Association from 1947 and you’ll see the spirit of our Club has always been about encouraging and helping people to enjoy the countryside. But now we’re striving to be even more inclusive and helpful. Even more accessible. And even more relevant.

Ultimately, our new research, insight and Strategic Brand Framework give us the opportunity to broaden our appeal — but without alienating our existing and highly-valued members and visitors.

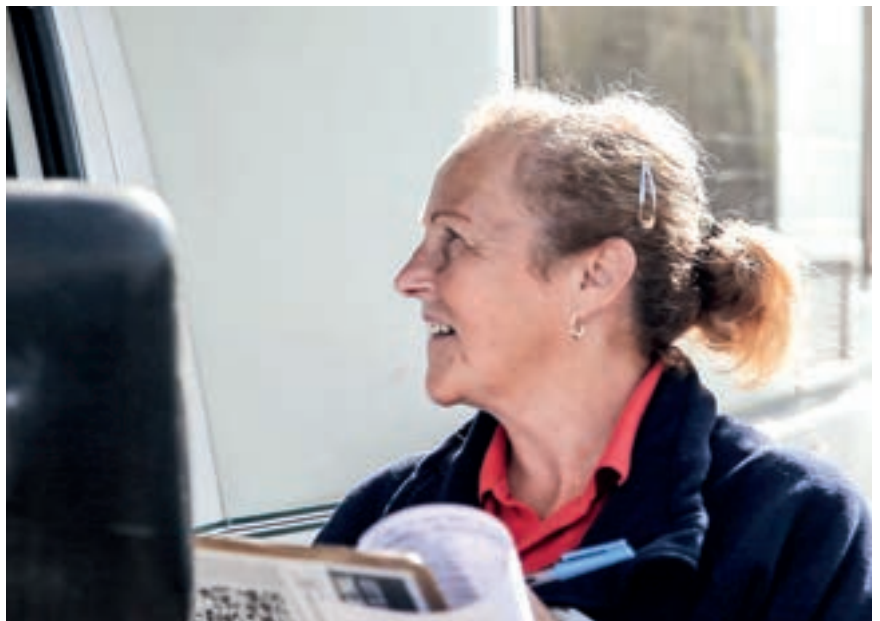
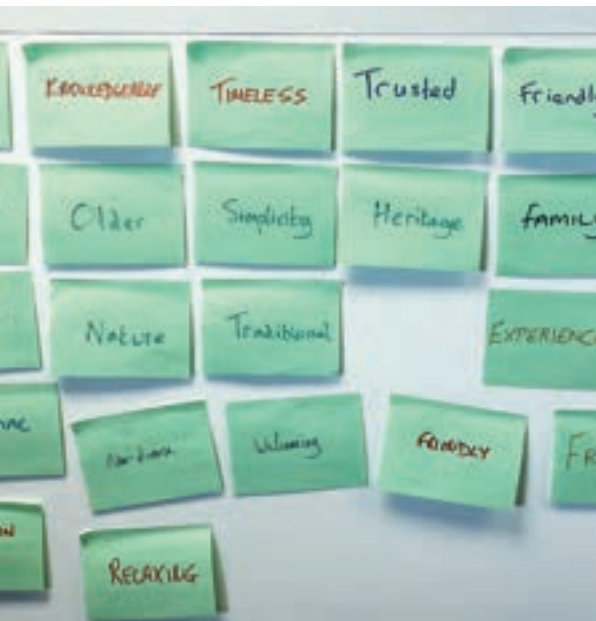
And by creating a strategy based on our findings and refined brand, we can truly connect with all of our audiences.



A photograph of a man and a child leaning over a stone bridge in a forest. The man is wearing a dark jacket with red accents, and the child is wearing a grey jacket. They are looking down at something on the bridge. In the background, there is a waterfall cascading over rocks into a stream. The scene is surrounded by lush green trees and foliage. The text is overlaid on the right side of the image.

The Club's Articles of Association, 1947

"To encourage and help all, especially young people and those of limited means, to a greater knowledge, love and care of the countryside, to develop their self-reliance and independence, and to promote their physical health, spiritual well-being and education by spending as much time in the open air as possible by means of camping, caravanning and similar activities."

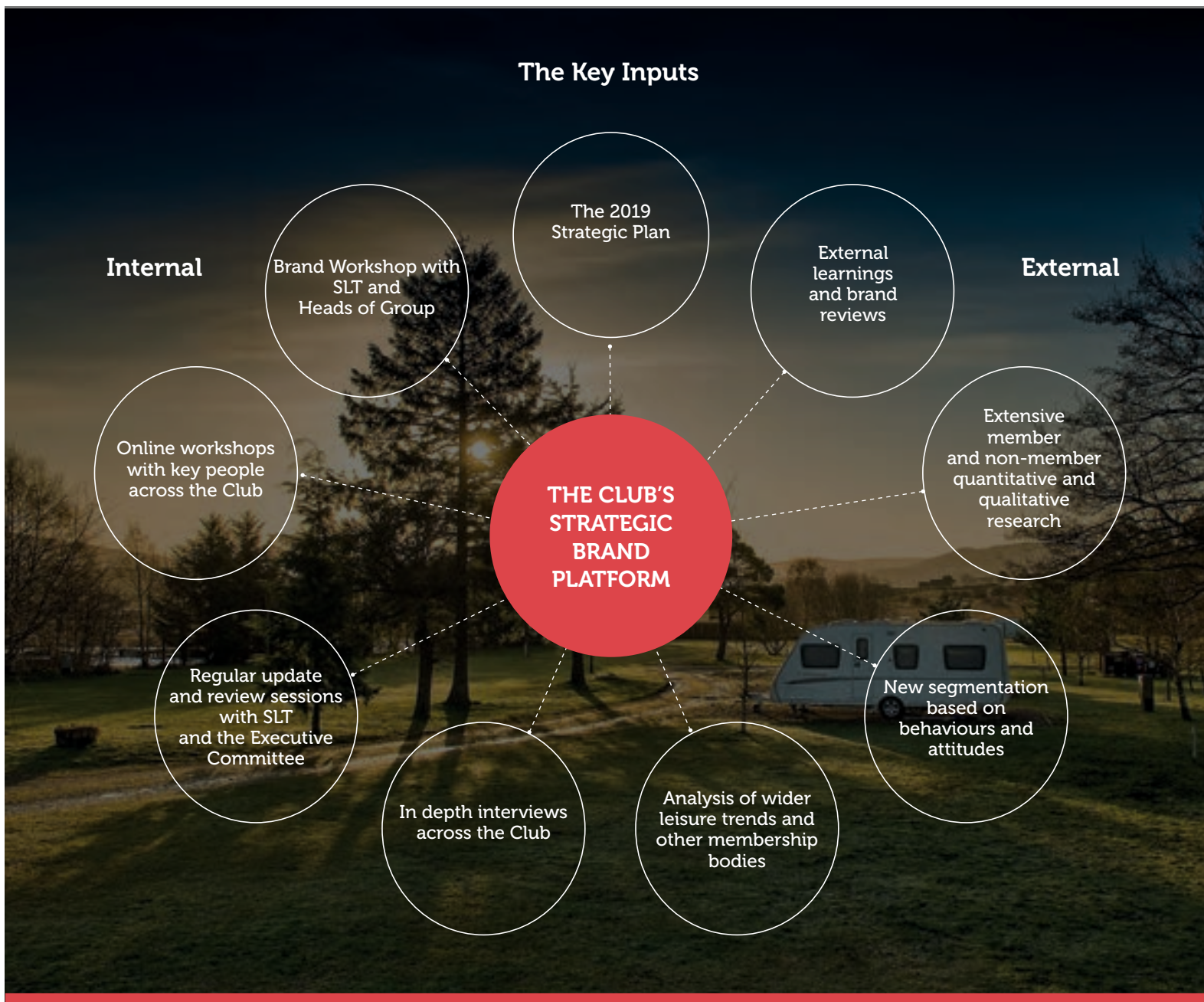


Our research and insight.

To create a solid foundation for our Strategic Brand Framework, we've drawn from a wide range of sources.

Internally, we've drawn from in depth interviews, review sessions and workshops. And throughout the Club, we've had invaluable input from a diverse cross-section of staff – as well as volunteers including members of National Council. This has been balanced externally

by analysing leisure trends, assessing competitors, running focus groups and conducting a comprehensive consumer research programme with over 2,600 people – covering both current and potential members.



Our research and insight.

It means we've formed a far more detailed picture to guide us by reaching a clearer understanding of our Club and our audiences — as well as of those who currently don't use us. And from this,

we've gained powerful knowledge of their behaviours and attitudes. Although an extremely wide range of findings emerged from the programme, they fall into six distinct areas:

Key areas of consideration

1. Friendly and Welcoming

Friendly and Welcoming for all. Like-minded should not mean narrow-minded.

2. Being a Club

Build a positive position for the Club that more members are proud of and counters non-member perceptions of "not for me".

3. Established Members Vs Newer Converts

Focus on priorities and attitudes that unite audiences and will attract those most in tune with our values.

4. A Functional Brand

Our brand has to have an emotional purpose to inspire and compel — the enabler of great experiences in great locations.

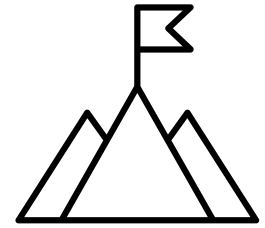
5. Trusted Authority

We need to use our credibility to reassure and instil trust while using our authority to do the right thing.

6. Changing Expectations

The Club does not have to become a holiday park. Our priorities can be simpler to attract a broader audience.





By refining this insight further, we have arrived at three core areas of focus:

Welcoming, Helpful and Enjoyable

Being friendly is in our DNA. This should be at every touchpoint.

From the Service Centre Advisor who books a new camper's pitch and the Site Manager who welcomes and helps them, to the Club units organising fun events. Through to an engaging, easy to use website. Inclusive for new members and familiar for existing. Making the Club the go-to for all the joy of everything camping and caravanning.

Everyone's Gateway to the Great Outdoors

It's always been at the heart of the organisation.

To inspire and nurture a love of the countryside.
To be the enabler who helps people explore and discover what the great outdoors can offer with great sites and locations nationwide.
Delivering great value to make the freedom and well-being of the outdoors more accessible.

The Trusted Champion

We have over 120 years of history and heritage as a membership organisation.

This authenticity means people can always be confident when they book a Club campsite. But it also means we can be an advocate for the countryside. And a champion for causes close to our heart.

So we now know the three key areas we have to focus on. From being even more inclusive and helpful to making the outdoors as accessible and safe as possible to using our heritage and expertise to build confidence and be a champion for causes close to our heart.

And from these findings, we also know that our audiences don't want our offering to change radically – it's more about improving fundamentals, such as toilet and shower facilities. By being brilliant at the basics each and every day we will be seen as the best and most helpful camping organisation there is.

The Club's Brand and audience segmentation.

A primary objective of our research programme was to identify camper segments for the Club among both the member-base and the wider national audiences to feed into a more effective and relevant brand and marketing strategy.

What is segmentation?

Basically, this is the grouping of customers into distinct groups based on their attitudes and behaviours. Why? Because although two individuals may appear to be similar in terms of demographics, they may hold very different attitudes about what they want from being in the outdoors.

We can use this proven approach to:

- Understand our core customers (our members) in far greater detail
- Identify key target audiences that fit best with where we want our brand to be
- Make our products, services and marketing more relevant and effective than ever before.

From the data and sharper knowledge gained, we've developed the deepest understanding we've ever had of our audiences – how they genuinely feel about camping, what they want from us as a camping organisation, their differences and what unites them:

- **Relaxation**
- **Slower Pace**
- **Switching off**
- **Peace**
- **Freedom**
- **Escape**



The audience segments we've identified for our Club are:

Established Campers

Outdoorsy, well-equipped and established campers. This segment is the most likely to have gone camping when they were a child and feel a sense of nostalgia around it. They are more likely to seek quiet, peaceful sites where they can relax and enjoy the camping experience.



Member Breakdown 22%

Enthusiastic Connectors

A relatively energetic segment, this group wants to spend time camping with like-minded people. Family time is important to them and well-equipped sites are key to make their time as enjoyable as possible.



Member Breakdown 13%

Confident Explorers

Upbeat and extremely enthusiastic about camping, this group seek activity when away. They love exploring and enjoying new experiences. They are confident campers and when they're a member they're highly engaged with the Club.



Member Breakdown 26%

Tranquillity Seekers

This group are looking for a change of scene and to enjoy a slower paced, relaxed and peaceful camping experience. They are well equipped and enjoy the flexibility and freedom that camping holidays offer.



Member Breakdown 31%

Pragmatic Planners

This group are seeking as much control as possible over their camping experience. They like their home comforts so good toilets and showers are important to them. They are the most likely to say they find camping hard work.



Member Breakdown 8%

Our Strategic Brand Framework

Club
Vision

The ultimate ambition for the Club

Club Purpose

Our purpose and reason for being

Club
Promise

The expression of what the Club stands for

Club
Values

The values
that deliver
our promise,
purpose
and vision

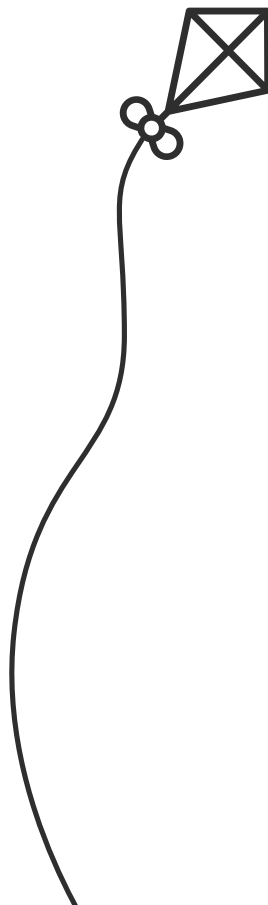
Club
Pillars

The foundations
of our organisation

The Club's Strategic Brand Framework.

An enormous amount of effort has gone into taking everything we've discovered from our research, analysis and strategic thinking and distilling it into our Brand Framework. A tool that makes it much easier to understand our brand, remember it and apply it to your own individual role and bring it to life.

This section of the guide will show you how the Framework builds.



Our Strategic Brand Framework

Club
Vision

The nation's most loved outdoor organisation, creating a lifetime of truly memorable camping experiences for our members of today and tomorrow.

Club Purpose

Inspire the camper in everyone
and grow their passion for the outdoors.

Club
Promise

The expression of what the Club stands for

Club
Values

The values
that deliver
your promise,
purpose
and vision

Club
Pillars

Welcoming,
Helpful and Enjoyable

Everyone's Gateway to
the Great Outdoors

The Trusted
Champion

Our Club Vision

At the top of our Framework is the Vision for our Club – where we're heading together. This is about building on our success but driving it is the need to be great at what we do so that more and more people love what we do – and keep coming back to enjoy some amazing experiences.

The nation's most loved outdoor organisation, creating a lifetime of truly memorable camping experiences for our members of today and tomorrow.

Our Club Purpose

This is our 'why?' Why we exist in the world, why we do what we do – and why we get out of bed in the morning. Our Purpose is centred around being inclusive, sharing our passion for all things camping and being really inspiring and compelling. We want to encourage more and more people to join our Club by making it easy, safe and enjoyable to get to all the well-being of being outdoors.

**Inspire the camper in everyone
and grow their passion for the outdoors.**

Our Club Pillars

As shown earlier, the three key areas of focus form the foundation of the Framework – our Pillars. We need to concentrate on these areas and use them to drive all the actions and outputs of the Club.

**Welcoming, Helpful and Enjoyable.
Everyone's Gateway to the Great Outdoors.
The Trusted Champion.**

Our Club Values

If our Club was a person, then our Values are the characteristics that would define our personality.

First and foremost, they have to work internally for our organisation with all of us living and breathing them. By doing this we can then deliver them externally to our

members, visitors and potential customers so that we all create a consistent experience for anyone using our Club.

The following explanations show how our Values should work for us and the outside world.

Values

When we talk of our Values and mention '**internal**' it's about how we act as part of the Club, whether that's our staff or our volunteers. And in the context of '**external**' it's how we want people to see us.

Internal

We never forget that we're a Club with loyal members and committed volunteers, so we need to be respectful of, and in tune with, their needs. But to broaden our appeal we must also be connected with the desires of a wider and more diverse range of visitors as well. Ensuring that we're as relevant as possible for all these audiences.

Internal

We're renowned for being friendly. And in that spirit, we want to be even more welcoming, inclusive and supportive to a growing audience. Our collective helpfulness ensuring that we're always the go-to for all the encouragement and advice they need for a safe, easy and enjoyable time outdoors.

**Truly
Connected**



**Friendly
Nature**

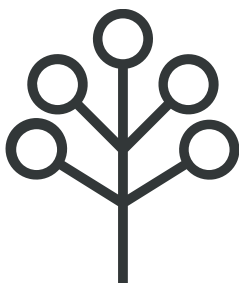


External

We want more and more people to feel part of our Club. Growing a community united by the value they place on connecting with nature and all the well-being it brings. And however they interact with us, we'll be easy to deal with as the unrivalled enabler, giving them access to sites in beautiful locations across the nation.

External

We want to make getting in touch with nature as simple and enjoyable as possible. Creating an accessible gateway to all of its freedom and rewards. We'll strive to attract and inspire people to share our love of camping and the outdoors – to become advocates – always making them feel welcome, well looked after and secure.





Internal

We began as tourers ourselves over 120 years ago and our desire to explore is as strong as ever. By asking what we can do better, we'll discover how to make improvements true to the spirit of our Club. Giving our members of today and tomorrow many more reasons to choose us – and growing the nation's passion for the outdoors.

Internal

Every day, we should draw on our unrivalled heritage and expertise to ensure our members and visitors can create memorable moments that will be valued. We should also continually act as a guardian of the great outdoors and everything that goes into our pastime – protecting the environments of our sites... and beyond.

Internal

As a not-for-profit organisation, our entire efforts are all for the good of our members. Always reinvesting in our sites and infrastructure to create a consistent experience across our varied locations and environments. We should also use our respected position to act as a trusted champion, speaking up for causes close to our heart.

Explore More



External

We're here to inspire more and more people to discover the joys of their own great outdoors. From the first time pitcher-upper to more experienced explorers. From families and friends reconnecting to the time-rich kicking back. Whatever they want from the outdoors, we're here to help them all the way along their journey.

Valued Experience



External

We refuse to sit back and rest on our heritage. With our know-how we should be the natural choice for all things camping and caravanning – offering trusted advice, an unrivalled range of sites and exceptional value. Always making it easy for a growing and diverse range of people to access truly enriching outdoor experiences.

Always Good



External

We want our members and visitors to know what they can always expect from us. A consistent experience, from the moment they book that much anticipated break to their time at our sites. Good all the way through, right down to being seen as an organisation that does the right thing for the natural world.

Our Club Promise

The heart of our Framework encapsulates everything we do in just a few – but very important – words to create a memorable, emotive and inspiring Promise to inspire the world.

Club Promise:

Welcome to the Incredible Outdoors

The outdoors changes how we feel inside.
Connecting with nature. With each other.
Crunching through a forest. Gliding across a lake.
From unzipping a bright, fresh morning.
To enjoying a glorious sunset.
From taking it all in.
To sitting back and soaking it up.
From the most seasoned traveller.
To the very first time camper.
Enjoying all the well-being that nature can bring.
Creating memories. Together.
We're always here to help and inspire everyone to explore more.
With our exceptional sites and beautiful locations.
With friendly expertise.
With arms wide open.
For the adventurers. The relaxers. The kindred spirits.
Welcome to our Club.

Welcome to the Incredible Outdoors.

Just five words. But they capture the spirit of everything we are about and the huge passion we have for all things camping. How together we are doing everything we can to be even more inclusive and make the experience Incredible.

As with our Values, we have to live and breathe our Promise internally so that we can deliver it externally to everyone who uses our Club.

Internal

A galvanising mantra to drive everything the Club does, ensuring that we all help create experiences for members and visitors that are always accessible, welcoming and inclusive to make being in the great outdoors feel Incredible.

Welcome to the Incredible Outdoors

External

A unifying promise that will resonate across all segments making everyone feel welcome, inspired and compelled to use the Club as the gateway to all that is Incredible about being in the great outdoors.

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This is our Strategic Brand Framework complete. Every element is designed to work together and create an invaluable lighthouse that will help guide all of us, whatever our role, and drive the Club towards our shared Vision.



Our Journey to Incredible.

I believe that our amazing heritage and over 120 years of history say so much about the enduring appeal and success of what we do and achieve together.

But like any successful organisation, we have to keep reappraising what we do and evolving to stay relevant. It's equally essential that we stay true to our loyal members – and to our founding principles. We've always been creating safe and enjoyable access to the outdoors and some amazing experiences that make lasting memories.

That will never change.

So I'm extremely excited about our Strategic Brand Framework and what it means for our future. All the rigour that has gone into developing it will allow us to refine and improve our offering so that we can develop, grow and move forwards with confidence.

On a practical level, it will allow us to ensure the decisions we make for our Club are the right ones.

On a more emotional level, our Framework adds so much more depth and inspiration – and it truly brings to life everything we're about.

We're on an exciting journey together. Our brand will drive everything we all do – and remember, every single one of us plays a part in shaping the future of our Club. As one, united team we need to be true to our friendly spirit, live our Values and deliver our Promise. Because that's how we will get to our Vision.

I look forward to you joining me on our Journey to Incredible.

Sabina

**Sabina Voysey
Director General**



Tell us about your Incredible moments.

Going forwards, our Brand Promise will be at the very heart of our Club. So we'd love to hear from you about your Incredible outdoor moments. Just send us a short video telling us all about that memory, whether it's something epic or just something small but amazing, like the first time you ever took the kids fishing. We'll post a selection of them on our new Journey to Incredible website.

Please send your films to:
JTI@campingandcaravanningclub.co.uk

Thanks!

