

CAMELBAK®

CORPORATE SOCIAL RESPONSIBILITY CAMPAIGN

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COVER LETTER



To: CamelBak

Subject: “Bak Home” Corporate Responsibility Campaign

Date: November 30, 2014

In the team’s evaluation, *CamelBak’s* strong presence among Millennials and a lack of awareness of *CamelBak’s* partnership with the *Wounded Warrior Project* was identified. Through this campaign the team plans to raise awareness of *CamelBak’s* partnership with the *Warrior Project*, as well as strengthen its existing relationship with the military. Ultimately, the team wishes to improve the Millennial segment’s perceptions of *CamelBak* as a socially responsible company. Through a campaign called “Bak Home”, the team will implement five creative pieces:

- Water bottle and dog tag
- Mobile application
- Facebook page
- Sponsored Instagram advertisement
- Internet banner

Please review the following proposal that explains the corporate social responsibility campaign in further detail. Thank you.

Allie Waller

Team Manager

EXECUTIVE SUMMARY



Company Information

Headquartered in Petaluma, California, *CamelBak* invented the hydration category and has since become the world's leader in hydration products. Michael Edison, who recognized the importance of a hands-free hydration system, established the company in 1989 (Marketing, 2007). Founded with the mission “to continuously reinvent and forever change the way people hydrate and perform,” *CamelBak* has done just that (“CamelBak Products, LLC”, 2014).

The company's growing product line has expanded to include reusable water bottles and water filtration products in an effort to replace bottled water as the most common way to hydrate (Marketing, 2007). Currently celebrating ‘25 Years of Hydration,’ the company's products aim to target the two markets of sports-recreation and the government-military, with variations in age, race, and gender. *CamelBak's* competitive landscape aligns with its target markets, facing business competitors such as *American Recreation Products (ARP)*, *JanSport Inc.*, and *High Sierra Sport Company* (“CamelBak Products, LLC,” 2014).

Corporate Social Responsibility

The company is built on core values of “we give a ___” and “doing the right thing is not just good business sense, but common sense,” toward corporate responsibility initiatives. The *Wounded Warrior Project (WWP)* is the chosen partnership for this campaign which seeks to support the military. The nonprofit charity organization is dedicated to empowering injured veterans and their families. *CamelBak* currently attends the annual Association of the United States Army meeting in Washington, D.C. to sell its Better Bottle for ten dollars and donate 100 percent of the proceeds to the organization (“CamelBak Products, LLC,” 2014).

The *Wounded Warrior Project* serves veterans in numerous ways and offers

a variety of programs, services, and events to physically or mentally injured veterans during and after September 11, 2001. The organization offers students, groups, and companies various opportunities to support wounded service members and give back (“Camelbak Products, LLC”, 2014).

Current Situation

The campaign’s primary research objectives included determining the overall level of awareness of *CamelBak* among the Millennial segment, gauging the target market’s perception of *CamelBak*’s current corporate social responsibility efforts, and assessing the Millennial segment’s awareness of the *Wounded Warrior Project*. A survey was conducted among 100 East Coast Millennials aged 18 to 24 to determine these points.

The survey concluded that a high level of brand awareness existed among Millennials, with 96 percent of the sample indicating an awareness of *CamelBak*. However, 50 percent of the responses were unaware of *CamelBak*’s efforts to be a responsible company, and 93 percent were unaware of the company’s partnership with the *Wounded Warrior Project*.

Objectives

The campaign’s communication objectives were based on the findings from the primary research and stated completion goals of December 31, 2015. These objectives include 1) raising awareness of *CamelBak*’s partnership with the *Wounded Warrior Project* among Millennials by 20 percent, 2) strengthening partnership with the military by increasing monetary donations to the *Wounded Warrior Project*, so that *CamelBak* achieves the “platinum sponsor” status, and 3) improving the Millennial segment’s perception of *CamelBak* not only as a merchandise company, but a socially responsible

brand by 15 percent.

Strategies and Action Plans

The “Bak Home” campaign will bridge the gap between *CamelBak* brand loyal Millennials and brand aware Millennials, reaching them on campus and online. The creative pieces will emphasize the emotional and aesthetically pleasing aspects of the campaign. Creative pieces will include a water bottle with a complimentary dog tag, a mobile application, a Facebook page, a sponsored Instagram advertisement, and an Internet banner.

Brand Identity

CamelBak was founded in 1989 by Michael Eidson, a man who recognized a need for hands-free hydration during the “Hotter’N Hell 100” bike race in Wichita Falls, Texas. Headquartered in Petaluma, California, *CamelBak* invented the hydration category and has grown to become the world’s leader in hydration products. The company’s product line has expanded to include reusable water bottles and water filtration products. Shawn Cullen, a *CamelBak* product manager likens *CamelBak* to *Kleenex*, noting the way that people refer to both the tissues and the hydration packs by their brand names (Marketing, 2007).

Currently, *CamelBak* is celebrating ‘25 Years of Hydration’ and is committed to replacing bottled water as the most common way to hydrate. In correspondence with that goal, *CamelBak*’s mission is “to continuously reinvent and forever change the way people hydrate and perform,” (“CamelBak Products, LLC”, 2014).

CamelBak seeks materials that exceed the performance and safety expectations of its users. Products are tested and retested to ensure durability in worst case conditions and to exceed FDA and EU regulations (Social Responsibility, 2014).

Current Target Audience

Currently, *CamelBak* targets two markets: sports/recreation and the government/military. These markets are not segmented specifically based on age, race or gender. *CamelBak* is owned by the investment firm *Compass Diversified Holdings*, and became the Pentagon’s largest supplier of water packs by 2005. United States and foreign military and other government customers now account for about 40 percent of *CamelBak* product sales. This market has extended to Europe, Asia and South America (Hart, 2012).

The Industry

CamelBak products fall into both the sporting goods, and backpack and courier bag manufacturing industries. The sporting goods industry includes profits from consumer purchases of different products like athletic footwear, exercise equipment, and licensed sports merchandise and athletic apparel. The market for sporting goods in the United States has a projected value greater than 63 billion dollars (Statista, 2014). A key external factor for sporting goods like *CamelBak* products is the demand for sporting goods existent in stores such as *Dick's Sporting Goods*, *Bass Pro Shop*, *Cabela's*, or the *Sports Authority* (Statista, 2014). The worldwide sporting goods industry is predicted to make 303 billion dollars by 2015, due mainly to wider media coverage of sporting events making sports popular among numerous age groups (Reportlinker, 2014).

According to *IBISWorld*, *CamelBak Products LLC* owns a market share of 28.5 percent in the backpack and courier bag manufacturing industry. *VF Corporation* owns a market share of 60.9 percent, while 10.6 percent belongs to other various companies (Giraldo, 2014). *CamelBak* primarily sells its products through national retailers, sporting goods stores, independent and chain specialty retailers, and the United States foreign militaries in more than 50 countries. Current estimates have *CamelBak* products making up about 90 percent of the military hydration pack market with strong brand awareness (Giraldo, 2014). *IBISWorld* estimates that the company has increased its US industry-specific hydration backpack manufacturing revenue at an average annual rate of 6.9 percent to \$222.5 million in the five years prior to 2014. *CamelBak Products LLC's* financial performance shows a positive change of 4.1 percent in revenue, and that trend is predicted to keep improving. As for the industry in its entirety, *IBISWorld* forecasts that revenue will increase 2.1 percent annually over the next five years through 2019, reaching \$863.5 million at the end of the period (Giraldo, 2014).

In order to evaluate the full extent of *CamelBak's* industry trends, one must look at both sporting goods industry research, and backpack and courier bag manufacturing industry research. Sporting goods stores sell a variety of backpacks and camping packs, like the *CamelBak* backpacks. The expected improvement of the sporting goods stores industry during 2014 will help backpack manufacturers like *CamelBak Products LLC* (Giraldo, 2014).

Past and Current Corporate Responsibility

"We give a ____" is one of *CamelBak's* four core values. *CamelBak* believes that "doing the right thing isn't just good business sense, but common sense." *CamelBak* prides itself on creating reusable products that last in order to reduce waste. The company takes small steps every day to ensure that it is practicing in an environmentally friendly manner. The *CamelBak* headquarters is built entirely to Leadership in Energy and Environmental Design (LEED) certification standards. The LEED certification system ensures that a building promotes energy and water savings, a reduction of CO2 emissions, and improved indoor environmental quality ("*CamelBak Products, LLC,*" 2014).

CamelBak is committed to promoting change for the consumers and communities that the company serves. Through a partnership with Water.org, *CamelBak* created the We Know Water: Education Program, a program that encourages 4th and 5th grade students to learn the importance of hydration, using a reusable water bottle, and water's presence in the world. *CamelBak* gave the first 100 classes that signed up for the program *CamelBak* Water.org bottles in addition to giving Water.org \$100 in support of their clean water efforts ("*CamelBak Products, LLC,*" 2014).

CamelBak gives its employees two days per year to volunteer with local non-profit organizations. In 2012 alone, *CamelBak* employees worked with organizations

like *The San Diego River Park Foundation*, *The Sonoma County Trails Council*, *The Sonoma County Bicycle Coalition*, and *The Outdoor Foundation*. *The Outdoor Foundation* created Outdoor Nation—a program that inspires Millennial leaders to encourage the rest of their generation to get back outdoors. *CamelBak* is the official water bottle sponsor for Outdoor Nation. *CamelBak* also attends the annual Association of the United States Army meeting in Washington, DC. At the AUSA, *CamelBak* sells its Better Bottle for \$10 and donates 100 percent of the proceeds to the *Wounded Warrior Project* (“CamelBak Products, LLC,” 2014).

Competition

CamelBak’s competitive landscape includes products in the sports-recreation, and government-military markets. These markets target a wide range of consumers, including mountain bikers, skiers, snowboarders, runners, hikers, soldiers, construction workers, and airport tarmac workers. The top industries that compete with *CamelBak* include the athletic and outdoor gear, sporting goods, and consumer product industries. More specifically, companies such as *American Recreation Products (ARP)*, *JanSport Inc.*, and *High Sierra Sport Company*, are *CamelBak*’s top business competitors within these industries (“CamelBak Products, LLC,” 2014).

- ***American Recreation Products***

As a maker and marketer of outdoor gear, *ARP* sells products like tents, backpacks, sleeping bags, outdoor clothing, outdoor furniture, and similar camping accessories. The company has six brand names and sells its products through sporting goods stores and outdoor specialty stores (“American Recreation Products,” 2014).

- ***Jansport Inc.***

VF Corporation and *CamelBak* are the major players in the backpack and courier bag manufacturing industry (“Backpack & Courier,” 2014). *JanSport Inc.*, one of the top backpack and daypack makers in the US, is a subsidiary of VF. Laptop bags, outdoor packs, luggage, messenger bags, and items featuring NFL and collegiate logos are also represented in *JanSport’s* product line. Similar to products of *CamelBak*, *JanSport* items can be found in department stores, office suppliers, sporting goods chains, online retailers, and university bookstores (“Jansport Inc Company,” 2014).

- ***High Sierra Sport Company***

High Sierra Sport Company, another top competitor of *CamelBak*, has products under multiple labels. As a maker and distributor of hydration bags, backpacks, daypacks, and other gear for transporting equipment, *High Sierra* sells to about 1,500 retailers worldwide (“High Sierra Sport,” 2014).

- ***United States Army***

Although The Army is *CamelBak’s* biggest customer, it is also the company’s main competitor in the military market. The Army is currently working with a former canteen company to produce a similar hydration system to *CamelBak’s*. VF’s companies, *JanSport* and *The North Face*, are just some of *CamelBak’s* many challengers in the civilian market. To combat these threats, *CamelBak* is relying on its brand recognition, new recreational models, and initiatives with industrial worker products as opportunities for progression (“History of the CamelBak,” 2010).

Chosen Partnership

The Wounded Warrior Project (WWP) is a nonprofit charity organization that is dedicated to empowering injured veterans and their families. It offers a variety of programs, services and events for wounded veterans that were physically or mentally injured on or after September 11, 2001. To date, it serves over 56,000 *WWP* “Alumni” and almost 8,000 family members.

The *Wounded Warrior Project* serves veterans in numerous ways. One of the ongoing initiatives is the “*WWP Packs*.” Sponsored by *Under Armour*, each backpack is filled with essential care and comfort items and is designed to make hospital stays more comfortable for wounded veterans. Wounded service members receive these backpacks as they arrive at military trauma units across the United States. Anyone can purchase a pack through *Under Armour* for \$99, and it will then be personally delivered to an injured service member recuperating in a military hospital. Other packs include Transitional Care Packs (TCPs), which are smaller packs given to injured warriors overseas who have been evacuated from field hospitals to larger military treatment facilities stateside or abroad, and Family Support Totes (FSTs), which are given to the spouse or family member of a warrior who is in the hospital.

With a vision to foster the most successful, well-adjusted generation of wounded service members in our nation’s history, the *Wounded Warrior Project* also offers multiple programs that enrich the mind, body, economic empowerment, and engagement of the veterans. These programs include the Combat Stress Recovery Program, Soldier Ride, Transition Training Academy, Warriors To Work, and the Alumni program. Any warrior that incurred a physical or mental injury, illness, or wound, coincident to military service on or after September 11, 2001 can register to join the Alumni program. This would give them access to all of the programs and events listed.

Whether it is a student, group, or company, the *Wounded Warrior Project*

offers many opportunities to become a supporter and give back. Students and groups are invited to host a fundraising event, form a school club, donate a Facebook post or Tweet, become a community athlete, or become a student ambassador for the *WWP*. Companies and corporations can become a proud *WWP* supporter by hosting community events to raise awareness and funds for the *WWP*, by establishing employee giving drives, or by designating the *WWP* as the beneficiary of its payroll deduction contributions (“Camelbak Products, LLC”, 2014).

The *Wounded Warrior Project* has many corporate sponsors and partners. *Under Armour* is the official apparel partner, supporting the *WWP* backpack program and hosting monthly workouts at its headquarters. Other corporate sponsors include *U-Haul*, *Bank of America*, *Overstock.com*, *Raytheon*, and *Acosta Sales and Marketing*. *CamelBak* is currently a Gold Sponsor (Wounded Warrior Project, 2014).

After performing extensive primary and secondary research, the team was able to formulate a SWOT analysis on the current status of *CamelBak*, with a specific focus on its corporate responsibility efforts. *CamelBak* has many strengths as an innovative and reliable brand, according to a number of secondary sources. The team brainstormed and used research results to pinpoint specific areas of weakness where the company can improve. The opportunities *CamelBak* has, like strengthening partnerships through military engagement, helped shape the primary focus of the campaign. The team was careful to consider external threats to the company, including competition in the market or the rapidly changing corporate responsibility environment.

Strengths

CamelBak is known by many as a strong brand (Marketing, 2007). Its diverse line of products, including water bottles, backpacks, and military gear is often recognized as high quality merchandise (“CamelBak Products, LLC,” 2014). A valuable aspect of *CamelBak* is its variety of strategic partnerships with the government and institutional markets. The military appreciates its partnership with the company due to the success it has had using *CamelBak*’s high quality products (Marketing, 2007). Being the inventor of the “hydration category” has secured *CamelBak*’s reputation as an innovative company (Marketing, 2007). According to *IBISWorld*, *CamelBak* has a market share of 28.5 percent, which is a significant portion of the Backpack and Courier Bag industry (Giraldo, 2014). Based on its efforts to promote recycling and use reusable water bottles, the company is proving that it has an interest in creating a sustainable environment. Based on primary research, *CamelBak* has an impressive social media presence with active *Facebook*, *Twitter*, and *Instagram* accounts.

Weaknesses

CamelBak practices corporate responsibility in by constantly giving back to the community, but its efforts lack a central focus. The company prides itself on creating “reliable products that last”, but these products are often high in price for the average consumer. Furthermore, *CamelBak* lacks a specific target market in which it advertises its merchandise (“CamelBak Products, LLC,” 2014).

Opportunities

Increased military engagement worldwide presents an opportunity for *CamelBak*, specifically in the tactical gear market. Another opportunity resides in the growth of *CamelBak*’s presence in the global marketplace (Hart, 2012). Current partnerships, like the one with the *Wounded Warrior Project* could be developed further to make a greater impact on constituencies. A number of other partnerships could be pursued in order to diversify *CamelBak*’s social impact. Additionally, only four percent of respondents in a recent survey were aware that *CamelBak* produces tactical gear (Survey). There is an opportunity to increase awareness and market presence in this area. An opportunity also exists within the company’s ability to develop a more effective corporate social responsibility culture in general.

Threats

With the constantly evolving corporate responsibility environment, it is not enough for companies to simply donate money to a cause. *CamelBak* currently donates a small portion of its profits to the *Wounded Warrior Project*, however it must continue to strengthen this partnership in order to keep up with the corporate responsibility trends. Also, as requirements on the durability of military products become stricter, it becomes more difficult for *CamelBak* to keep up with these changes. According to *IBISWorld*, the

entire Backpack and Courier Bag industry is currently experiencing a slight decline in sales due to the economic recession (Giraldo, 2014). A significant threat to *CamelBak* is market competition with *American Recreation Products LLC*, *Jansport Inc*, and *High Sierra Sport Company* (“CamelBak Products, LLC,” 2014). As the Army becomes more innovative with similar products and technologies that it develops, it becomes a potential competitor to *CamelBak* (History of the CamelBak, 2010). Also, with the current draw-back of troops in the middle east, a significant number of the company’s consumers will be removed from the market (Marketing, 2007).

Two potential target audiences have been selected for this corporate social responsibility campaign. The Millennials and the Baby Boomers are segments that could be targeted effectively because of a number of factors, including user status, user-rate variables, and demographic, geographic, and psychographic characteristics. The following sections describe the opportunities presented by each segment, and the rationale for selecting the Millennials as the primary target audience.

Millennials

One of the target audience segments of *CamelBak* is Millennials. Millennials are generally heavy users of outdoor products, but do not seek out products to show their social status. They are instead driven by products that promote new experiences and opportunities that they can share with their friends and families (Breman, 2013).

User Status

While Millennials are more brand-loyal than past generations, it takes more effort on the part of companies to achieve that loyalty (Fromm, 2014). Also, Millennials are less likely to stay brand-loyal compared to older generations. One of the main causes of a change in brand preference is an increase in the price of a product (Marketing Charts, 2014). They are most likely semi-sole users who are willing to change brands if another brand fills a social need more effectively. To maintain brand-loyalty, companies need to offer engaging content and develop a strong social media presence. Utilizing social media allows companies to rely on the users to spread advertising campaigns through word-of-mouth marketing. Additionally, companies that optimize their content for mobile users are much more likely to gain and keep the attention of Millennials (Fromm, 2014).

User-rate Variables

Millennials live in the city or nearby suburbs, but love to travel and maintain a healthy, active lifestyle (Nielsen, 2014). This may lead them to be high-volume consumers, purchasing goods for travel and outdoor activities. Some Millennials may be affected by financial issues such as student loan debt and are less likely to purchase expensive technology. Millennials with this debt over their head may fall into a lower purchasing rate, but there is still a substantial segment that is willing to purchase higher-quality products. Social change and equality are beliefs that most Millennials share and are willing to discuss and promote on their social media channels. They also desire products and services that are quick, easy, and reliable (Marketing Charts, 2014).

Purchase Occasion Variables

Millennials are heavy users of technology and enjoy keeping up with the latest technology trends (Fromm, 2014). A strong social media presence allows Millennials to stay closer to brands and leads to purchasing via online and mobile ordering. Also, Millennials high-use of outdoor equipment leads to a higher percentage of purchasing from outdoor companies such as *CamelBak*.

Benefit Segmentation

Millennials may fall into various segments. One may be active people who use outdoor equipment and water bottles for activities such as hiking and biking. Another may be people who only use water bottles or backpacks for everyday use like going to class or driving to work. Other Millennials

may be more drawn to products that support a good cause and donate money to nonprofit organizations.

VALS

According to VALS, the Millennials are strivers. They are a segment that is trendy and fun-loving, but are also motivated by achievement. They seek the approval of others, and favor stylish products that emulate people with greater wealth. They are active consumers who buy as impulsively as their finances allow. They work towards a sense of belonging, and stability (Strategic Business Insights, 2014).

Baby Boomers

Another potential target audience for *CamelBak's* campaign is the Baby Boomer segment. Baby Boomers are a generation born in the post-World War II era, from 1946–1968. They are a well-educated, upper-middle class, home owning segment that may still be raising children. Most work white-collar jobs and live in suburban areas. The Baby Boomers belong to the Young Accumulators lifestyle group. Members favor outdoor sports, and enjoy adult toys like campers, bikes, and jet-skis. Baby Boomers range in age from 46-68, and most still have some children in the household (Nielsen, 2014).

User Status

In terms of user status, the Baby Boomers will likely fall into one of two categories. First, are the “discount users”. The typical Baby Boomer family has an income in the upper middle tier. Most members of this segment are college educated, suggesting that they make well-informed consumer

decisions. Second, are “repertoire users”. Repertoire users perceive brands based on the superiority of attributes. This attracts them to high quality products. The segment’s upper middle tier income gives them the flexibility to buy the high quality products at higher prices (Nielsen, 2014).

User-rate Variables

The Baby Boomers have potential to be high-volume consumers. Substantial income, combined with the possible presence of older children who need backpacks and water bottles for school or sports make them a significant consumer segment. Activity preferences among the members of this group themselves, like camping and outdoor sports also give it the potential to be a high volume consumer segment (Nielsen, 2014).

Purchase occasion variables

The Baby Boomers class can be broken into multiple segments through analysis of purchase occasion variables. Potential segments could be Baby Boomers purchasing backpacks and water bottles for their children, Baby Boomers interested in involvement in the *Wounded Warrior Project*, or Baby Boomers interested in camping, cycling, or hiking as a hobby.

Benefit segmentation

Segmentation could be accomplished by the types of activities that Baby Boomers would purchase merchandise for. One segment might be hikers who need a high quality pack to carry necessities, while another could be parents who want their children to have a high-quality pack for school, or

consumers who want a durable water bottle for hiking, versus consumers who want a more sleek and light product for cycling.

VALS

The Baby Boomers fall into the classes of thinkers, and innovators. They are motivated by ideals. They are mature, comfortable, satisfied, reflective people who value order, knowledge, and responsibility. They enjoy proven products, and take pride in being smart shoppers. Additionally, they are successful, sophisticated, take-charge people with high self esteem. They have abundant resources, and are active consumers. They enjoy a rewarding experience, and authentic products (Strategic Business Insights 2014).

Chosen Primary Target Audience: Young Influentials

For the corporate social responsibility campaign, the team chose the “Young Influentials” Millennials as its target audience due to the group’s heavy use of outdoor equipment and dedication to social causes. The campaign is specifically targeted towards an audience that feels strongly about promoting social change and the team feels that the Millennials will respond positively to *CamelBak’s* efforts to make a positive impact on society. The research shows that the target consumers are more likely to become dedicated to a brand that shows good corporate social responsibility. This campaign is also focused on reaching an audience through a variety of different media platforms. Millennials are likely to respond well to a campaign that reaches them through many different forms of media technology. The team originally considered Baby Boomers because of the presence of children in their household and for their preference for sports and outdoor activities. However, the Millennial target segment has more

opportunity for word-of-mouth marketing because of their greater presence online and on social media. The team feels that this corporate social responsibility campaign would reach this target audience most effectively.

Research objectives

- 1) To determine the overall level of awareness of *CamelBak* among Millennials
- 2) To gauge the target market's perception of *CamelBak's* current corporate social responsibility efforts
- 3) To assess Millennials' awareness of the *Wounded Warrior Project*

Rationale

A survey was conducted among Millennials in order to determine the overall level of awareness of *CamelBak*, to gauge the target market's perception of its current corporate social responsibility efforts, and to assess Millennials' awareness of the *Wounded Warrior Project*. The team felt that a survey would acquire the most responses, as well as offer a variety of question formats. The survey first assessed the awareness and perception of the brand, and asked which, if any, *CamelBak* products each participant owned. The survey then collected the sample's feelings towards corporate social responsibility, and whether or not it influences individual purchasing decisions. Finally, the survey asked if the sample was aware of *CamelBak's* partnership with the *Wounded Warrior Project*.

Process description

Data was collected from Sunday, October 5th, 2014 to Sunday, October 12th, 2014. Each team member was responsible for distributing the survey to 14 people, creating a total of 100 responses. The survey was distributed on social media, and was distributed to students of social groups such as sororities, fraternities, and athletic teams

Description of Sample

The sample included Millennials aged 18 to 23 from various locations on the East Coast. The sample was mostly represented by females (73%). A majority of the sample is actively involved on campus with organizations such as sororities, fraternities and athletic teams.

Report Findings

The survey showed that *CamelBak* has a high level of awareness among Millennials, with 96 percent of the sample being aware of *CamelBak*, while only four percent are not. A majority of the sample perceive *CamelBak* to be a high quality “outdoorsy” brand that is useful for adventurers and athletes. A few sample members indicated that *CamelBak* is an environmentally friendly brand. A majority of the sample views *CamelBak* as expensive and overpriced. The team discovered that most Millennials own a *CamelBak* product (67%), mostly water bottles (71%) and backpacks (15%). Awareness of *CamelBak*’s military line is lacking, as only one percent of the sample reported owning military gear, and only four percent reported being aware that *CamelBak* sold military gear. Regarding corporate social responsibility, 50 percent of the sample perceived *CamelBak* as a responsible company, and 50 percent did not know. The survey revealed that 93 percent of the sample were not aware of *CamelBak*’s current partnership with the *Wounded Warrior Project*. However, 91 percent of the sample stated that they are more likely to buy a product if doing so contributes to a charitable organization (Appendix A).

How It Will Affect the Campaign

After studying the primary research results, the team came to the conclusion that the campaign must not only emphasize *CamelBak*’s current relationship with the



United States military, but also strengthen that relationship. Millennials are well aware of *CamelBak* and its reliable and durable water bottles, but when it comes to social responsibility, the awareness fell short. *CamelBak* needs a campaign that will bridge the gap between the Millennials that know and love *CamelBak*, and those that are actually aware of *CamelBak*'s military line and its partnership with the *Wounded Warrior Project*. The campaign must take something that Millennials already relate with, *CamelBak* water bottles, and pair it with something they are passionate about, the United States military.

COMMUNICATION OBJECTIVES



As a result of the primary research findings, the team decided that the “Bak Home” campaign needs to strengthen *CamelBak*’s relationship with the United States military as well as raise awareness of this relationship. The team has established three communication objectives to be implemented throughout the “Bak Home” campaign.

- 1) To raise awareness of *CamelBak*’s partnership with the *Wounded Warrior Project* among Millennials by 20 percent by December 31, 2015.
- 2) To strengthen the partnership with the military by increasing monetary donations to the *Wounded Warrior Project*, so that *CamelBak* achieves the “platinum sponsor” status by the December 31, 2015.
- 3) Improve Millennials’ perceptions of *CamelBak* as not only a merchandise company, but a socially responsible brand by 15 percent by December 31, 2015.

Through the research data collected, the team has found a number of ways to execute the three communication objectives stated above. The survey results revealed that although 93 percent of Millennials were unfamiliar with *CamelBak*’s current partnership with the *Wounded Warrior Project*, 91 percent of Millennials are more likely to purchase a product that contributes a charitable organization. Those results yield a very high possibility of raising awareness of *CamelBak* and the *Wounded Warrior Project*’s relationship as well as increasing the monetary donations necessary to *CamelBak*’s achievement of a “platinum sponsor” (Appendix A).

CamelBak will support its largest customer base, the United States military, through its partnership with the *Wounded Warrior Project*. Research showed that Millennials are very well aware of the *CamelBak* brand and are quick to recognize the signature *CamelBak* water bottles. In fact, 67 percent of Millennials in college own a *CamelBak* product. However, most Millennials are not aware that *CamelBak* sells military tactical gear, or that *CamelBak* is currently partnered with the *Wounded Warrior Project*. The “Bak Home” campaign will bridge the gap between Millennials that know and love the *CamelBak* brand, and those that are actually aware of *CamelBak*’s dedication to the United States military. This campaign will reach Millennials where they are: on campus and online. The creative pieces will relate to Millennials by showing a recognizable and current brand, *CamelBak*, and pairing it with something they are passionate about, the United States military. Research proved that Millennials are more likely to buy a product if it contributes to a charitable organization, like the *Wounded Warrior Project*.

This emotionally and aesthetically appealing campaign will emphasize buzzwords like “home”, “impact” and “build” in order to effectively reach Millennials. The creative pieces include a water bottle that comes with a complimentary dog tag, a mobile application, a *Facebook* page, and a sponsored *Instagram* advertisement and Internet banner.

Water Bottle & Dog Tag

CamelBak will release a signature, limited-edition “Bak Home” water bottle. The water bottle will be attractive to both Millennial men and women because of its simple color and design. The bottle is black and has “CamelBak” written on it in camouflage typeface. At the bottom of the bottle, the text will read “proud supporter of Wounded Warrior Project” and will display the *Wounded Warrior Project* logo. For every “Bak Home” water bottle purchased, 50 percent of the proceeds will be donated to the *Wounded Warrior Project*. In addition, every purchase will include a signature dog tag that Millennials are encouraged to share and wear around campus.

Mobile Application

The “Bak Home” mobile application will serve as a landing page for Millennials who are eager to get involved with the “Bak Home” initiative. The application will be free for users, easy to download, and will include multiple unique and interactive features.

One feature will allow users to create their own “Bak Home Pak”. The page will display an empty *CamelBak* backpack, as well as a sidebar with a vast list of products to choose from. Products will include tissues, playing cards, toiletries, essential clothing and even the “Bak Home” water bottle. Users can click and drop these products into the backpack. As they insert products, an icon will display their total cost. After they are done building their packs, they can pay through the application and the pack will be

sent to a wounded warrior in a military trauma unit. After they complete their purchase, they will be thanked and encouraged to invite a friend to build a “Bak Home Pak”. This feature is clean, interactive, and easy to use.

Another feature is a live newsfeed that allows warriors to post their activities with *CamelBak* to a social feed for other users to see. This will also allow for other veterans to connect and allow an interactive experience for other users. Warriors can also display messages and pictures as they receive their “Bak Home Pak”. This will serve as an instant gratification for users who donated a pack.

The third feature will allow users to easily purchase the “Bak Home” *CamelBak* water bottle through the mobile application. The text will emphasize that 50 percent of proceeds go directly to the *Wounded Warrior Project*. This will appeal to Millennials because they are more likely to buy a product if it contributes to a charitable organization. On this page, there will also be a display that shows how much money has been donated to the *Wounded Warrior Project* through the “Bak Home” water bottles. The fourth, and final feature will allow users to learn more about *CamelBak* and the *Wounded Warrior Project*. Users can explore *CamelBak*’s military tactical line, and read more about the company’s dedication to the *Wounded Warrior Project*. Users can also learn more about upcoming *Wounded Warrior Project* events and initiatives.

Facebook Page

There will be a “Bak Home” *Facebook* page dedicated to the campaign. This page will be a central location for anyone looking to get involved with or educated about the initiative. *CamelBak* representatives will frequently post information about *CamelBak*’s military efforts, the *Wounded Warrior Project*, the “Bak Home” water bottle, the “Bak Home Paks,” and wounded warrior testimonials. Millennials will be encouraged to join the conversation as well as share it with their *Facebook* friends. The profile

picture and cover photo will be recognizable to Millennials and consistent with the campaign.

Sponsored Instagram Advertisement

CamelBak will sponsor an *Instagram* advertisement that draws the attention of Millennials scrolling through their *Instagram* feed. The advertisement will drive users to the “Bak Home” mobile application by displaying pictures of products that can be purchased via the app, such as the “Bak Home” water bottle. The photo of the water bottle will be juxtaposed with the silhouette of a triumphant soldier. The advertisement is aesthetically pleasing and relatable in order to attract Millennials as they scroll through their *Instagram* feeds. The *Instagram* ad will provide an incentive for users to download the mobile app and explore the other various product options.

Internet Banner

CamelBak will also fund an animated flash internet banner. The banner will have three frames and will influence users to visit the *CamelBak* website and order a “Bak Home” water bottle. The first frame will display the phrase “Give Bak To Our Troops” in black font in front of camouflage print and an image of troops. The second frame will include an image of the “Bak Home” water bottle and complimentary dog tag. The text on the second frame will read, “50 percent of proceeds go to the *Wounded Warrior Project*”. The third and final frame will display the “Bak Home” message next to a large icon with the label “Give Bak” directing the viewer to purchase the water bottle in an effort to support the *WWP*.

For the *CamelBak* “Bak Home” campaign message to be effectively executed, it must successfully reach Millennials where they currently are. Millennials are active social media users, owning accounts on websites such as *Facebook* and *Instagram*. The key strategy for communicating the message to Millennials will be integration between various forms of media. For example, the Internet banner will lead users to the *CamelBak* website, while the sponsored *Instagram* ad and account will encourage users to download the mobile app and “like” the “Bak Home” *Facebook* page. The element of integration between media outlets will allow Millennials to engage and be active in the campaign, ensuring that they understand the reason for and benefits of supporting the *Wounded Warrior Project*. This engagement will also encourage word of mouth communication to transport the campaign’s products and messages throughout the Millennial target segment.

Water Bottle & Dog Tag

The limited edition “Bak Home” water bottle and complimentary dog tag will be sold in retail and discount department stores such as *Walmart*. Millennials often shop at stores such as *Walmart* and *Target* because of the convenience and affordable prices for everyday products (Marketing, 2007). *CamelBak* water bottles are already sold at these stores, so the “Bak Home” product line can be easily integrated into the existing partnership, and be quickly put on shelves for sale. In addition to being sold at discount department stores, the “Bak Home” water bottle will be sold at select university bookstores. This will be a convenient way for Millennial college students to purchase and donate 50 percent of the proceeds to *Wounded Warrior Project* without the hassle of leaving their college campuses. The water bottle will also take advantage of *CamelBak*’s existing owned media by being available for purchase on the company website, as well as the “Bak Home” mobile application.

Mobile Application

In order for *CamelBak* to effectively meet the target audience where they are, the team developed a compatible mobile application as a form of owned media. Based on both primary and secondary research, Millennials are active smartphone owners and mobile app users. The application's simplicity, and ease of use will be incentives for people to initially download the app. Awareness of the "Bak Home" mobile app will travel primarily through word of mouth communication by Millennials and college students. It will also implement social media by allowing users to send out a notification via *Twitter* or *Facebook* when they download the app. The social media notification will read "I just downloaded the *CamelBak* "Bak Home" mobile app to support the *Wounded Warrior Project* - download the free app in your App Store and click on this link to check out the features!". The social media blast will provide a link to the *CamelBak* website for potential app users to explore the new features of the mobile app before downloading it onto their smart phones and mobile devices. The app will be available for download free of charge and compatible with all *Apple iOS* and *Android* devices and can be easily downloaded using the *Apple App Store* or *Google Play*.

Facebook Page

The *Facebook* page is an ideal way to get the campaign message to Millennials while utilizing *CamelBak's* owned media. When *Facebook* users "like" the "Bak Home" page, they will be encouraged, but not required, to share a "status" on their "timeline" so that all of their *Facebook* friends can see that they liked the page, and provide a link to the page. On each of the other message strategy pieces, the phrase "Like us on Facebook" will be present, providing encouragement for people to navigate to the *Facebook* page and hopefully engage in the conversation. Members of the *Facebook* page will be encouraged to share statuses on their timelines and their friend's statuses

to get more people to “like” the page and to promote the “Bak Home” campaign message.

Sponsored Instagram Advertisement

The “Bak Home” Instagram ad sponsored by *CamelBak* is a form of paid media that is an ideal way to reach Millennials because, based on research, they are very active *Instagram* users. As Millennials scroll through their *Instagram* newsfeeds, the “Bak Home” ad will appear, delivering the message in a focused and visual experience. This is a good way for *CamelBak* to publish their content about the “Bak Home” initiative in a creative and high-quality environment. The ad will be owned by *CamelBak*’s “Bak Home” *Instagram* account, so that users can easily navigate to the account after seeing the ad. The ads will be strategically placed by *Instagram* based on each individual user’s data of his or her activity on *Instagram* and *Facebook* (Sponsored Photos and Videos, 2014). The *Instagram* account will also post photos of various “Bak Home” products and provide an incentive for users to download the mobile app, and navigate to the *Facebook* page in order to support the *Wounded Warrior Project*. Followers of the account will also have the chance to contribute by utilizing the hashtag #BakHome and posting pictures of them using the products that they purchase. For the first ten thousand posts displaying a product such as the “Bak Home” water bottle and using the hashtag, *CamelBak* will donate an additional dollar to the *Wounded Warrior Project* (Sponsored Photos and Videos, 2014).

Internet Banner

The Internet Banner advertisement is a strategy using paid media to meet Millennials where they are, since they are often using the internet (Marketing, 2007). This is an effective way to advertise because it allows the message to be distributed

widely to various internet users around the United States. *CamelBak* will partner with *Google*, so that *Google* can serve as the primary server for the banner ads. Each time someone clicks on the banner ad to navigate to the *CamelBak* website, *CamelBak* will pay *Google* ninety cents. *Google* will use its data-mining capabilities to place the ads on users' social media sites that are most likely to buy *CamelBak* products. The recommendation features will help target users who are more likely to act on the advertisement, rather than wasting money to advertise to a mass audience. The banner ad will also be placed on websites related to exercise and the military, such as *Military.com*, *Dickssportinggoods.com*, *Walmart.com*, *Goarmy.com*, and *Amazon.com*.

BUDGET



STATEMENT OF BENEFITS



The implementation of the “Bak Home” Corporate Social Responsibility Campaign poses benefits to CamelBak and its constituents. “Bak Home” is a campaign intended to bridge the gap between the average American consumer and the military consumers of *CamelBak* products by instilling a sense of patriotism.

Benefit One

The main benefit of this campaign is the strengthening of *CamelBak's* relationship with the *Wounded Warrior Project*. *CamelBak*, already a supporter of this organization, plans to move from a ‘Gold’ supporter to a ‘Platinum’ supporter. This strategic increase recognition of *CamelBak* as a sponsor of the *Wounded Warrior Project*, placing them as a recognizable socially responsible corporation among the Millennial segment.

Benefit Two

Using the *Wounded Warrior Project* as its starting point, another benefit of this campaign is the strengthening of *CamelBak's* relationship with the military. As the military has begun to develop its own line of products, building a solid relationship with them as a consumer market is increasingly important for *CamelBak* (History of the CamelBak, 2010). The military is responsible for the majority of company sales and the “Bak Home” Campaign shows soldiers that *CamelBak* supports them in a variety of ways, specifically outside the role of consumer. “Bak Home” helps to then bridge the gap between the military and Millennial *CamelBak* consumers as a group worthy of support from all sides.

Benefit Three

“Bak Home” is a campaign in which Millennial *CamelBak* customers are an active participant in forging the relationship between *CamelBak*, the *Wounded Warrior Project*



and the military. This campaign will benefit *CamelBak* greatly in that it will help to raise brand awareness among members of that segment. The campaign will show consumers that to having a large military product line, *CamelBak* is a socially responsible company by donating \$64,000 in addition to current donations as well as 500 Bak Home Paks. As Millennial consumers become more active in this campaign, they will likely pass along that message via social media to friends and family, only furthering the reach of the “Bak Home” message to a larger variety of audiences (Breman, 2013).

During the campaign, the team will evaluate awareness of *CamelBak's* partnership with the *Wounded Warrior Project* among Millennials. This will be done by prompting customers online and in stores, regardless of their *CamelBak* purchase, to complete a survey. The survey will ask for specific demographic information as well as the degree to which the customer is aware of *CamelBak's* partnership with the *Wounded Warrior Project*. Because this campaign focuses heavily on social media, the team will be tracking the number of 'likes' on *Facebook*, the number of 'likes' on the sponsored *Instagram* advertisement, the number of clicks on the Internet banner ad, and the number of downloads of the mobile app. The team hopes to receive 500 application downloads, 50,000 *Facebook* 'likes', 5,000 *Instagram* 'likes', and 5,000 clicks on the internet banner. Tracking these numbers will help the team in determining Millennial's perception of *CamelBak* as a socially responsible brand and gauge that segment's awareness of the partnership with the *Wounded Warrior Project*. Once the campaign has ended in December 2015, the team will begin to survey customers via email on their perception of *CamelBak* as a socially responsible brand. The team will then collect the cumulative data from both surveys, as well as the media platforms and compile them into a campaign profile. The team will consider this campaign successful if of the 100 Millennials surveyed in survey one, 20 percent are aware of the partnership and of survey two, 15 percent consider *CamelBak* a socially responsible company.

Another objective set by the team was to strengthen *CamelBak's* partnership with the military by increasing monetary donations to the *Wounded Warrior Project*, achieving platinum sponsor status. A platinum sponsor is one who donates approximately \$250K annually. This goal will be reachable should an average of 10,000 *Wounded Warrior Project* limited edition water bottles be sold, in combination with the sale 500 of the "Bak Home Paks."

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eddy .75L

Bak Home Edition



READ 115 REVIEWS | WRITE A REVIEW

Enjoy spill-proof sipping at work or on the trail with the 25 fl. oz. CamelBak eddy™ water bottle. 50% of the proceeds from this water bottle sale will go directly to the Wounded Warrior Project. For more information, click here.

AVAILABLE SIZES

ONE SIZE

AVAILABLE COLORS

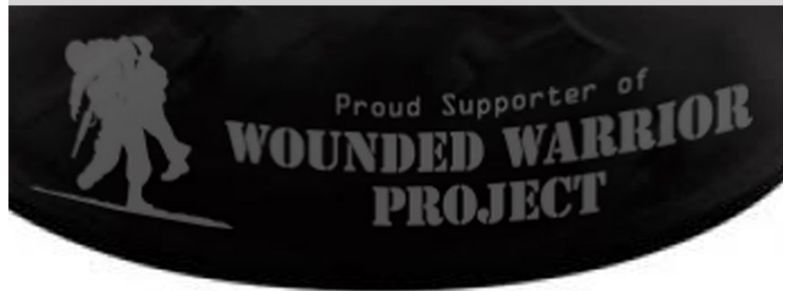
ONE COLOR

\$16.00

ADD TO CART

ADD TO WISHLIST | EMAIL A FRIEND

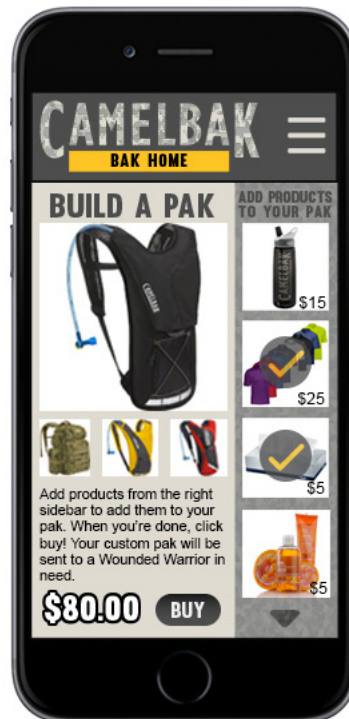
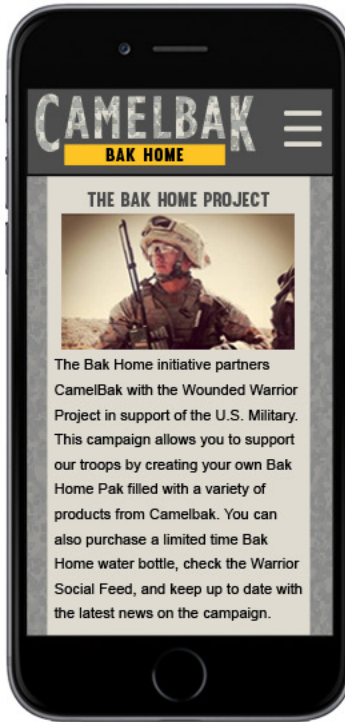
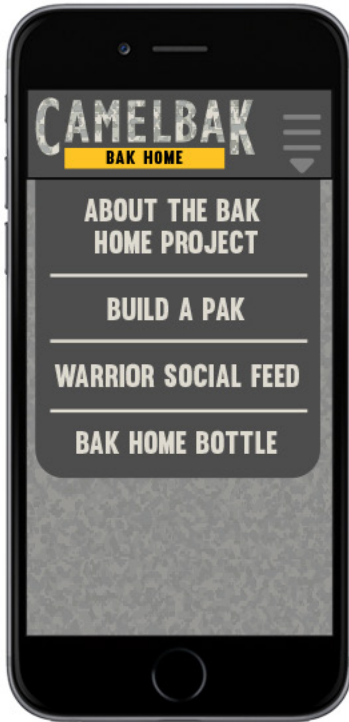
www.woundedwarriorproject.org

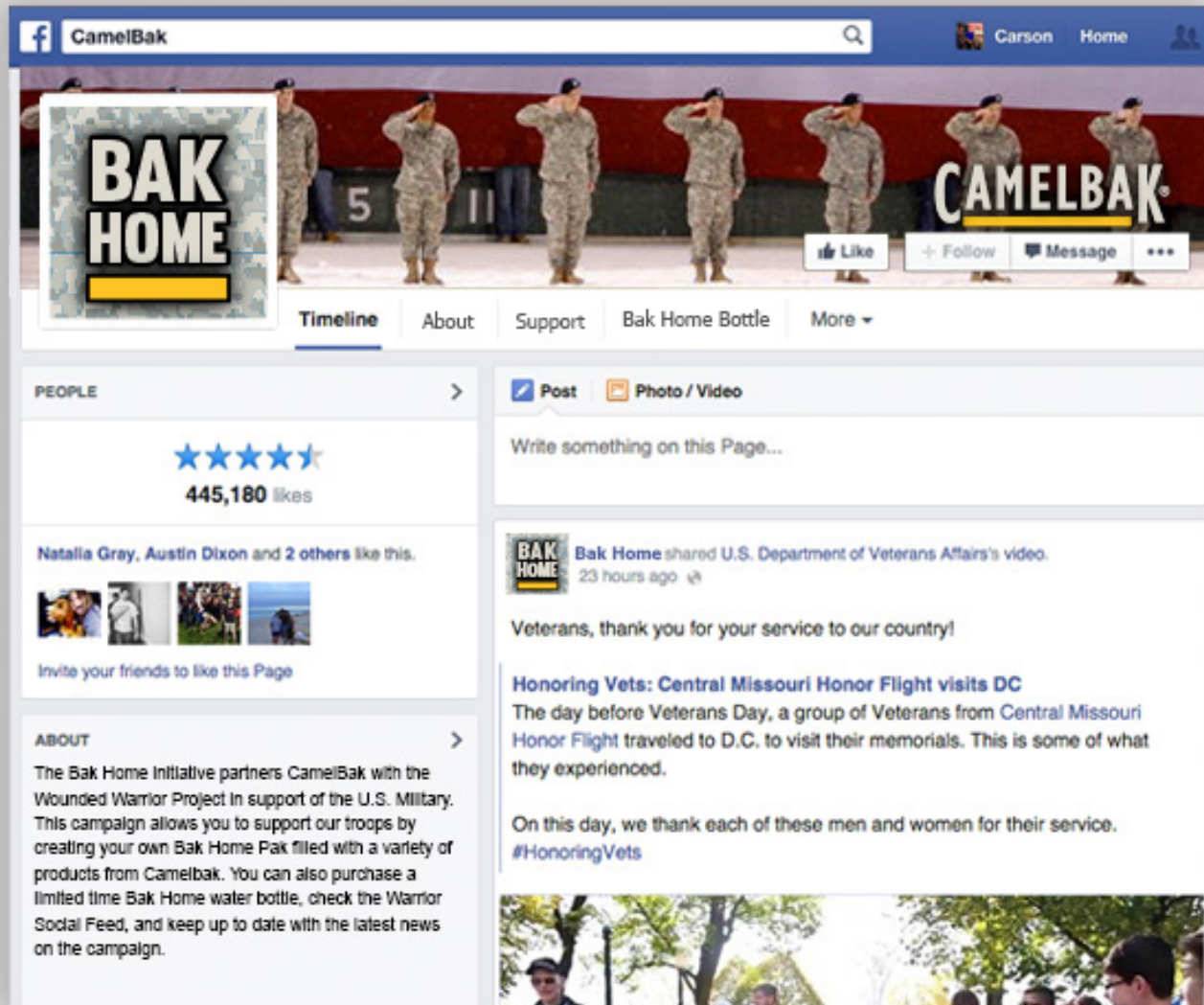


BAK HOME BOTTLE & DOG TAG



CAMELBAK MOBILE APP





FACEBOOK PAGE



INSTAGRAM SPONSORED AD



BANNER ADS

1. Have you ever heard of the brand, "Camelbak"?

2. What is your perception of the brand, Camelbak?

3. Do you own a Camelbak product?

4. If "yes", which Camelbak product do you own? (check all that apply)

- Water bottle
- Backpack
- Water filtration system
- Sporting accessory
- I do not own a Camelbak product
- Other (please specify)

5. Which Camelbak products were you aware of prior to this survey? (check all that apply)

- Water bottles
- Backpacks
- Water Filtration Products
- Drinks
- Military tactical gear

6. Do you consider Camelbak a socially and environmentally responsible company?

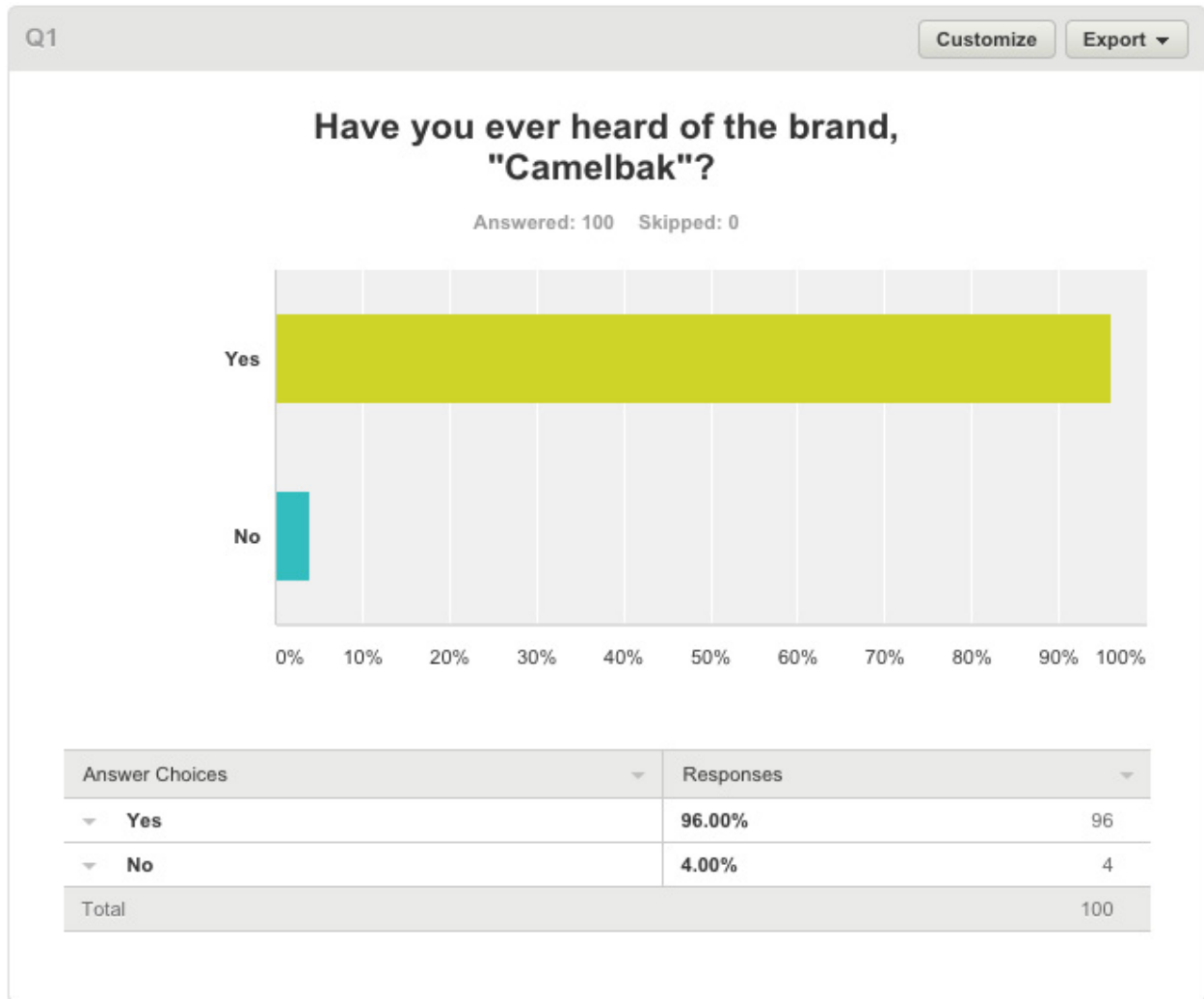
7. Would you be more likely to purchase a product that contributes to a charitable organization?

8. Were you previously aware of Camelbak's partnership with the "Wounded Warrior Project"?

9. Gender:

- Female
- Male

10. Age:



Q2 Export ▾

What is your perception of the brand, Camelbak?

Answered: 97 Skipped: 3

● Responses (97)
■ Text Analysis
■ My Categories

PRO FEATURE ✕

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

Upgrade
[Learn more >](#)

Categorize as... ▾
Filter by Category ▾

?

Showing 97 responses

<p>It's cool</p> <p>12/13/2014 8:57 PM View respondent's answers</p>
<p>Very popular</p> <p>12/13/2014 8:19 PM View respondent's answers</p>
<p>Highly quality</p> <p>12/13/2014 8:00 PM View respondent's answers</p>
<p>adventurous</p> <p>12/13/2014 7:46 PM View respondent's answers</p>
<p>Quality</p> <p>12/13/2014 7:12 PM View respondent's answers</p>
<p>Useful</p> <p>12/13/2014 6:11 PM View respondent's answers</p>
<p>I like the water bottles, and have owned a couple over the years. My only problem with it is cleaning the part your mouth goes on, because mold gets stuck in it easily without being seen.</p> <p>12/13/2014 5:01 PM View respondent's answers</p>

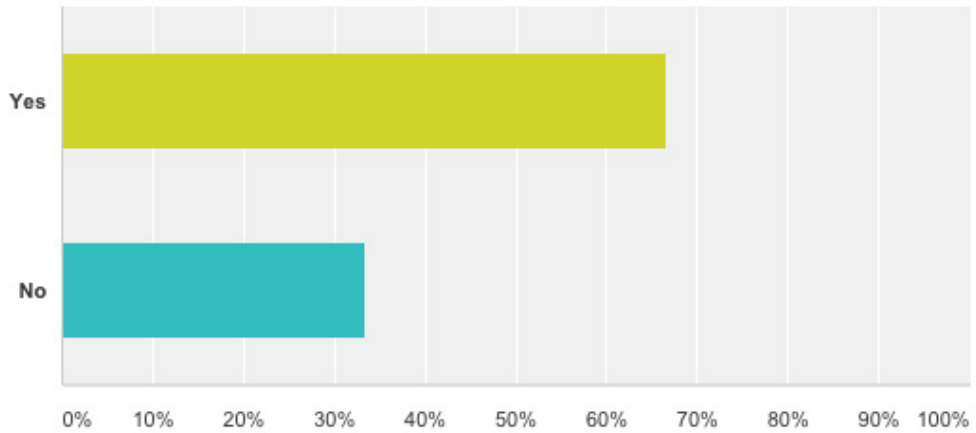
Q3

Customize

Export ▼

Do you own a Camelbak product?

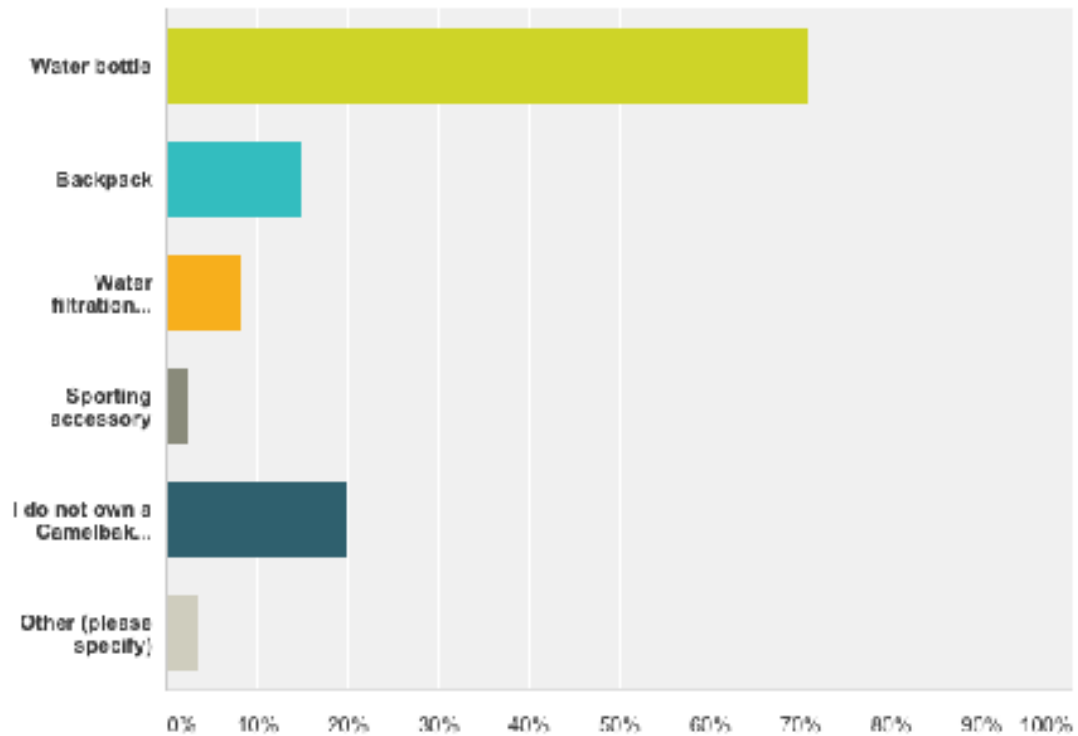
Answered: 99 Skipped: 1



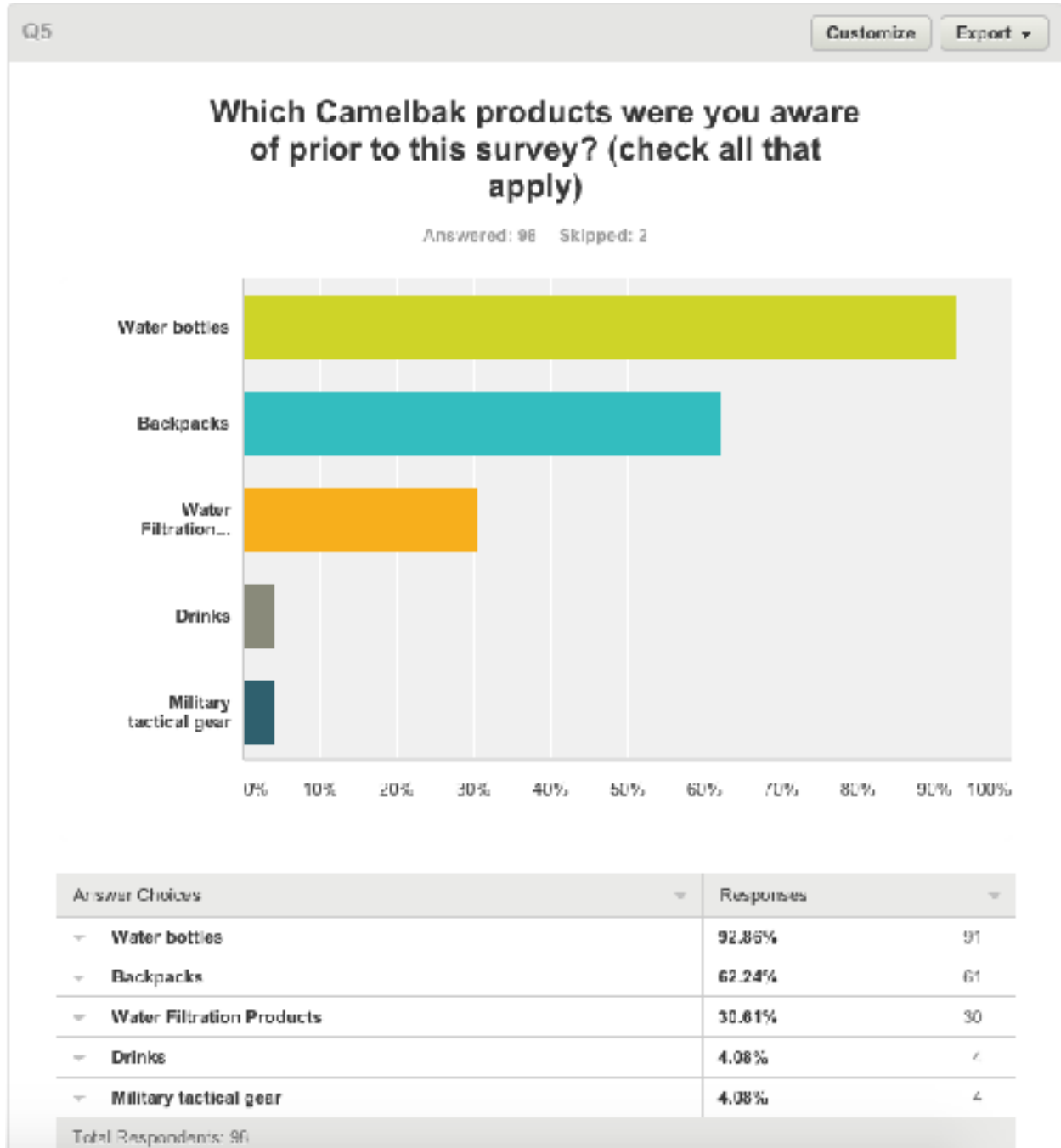
Answer Choices	Responses	
▼ Yes	66.67%	66
▼ No	33.33%	33
Total		99

If "yes", which Camelbak product do you own? (check all that apply)

Answered: 86 Skipped: 14



Answer Choices	Responses	Count
Water bottle	70.93%	61
Backpack	15.12%	13
Water filtration system	8.14%	7
Sporting accessory	2.33%	2
I do not own a Camelbak product	19.77%	17
Other (please specify)	Responses 3.49%	3

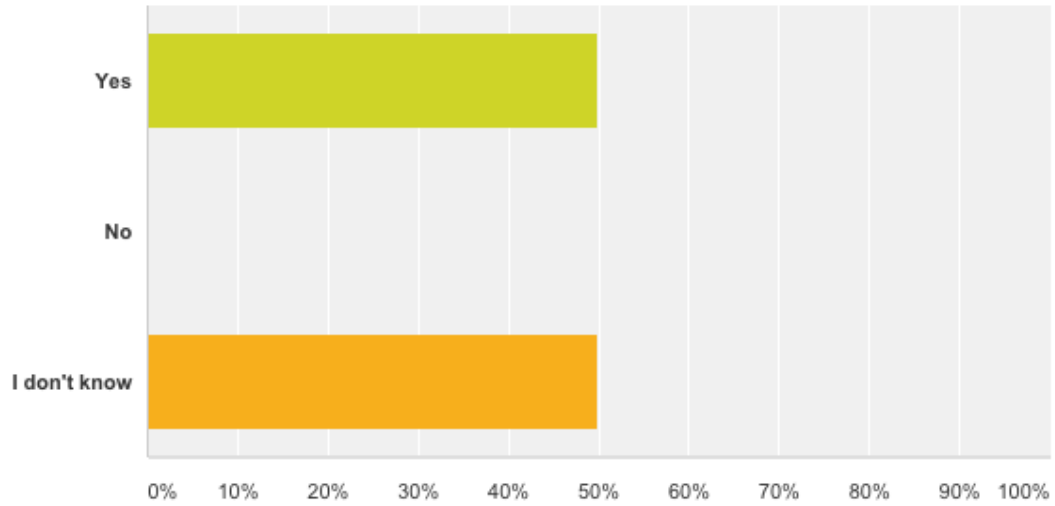


Q6

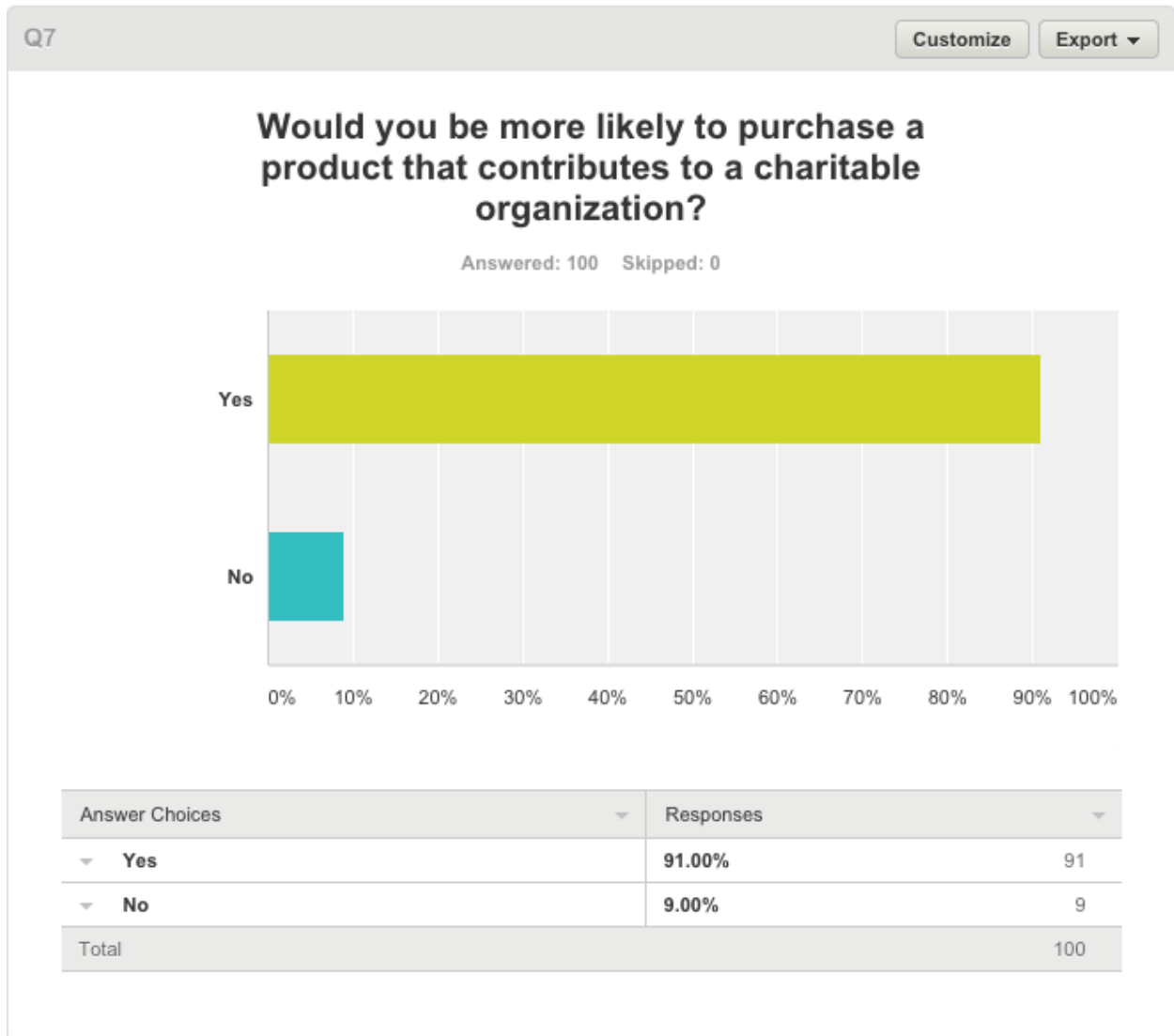
Customize Export

Do you consider Camelbak a socially and environmentally responsible company?

Answered: 100 Skipped: 0



Answer Choices	Responses
Yes	50.00% 50
No	0.00% 0
I don't know	50.00% 50
Total	100



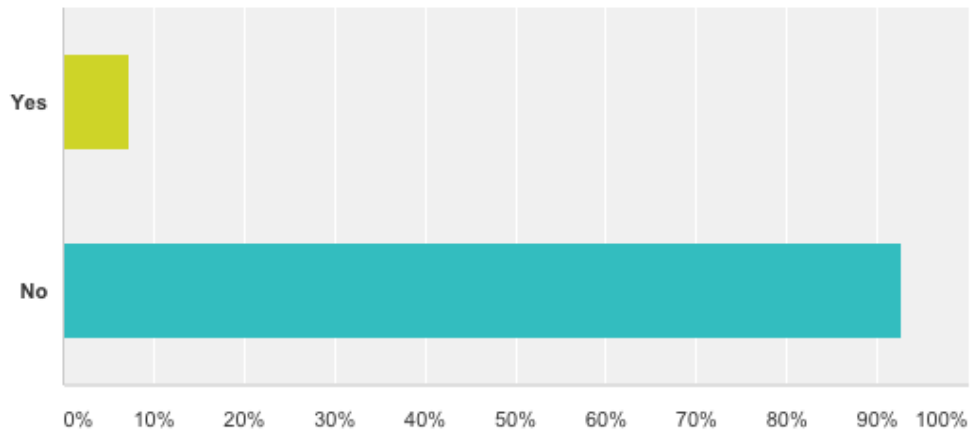
Q8

Customize

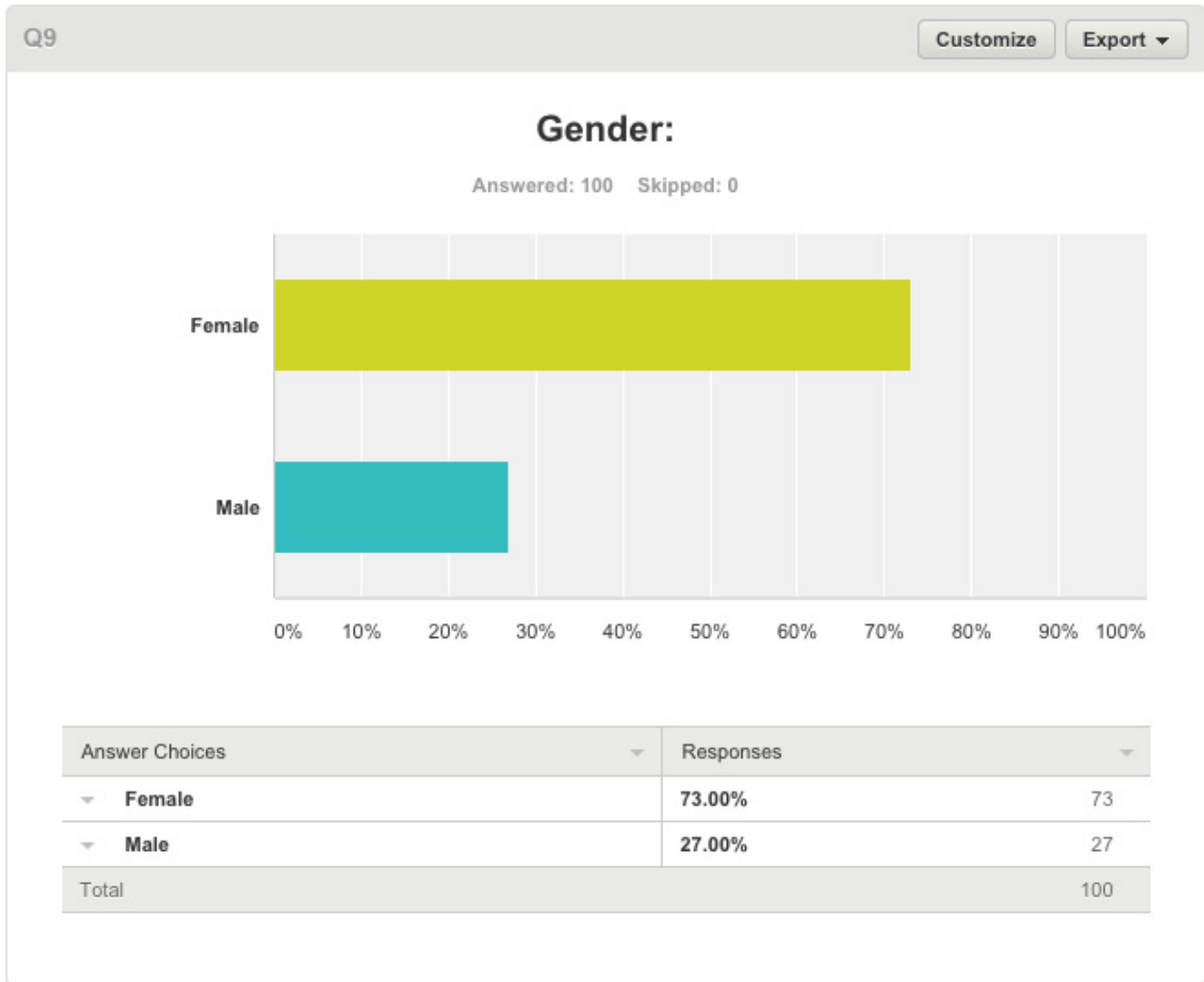
Export ▾

Were you previously aware of Camelbak's partnership with the "Wounded Warrior Project"?

Answered: 97 Skipped: 3



Answer Choices	Responses	
▾ Yes	7.22%	7
▾ No	92.78%	90
Total		97



Q10 Export ▾

Age:
Answered: 99 Skipped: 1

● Responses (99)
● Text Analysis
● My Categories

PRO FEATURE ✕

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

[Upgrade](#) [Learn more >](#)

Categorize as... ▾
Filter by Category ▾

🔍 ?

Showing 99 responses

21	12/13/2014 8:57 PM	View respondent's answers
21	12/13/2014 8:19 PM	View respondent's answers
21	12/13/2014 8:00 PM	View respondent's answers
21	12/13/2014 7:46 PM	View respondent's answers
21	12/13/2014 7:12 PM	View respondent's answers
18	12/13/2014 6:11 PM	View respondent's answers
20	12/13/2014 5:41 PM	View respondent's answers

CAMELBAK®

CORPORATE SOCIAL RESPONSIBILITY CAMPAIGN

SMAD 442-0001
MEREDITH KIPP, BRETT KUTIL, OLIVIA LYNCH, CARSON MONROE, MEGAN
NORONHA, NICOLE PELLEGRINO & ALLIE WALLER

CAMELBAK®





Your poll will show here

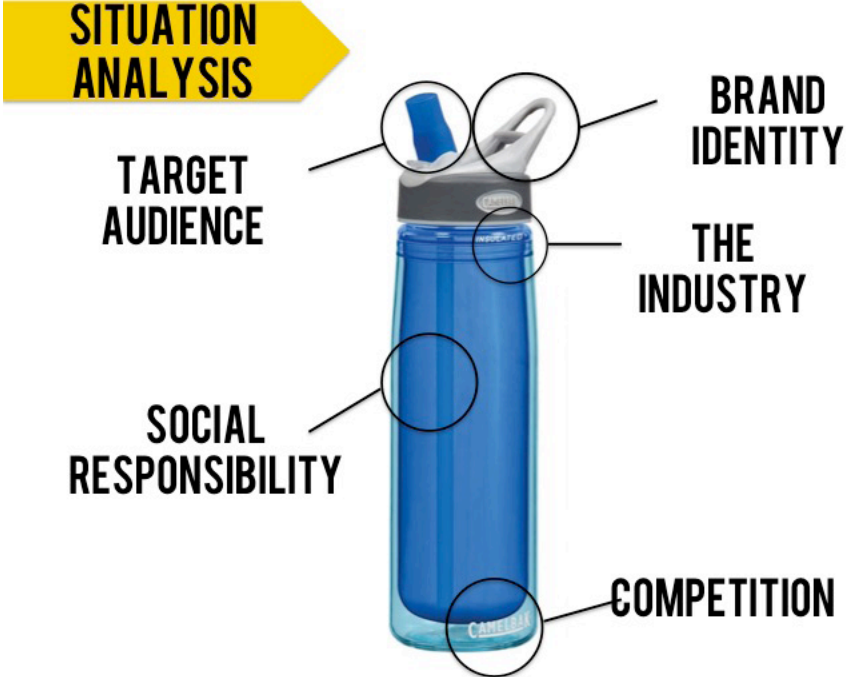
1
Install the app from
pollev.com/app

2
Make sure you are in
Slide Show mode

Still not working? Get help at pollev.com/app/help
or
[Open poll in your web browser](#)

CAMELBAK®

SITUATION ANALYSIS





**TARGET
AUDIENCE**

**TARGET
AUDIENCE**

**THE YOUNG
INFLUENTIALS**



**PRIMARY
RESERACH**



CAMELBAK

WOUNDED WARRIOR PROJECT

PRIMARY RESEARCH

4% are aware of CamelBak's military product line.

96% are aware of the CamelBak brand.

67% own a CamelBak product.



50% did not know if CamelBak is a socially responsible company.

SWOT ANALYSIS

SWOT ANALYSIS

<p>STRENGTHS</p> <ul style="list-style-type: none"> Strong, innovative brand Strategic partnerships Market share Social media presence 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> Expensive Lacks a central focus Lacks a specific target market Lack of awareness among certain product lines
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Military engagement Stronger partnerships (WWP) Increase awareness of military line 	<p>THREATS</p> <ul style="list-style-type: none"> Corporate responsibility trends Competitors Industry decline

(Marketing, 2007). ("CamelBak Products, LLC," 2014). (Giraldo, 2014). (Hart, 2012).

PARTNERSHIP

PARTNERSHIP



**COMMUNICATION
OBJECTIVES**

**COMMUNICATION
OBJECTIVES**

- 1** To raise awareness of CamelBak's partnership with the Wounded Warrior Project.
- 2** To strengthen the partnership with the military by increasing monetary donations to the Wounded Warrior Project.
- 3** Improve Millennials' perceptions of CamelBak as not only a merchandise company, but a socially responsible brand.




BAK HOME

MESSAGE STRATEGY



CAMELBAK

WOUNDED WARRIOR PROJECT



eddy .75L
Bak Home Edition

★ ★ ★ ★ ★ READ 115 REVIEWS | WRITE A REVIEW

Enjoy spill-proof sipping at work or on the trail with the 25 fl. oz. CamelBak eddy™ water bottle. 50% of the proceeds from this water bottle sale will go directly to the Wounded Warrior Project. For more information, click here.

AVAILABLE SIZES: ONE SIZE
AVAILABLE COLORS: ONE COLOR

\$16.00

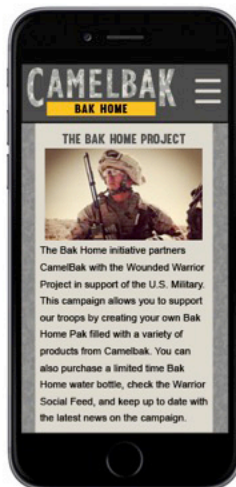
ADD TO CART

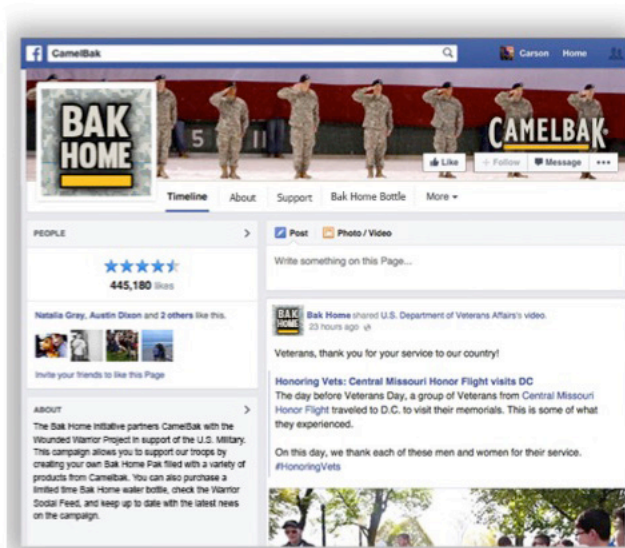
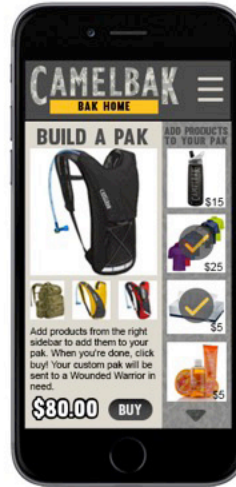
ADD TO WISHLIST | EMAIL A FRIEND
www.woundedwarriorproject.org

Proud Sponsor of
WOUNDED WARRIOR PROJECT

BAK HOME WATER BOTTLE

BAK HOME CAMELBAK MOBILE APP

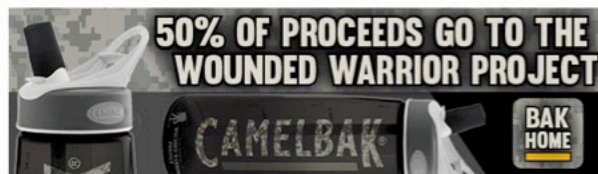
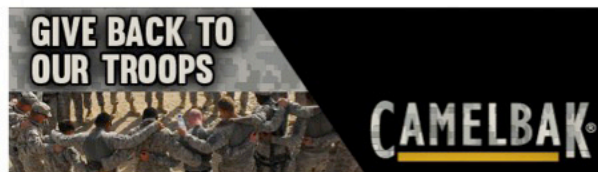




FACEBOOK PAGE



INSTAGRAM SPONSORED AD



BANNER ADS

MEDIA STRATEGY

MEDIA STRATEGY

\$64,000 + 500 PAKS
TO WWP

PLANFOR EVALUATION

PLANFOR EVALUATION



STATEMENT OF BENEFITS

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- 1** Strengthen CamelBak's relationship with the Wounded Warrior Project.
- 2** Strengthen CamelBak's relationship with the military.
- 3** Raise brand awareness of CamelBak's military line among Millennials.

BAK HOME

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IMAGE SOURCES

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