

**BLACK SHEEP**

# **BRAND POSITIONING REVIEW**

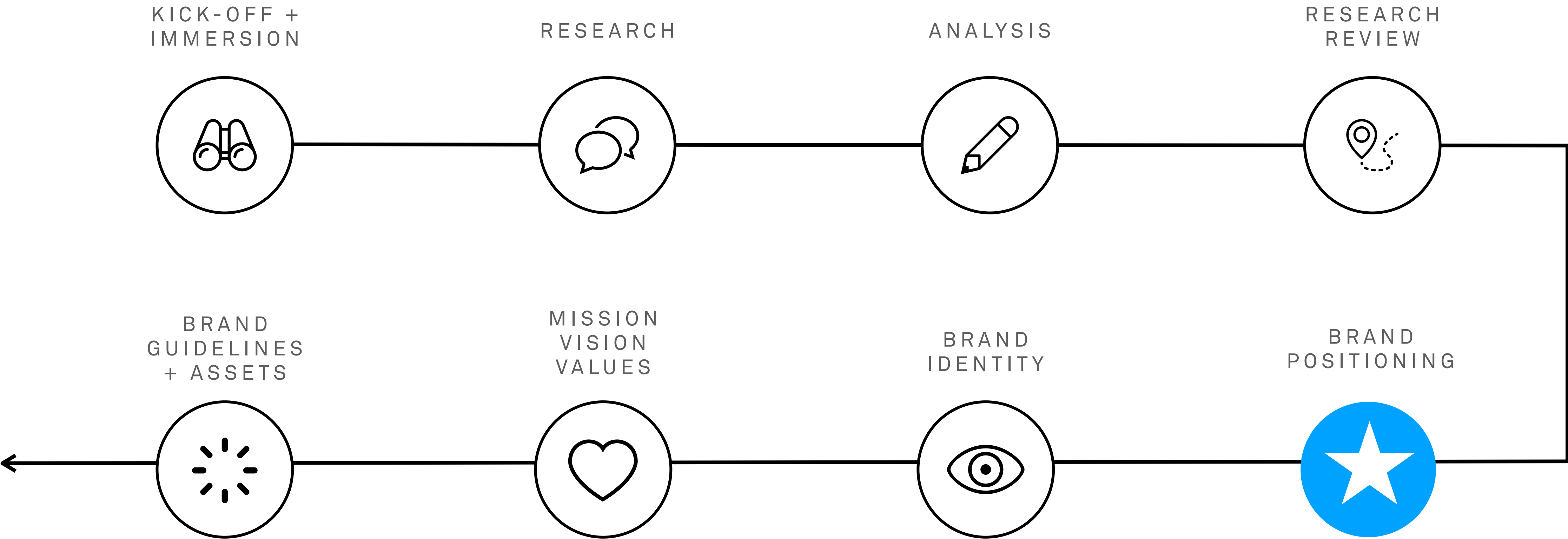
CAMP ARANZAZU





PROJECT JOURNEY

YOU ARE HERE





**OVERVIEW**

# WHAT IS BRAND POSITIONING?



**Philosophical Consensus Builder**

Coming together around a shared vision for the brand.

**Clarity and Differentiation Tool**

Creating one unified brand story that pinpoints our value proposition and differentiates us from competitors.

**Strategic Narrative Change Catalyst**

Identifying which stories we want to disrupt and which stories we should elevate.

**Foundation for Action**

Laying the groundwork for tangible brand elements to be built in the future.



# **WHAT WE'RE COVERING**

- ➔ **Research Recap & Takeaways**
- ➔ **Positioning Analysis**
- ➔ **Brand Foundations**
- ➔ **Next Steps**





**KEY TAKEAWAYS**

# RESEARCH RECAP



# STRENGTHS

Things our stakeholders rave about. Areas of natural genius. Core ideals we bring to the table that will serve our brand well.



## PERCEPTIONS

# STRENGTHS

## Location...

We know firsthand that Camp Aranzazu is a truly special place. Throughout our research and discovery process, we heard time and again that the access to nature, unique facilities and the waterfront make up a big part of the Aranzazu magic.

## Exceptional Staff, Exceptional Care

Nearly every person we spoke to about Camp Aranzazu remarked on how deeply the staff and leadership care about building a memorable, safe and exhilarating experience for every camper. Our team pulls out all the stops for every group, making sure their specific needs are addressed, often before they even arrive.





# STRENGTHS

Things our stakeholders rave about. Areas of natural genius. Core ideals we bring to the table that will serve our brand well.

# TENSIONS

Things people struggle with or are ready to see change. Areas to focus on improving.



# TENSIONS

## Location...

We know that the setting is a big part of what makes Camp Aranzazu so special. At the same time, we recognize that our location also presents some challenges. Being removed from larger urban centers means we have to work a bit harder to connect with potential donors, partners, advocates and campers.

## Building the Team

Without our top-notch staff, we wouldn't be able to offer the culture of hospitality that Camp Aranzazu is known for. Unfortunately, the seasonal nature of the camping industry makes hiring and retaining the right people a particular challenge.





# STRENGTHS

Things our stakeholders rave about. Areas of natural genius. Core ideals we bring to the table that will serve our brand well.

# TENSIONS

Things people struggle with or are ready to see change. Areas to focus on improving.

# OPPORTUNITIES

The emerging ideas and outcomes that could take our brand to the next level.



# OPPORTUNITIES

## Location!

It's right there in our name: Aranzazu is a spiritual place, but reaching it requires a difficult path. Let's draw the map where "Z" marks the spot so that we can share even more of our magic with the world.

## An Industry-Leading Employer Brand

We have what it takes to be seen as an industry leader in workplace culture, boldly setting a new standard that provides as much care for our hardworking and talented team members as we do for the campers they serve.

## Nostalgia as an Asset

Camp Aranzazu offers an authentic "summer camp" experience to those who might otherwise not have access to many classic childhood activities.





A background image showing two people ziplining through a forest. They are wearing helmets and harnesses, and are suspended on ropes. The scene is outdoors with trees and a clear sky. The image is slightly dimmed to make the text stand out.

BRAND

# POSITIONING ANALYSIS



# A Strong Foundation

The research told us loud and clear: our stakeholders can't help but rave about Camp Aranzazu. This place and the mission have undoubtedly changed lives for the better.

Let's explore how an updated brand will help share these strengths and our story with an even wider audience of potential donors, campers, and partners.





# VALUE PROPOSITION

THE PROMISE OF BENEFITS & VALUE YOU BRING TO YOUR COMMUNITY





# VALUE PROPOSITION

## Inclusive, Camper-Centered Experiences

Our stakeholders rave about our tailored, thoughtful approach to making sure every camper's needs are more than just considered or accommodated. Our thoughtfully designed experiences **foster a level of independence** that campers can't get elsewhere. Campers and their families **leave feeling exhilarated**, seeing themselves and each other in a new light.

*"I appreciate that they don't say 'This group is autistic, so this is the plan.' They really listen and make it individualized up until the day before, based on the kids' needs and behaviors. They are understanding when we give them parameters or boundaries."*

—1:1 Interview





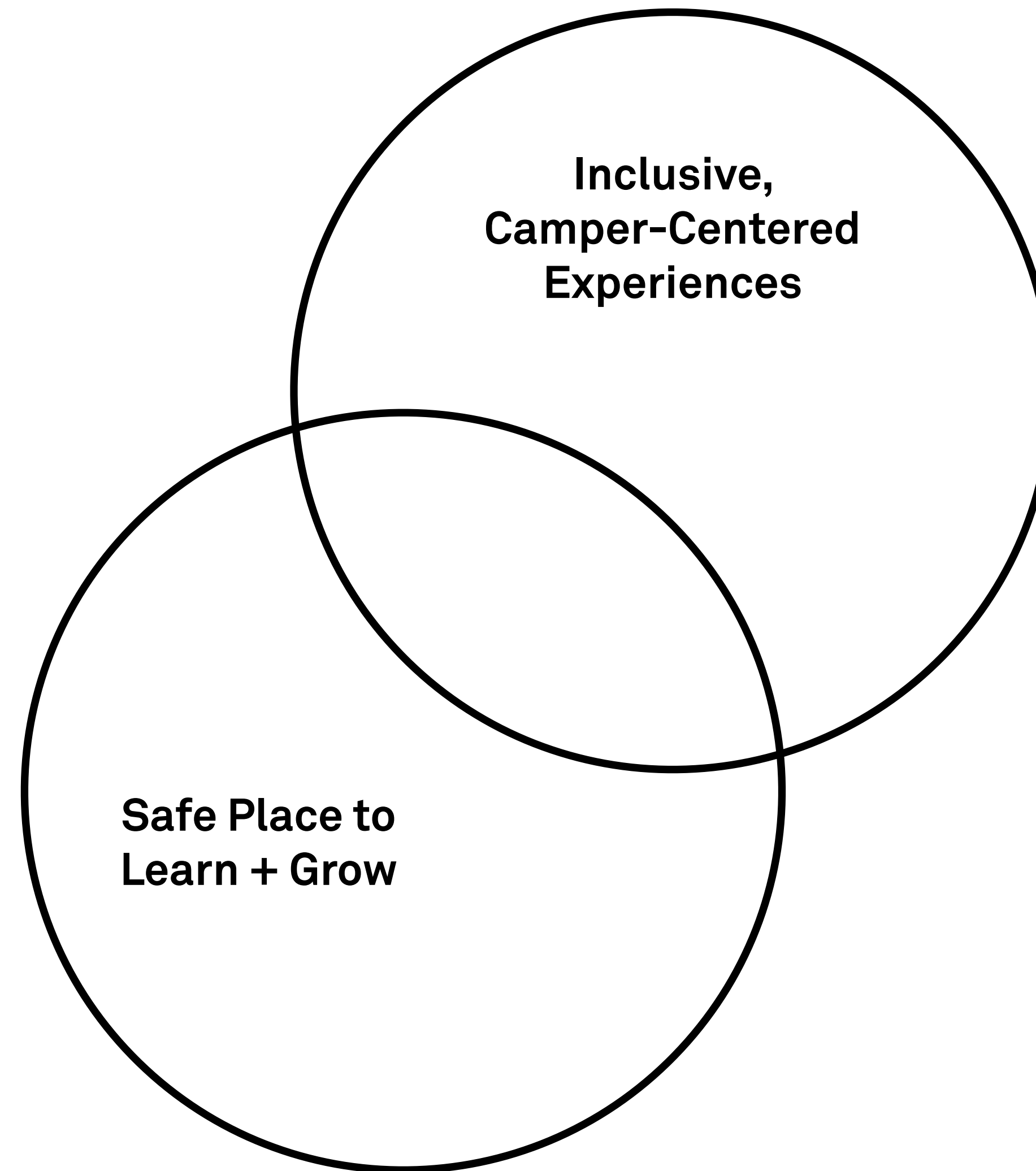
# VALUE PROPOSITION

## Safe Place to Learn + Grow

Our team cares deeply about creating a psychologically safe and welcoming environment. This culture of hospitality radiates from every member of the staff and connects to the hearts and minds of donors. It sends the message to campers that **when you're at camp, it's not always comfortable, but it's always safe, and you always belong.**

*"Campers are guaranteed to come home with more independence. My kid can put his shoes on now!"*

—1:1 Interview





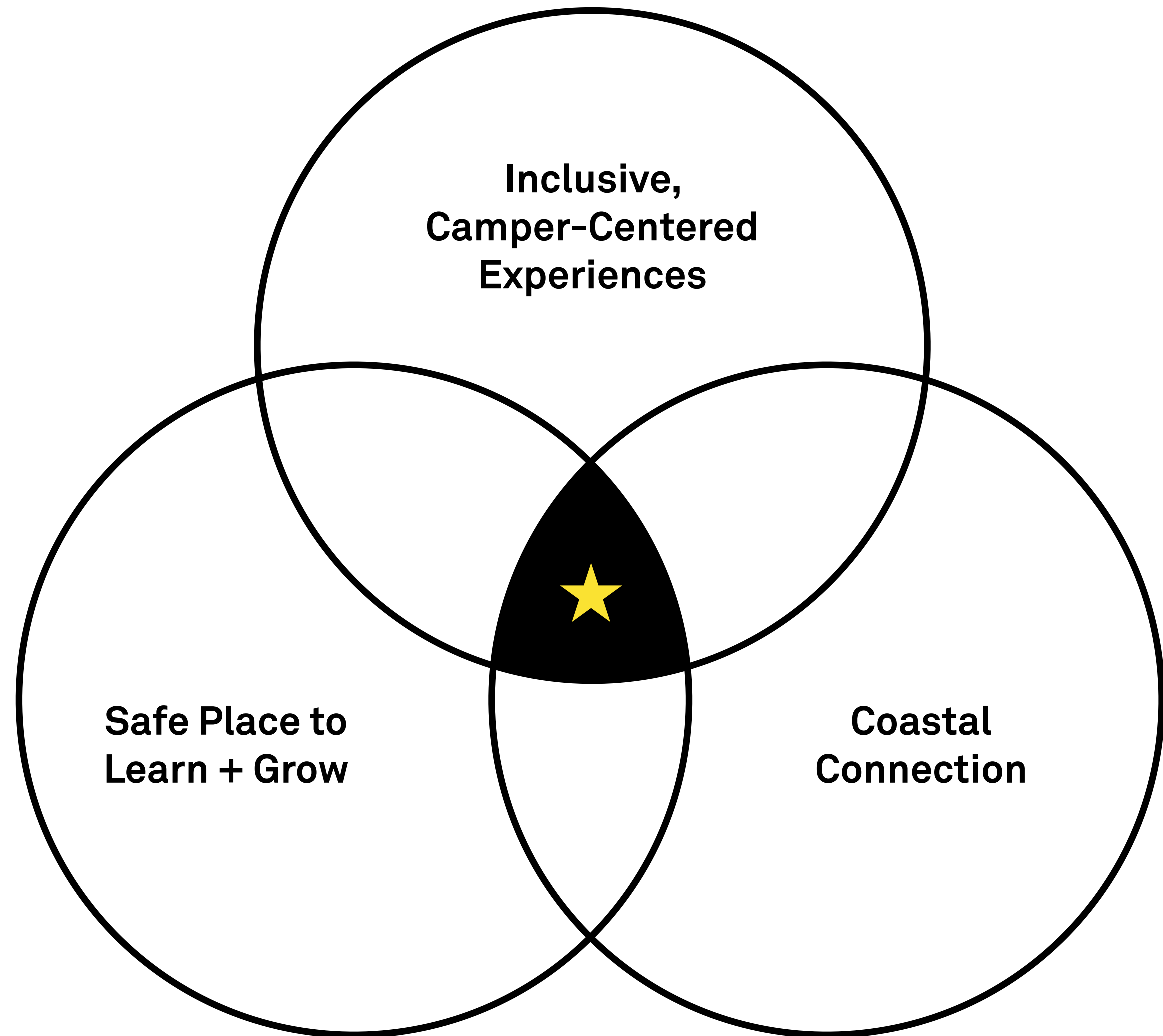
# VALUE PROPOSITION

## Coastal Connection

Our **waterfront location** is one feature we can confidently say is uniquely Aranzazu! It's **the only place where campers can learn to sail**, identify native plants and birds, and connect to the outdoors in a brand new way. For a few days, campers get to leave their everyday lives behind and discover what makes Aranzazu a truly special place.

*"You can kayak, you can fish, you can hike, sailing, swim... most of the kids that go don't want to leave."*

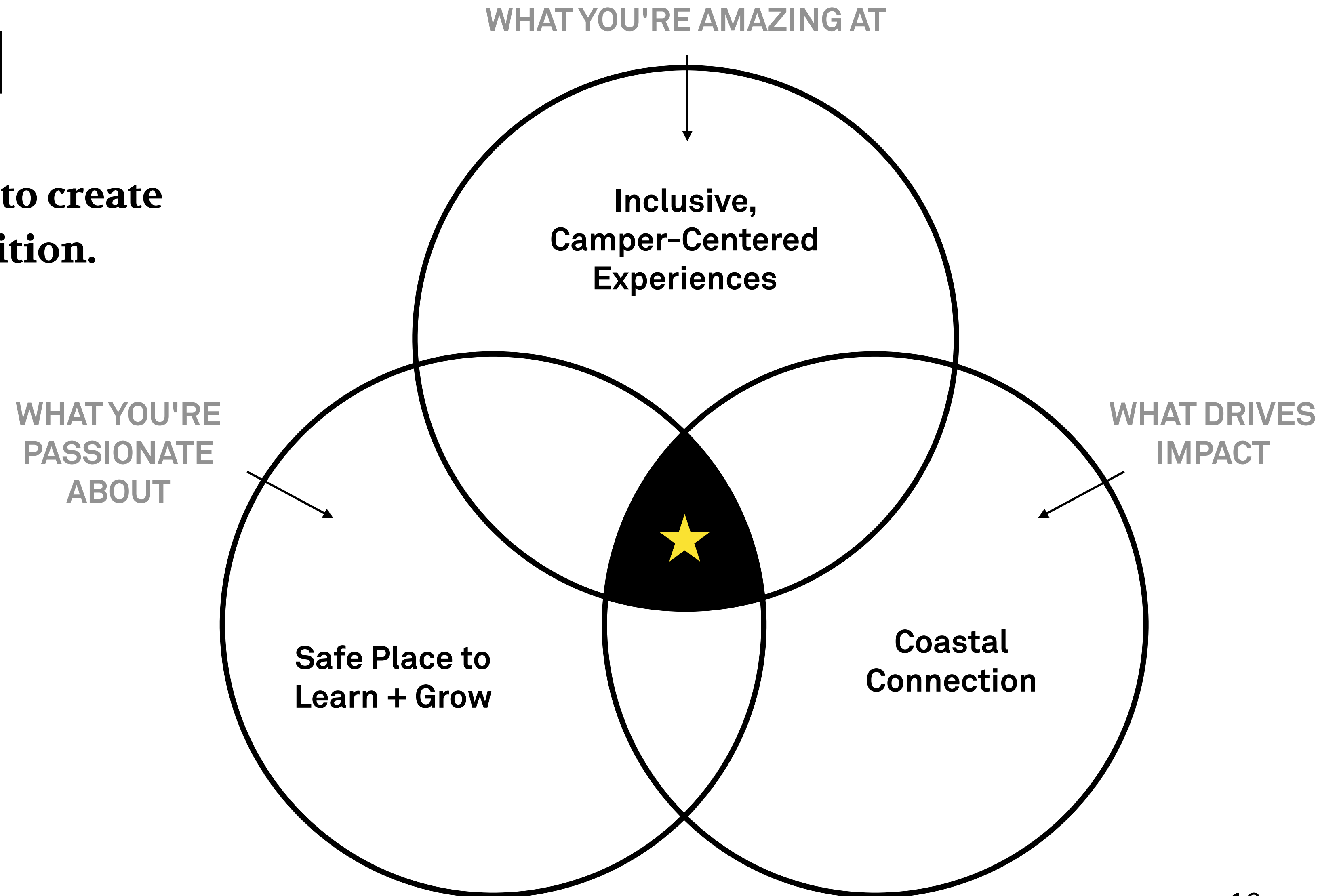
—1:1 Interview





# VALUE PROPOSITION

Together, these three converge to create  
Camp Aranzazu's value proposition.





# POSITIONING STRATEGIES

SETTING THE PLAYING FIELD & OUR PLACE WITHIN IT





## **POSITIONING STRATEGY: ONE**

# **DEMOCRATIZING ACCESS TO ADVENTURE.**

We take great pride in our ability to provide activities for campers who often miss out on so much. While many of our audiences understand the need for more fully accessible spaces, it's important that we communicate both the wide-ranging benefits of accessible spaces and the need for ongoing support in building and maintaining them.

As we craft our new brand, let's make year-round, barrier-free access to nature and camp a cornerstone of our communications.

## **What does this look like?**

### **A SHINING EXAMPLE.**

After nearly 20 years as a host facility, we are well equipped to lead the cultural conversation around barrier-free access to the outdoors. As we evolve our brand, we can leverage that expertise to establish ourselves as thought leaders, role models and outspoken advocates for making nature both fun and inclusive.

### **SHOW, DON'T TELL.**

We've already done the hard part: we've built a magical and accessible space for campers to learn, grow and explore. Let's share that story with the world through visual storytelling, first-person testimonials and a fully refreshed brand.



## **POSITIONING STRATEGY: TWO**

# **CAMP IS A STATE OF MIND.**

Whether you're attending, supporting or working at camp, the experience is a spark that ignites from within and expands outward, not unlike a skipping stone rippling across the bay. From a camper's personal growth that inspires lifelong confidence to a donor's gift that benefits entire communities, camp is so much more than just a physical place.

Our new brand should evoke that camp spirit that exists well beyond the days spent on our grounds.

## **What does this look like?**

### **CATALYST CAMPFIRE STORIES.**

Let's share the stories that capture the transformative experiences that only happen at camp—and not just for the campers! Our staff, families, visitors, community members and even donors can speak to the many ways that camp has touched their lives. These personal narratives, both recalled from the past and realized in the present day, illustrate the singular, and simultaneously universal, impact of camp.

### **EXPAND OUR IDEA OF "PARTNER".**

It truly takes a village. Expanding our concept of "partner" transforms Camp Aranzazu into a nexus for collaboration and community engagement. Strategic expansion of relationships with universities, hospitals and community groups allows us to leverage their strengths and networks. Embedding ourselves more deeply in the community opens doors to showcasing the region and finding fresh ways to fundraise and recruit as an employer of choice.



### POSITIONING STRATEGY: THREE

# “ARANZAZU” EVERYWHERE.

Our challenging yet memorable name, with its notable double Z’s, is bubbling over with strength, potential and character.

Let’s lean into that off-the-beaten-path quality that makes us who we are and establish *Aranzazu* as shorthand for *the magic of camp*.

## What does this look like?

### SHARED LANGUAGE + TRADITIONS.

There’s a certain power in the camp vernacular—that shared language that’s understood by those in the know. We can use this style of camp-coded language to invite our audiences into our secret world of inside jokes, campfire songs and “You-just-had-to-be-there” stories.

### THE POWER OF THE Z.

How much can one letter really do? When we think of how the most iconic brands show up in our lives: the Nike swoosh, the golden arches of McDonalds, or Apple’s...well, apple, we can start to see how much a name, a logo or even a single letter can represent. Let’s enthusiastically share our Z’s — the Zazu, the Z that marks the spot, the spiritual place *Aranzazu* — as often as possible.





**BRAND CASE STUDY**

**LEGO**





## BRAND CASE STUDY

# LEGO



**LEGO's brand is all about using creativity, inspiration and imagination to cultivate a sense of belonging and community.**

**What they do well:** Establish safe, accessible environments that foster exploration, innovation and play for audiences of any age.

- LEGO's website features a Play Zone space that's separate from shopping and products. This is a portal for kids to engage with the brand through interactive content like games and videos as well as learning tools that teach the principles of online safety.
- The LEGO social media channels are filled with content that's eye-catching, colorful and imaginative. In a recurring feature, the brand shares animated videos that represent kids' solutions to real-world problems as built by LEGO.
- Inclusivity is a surprisingly important pillar of LEGO's brand; their website and social channels highlight creators of all ages, nationalities, and abilities.





#### What to 'Watch Out' for when you're online

Oh, the internet...it's a whole world of fun, games, chatting and makin...

Watch video ▶



#### BRAND CASE STUDY

# LEGO

## Show, Don't Tell

LEGO has mastered the ability to walk the walk. Their brand consistently demonstrates their commitment to their values of learning through play and the unifying power of imagination and creativity.

Through every product, social media post, webpage and in-store display, they strengthen their connection with audiences and affirm their position as a brand that's as innovative as it is nostalgic.

#### Did You Know?

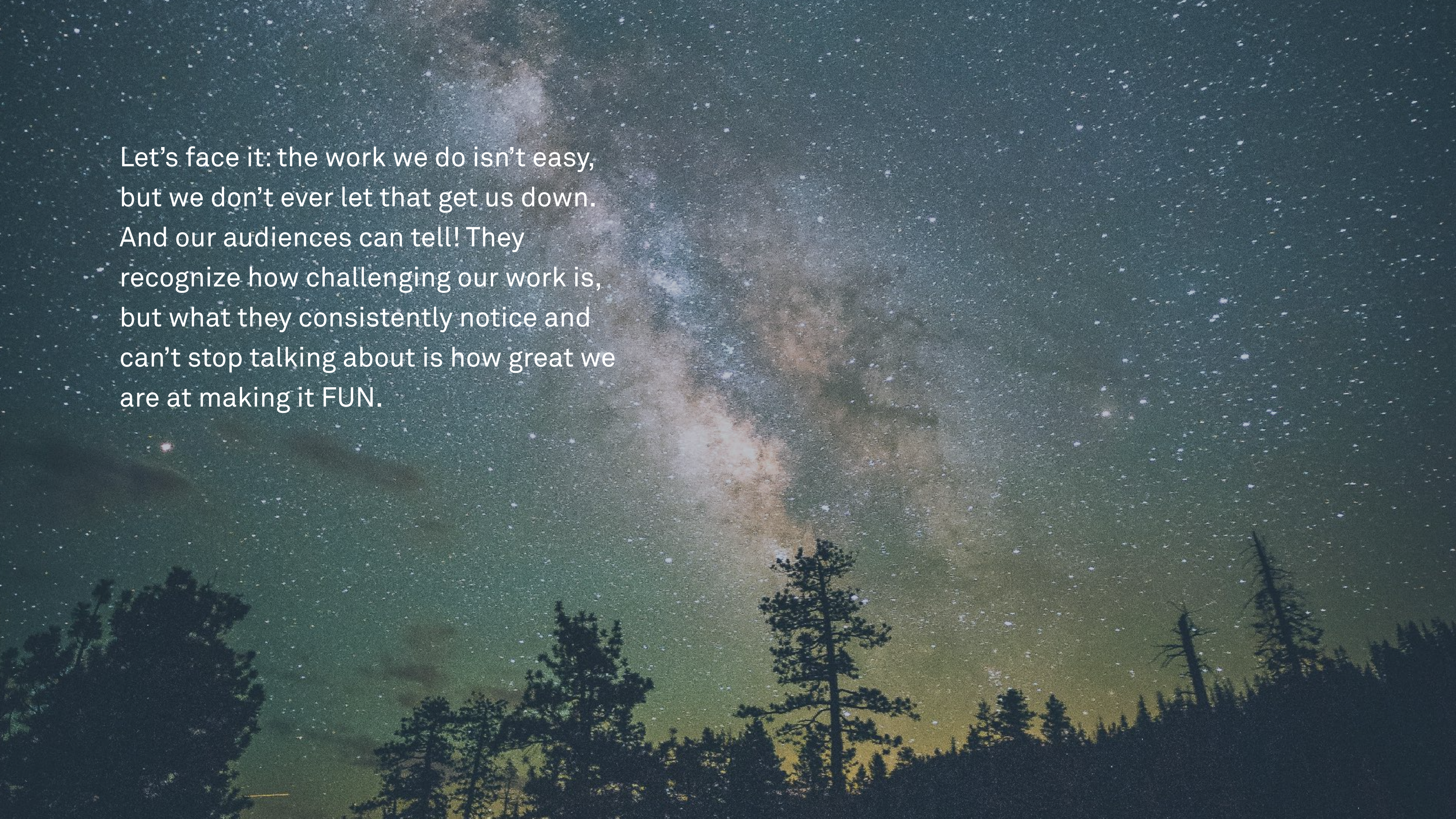
*LEGO's name comes from the words "play well" in Danish.*



# THE NORTH STAR

The North Star is an internal tool for guiding our brand, keeping us on track no matter where we are in our journey. It's something that's rarely said out loud but always felt in our work. We keep it short, so it's memorable for everyone on our team.





Let's face it: the work we do isn't easy,  
but we don't ever let that get us down.  
And our audiences can tell! They  
recognize how challenging our work is,  
but what they consistently notice and  
can't stop talking about is how great we  
are at making it FUN.



A photograph of two young women running down a city street at sunset. They are seen from behind, wearing white t-shirts. The woman on the right is carrying a black bag with the text 'EXCITED ABOUT LIFE' in white. The background shows city buildings and a bright sunset sky. A white rectangular box with a thin border is positioned over the text 'OUR NORTH STAR'.

OUR NORTH STAR

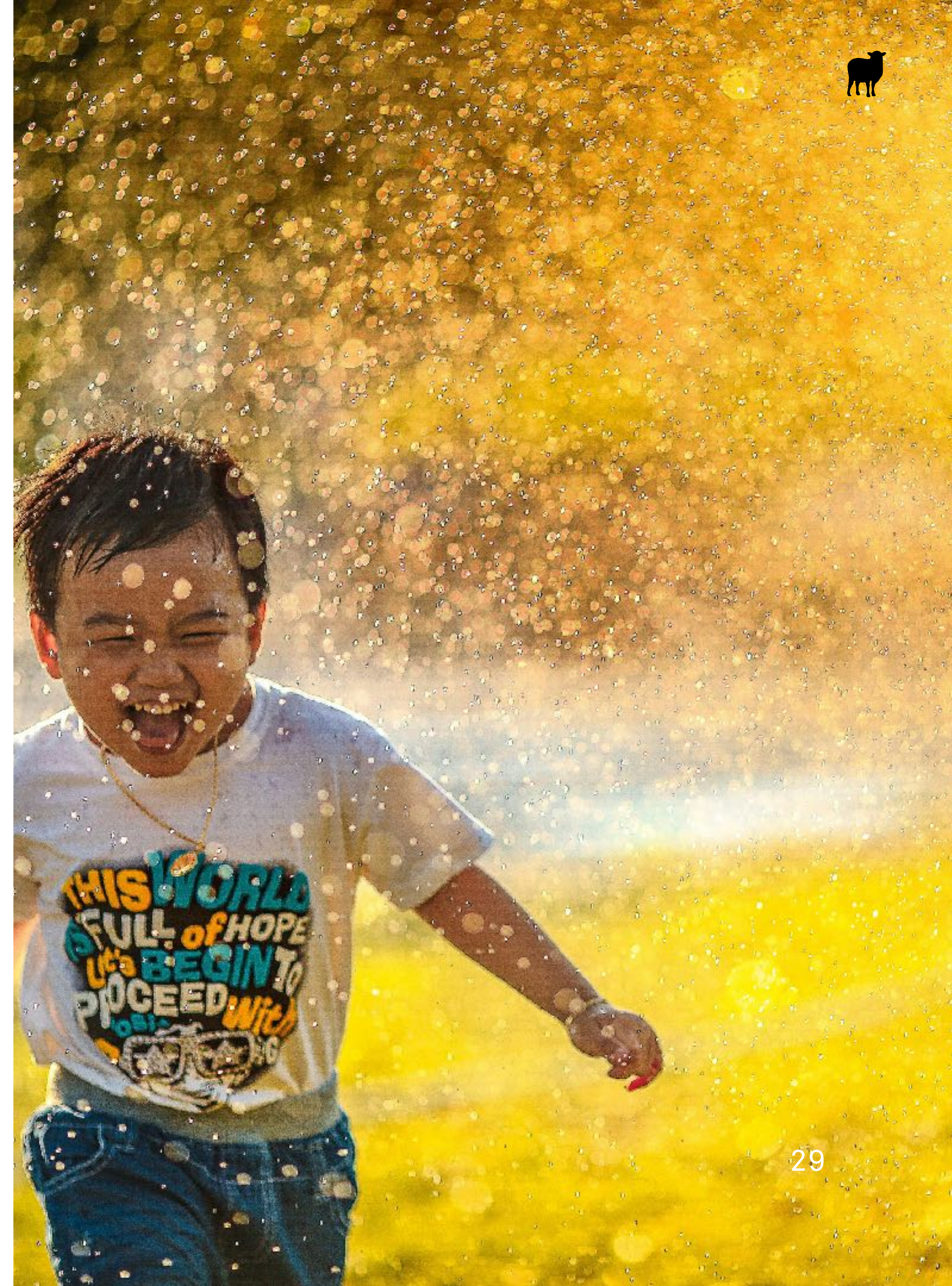
# The Joy in the Journey



# THE JOY IN THE JOURNEY

## What does this look like?

- Using language that invites our donors and funders to *join*, not just *support*, our mission
- Wherever possible, sharing the process as much as the outcomes
- Highlighting our caring staff and all they do
- Reminding our audiences that *safe* doesn't have to mean *boring*
- Leading the way by showing our stakeholders that *getting here* is as much of an adventure as *being here*
- Infusing all of our communications with the Aranzazu magic





A dark red wooden door with a window showing green foliage and a 'HAPPY HOUSE' sign.

HAPPY HOUSE

**POSITIONING IN ACTION**

# **BRAND FOUNDATIONS**





# **BRAND FOUNDATIONS**

- ➔ **Brand Story**
- ➔ **Brand Archetype**
- ➔ **Brand Voice & Tone**
- ➔ **Brand Personality**



## BRAND FOUNDATIONS

# BRAND STORY

A brand story is the narrative of who we are and how we came to be. This story can encompass the facts and history, the value we provide, who we hope to reach, and how people should feel when they first encounter us. It may not appear verbatim in collateral, but it communicates our emotional core and reasons for being.







## BRAND FOUNDATIONS

# CAMP ARANZAZU BRAND STORY



What makes summer camp so unforgettable? For many of us, **camp was the first time we had an experience all to ourselves.** Suddenly dropped in a brand new environment, we had to **learn to navigate the unfamiliar**, to test our limits and assumptions. **We explored what it meant to be bold**, to jump in and commit even when we felt scared. We got to **learn about ourselves while having fun**, and we carried our stories and discoveries back home to share with our friends and family.

It's easy to forget that this is not a universal experience. For people living with a disability, illness, chronic condition or other differences, the **transformative magic of summer camp** can feel like little more than a fantasy.





# CAMP ARANZAZU BRAND STORY

Nestled in a quiet bay on the Texas coast, where freshwater rivers meet the ocean, there is a **magical place that brings this dream to life, all year long.**

**On these 100+ acres, campers of all ages and abilities can experience the boundless wonder of summer camp.**

We invite our campers to **experience nature without barriers and adventure without danger**. We delight in their triumphs, great and small, and we revel in their newfound sense of community.

Above all, **Camp Aranzazu lets campers shine as their authentic selves.** That's the magic — **the Zazu** — that they'll carry with them for a lifetime.





**ACCESSIBLE.  
EMPOWERING.  
INTENTIONAL.**

That's the magic of Camp Aranzazu.

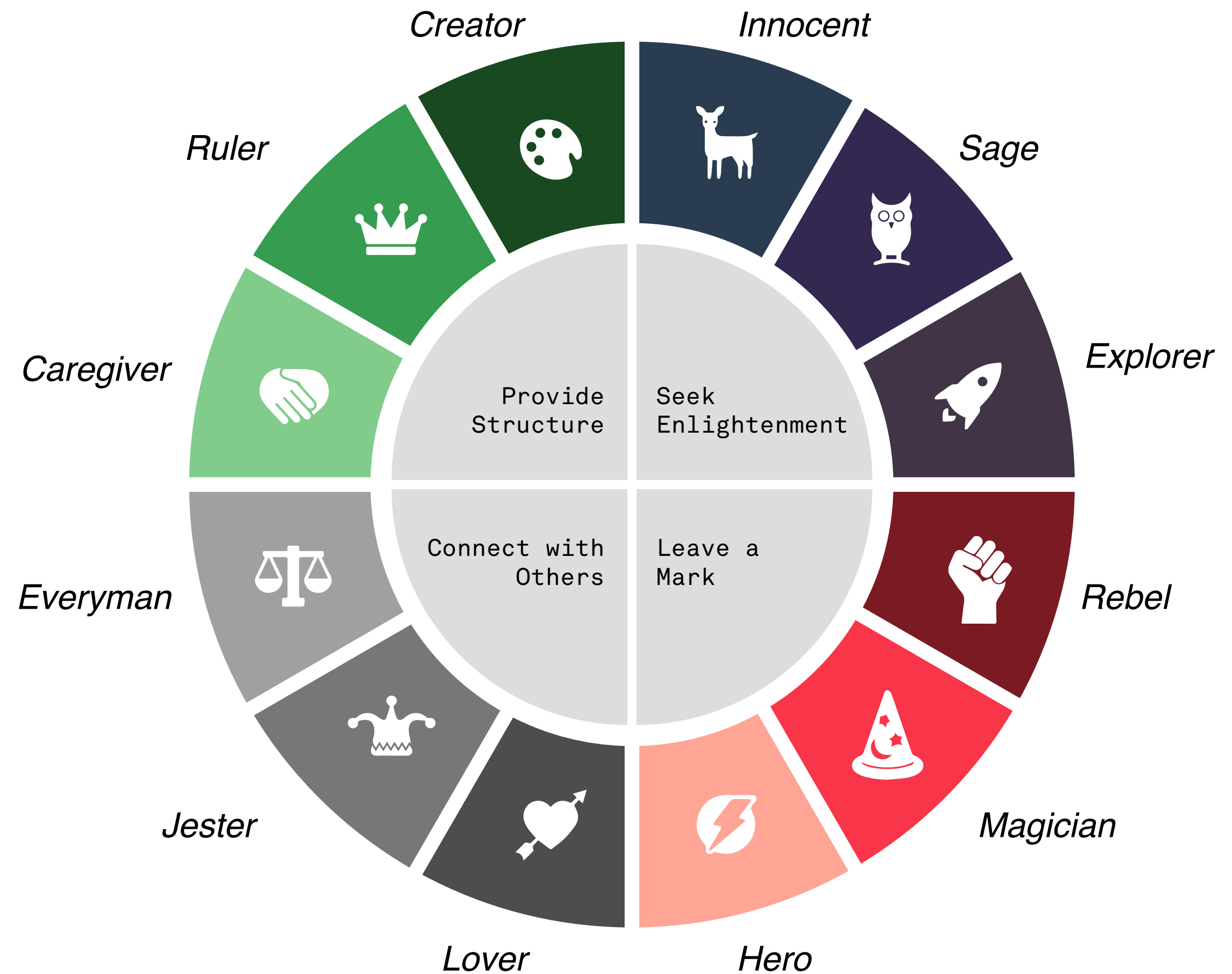


# BRAND ARCHETYPE

Archetypes, developed by Carl Jung, are **universal symbols of human behavior**. If branding is about getting to the heart of an **emotional story**, an archetype is that story's lead character whose core traits inform our brand communications and personality.

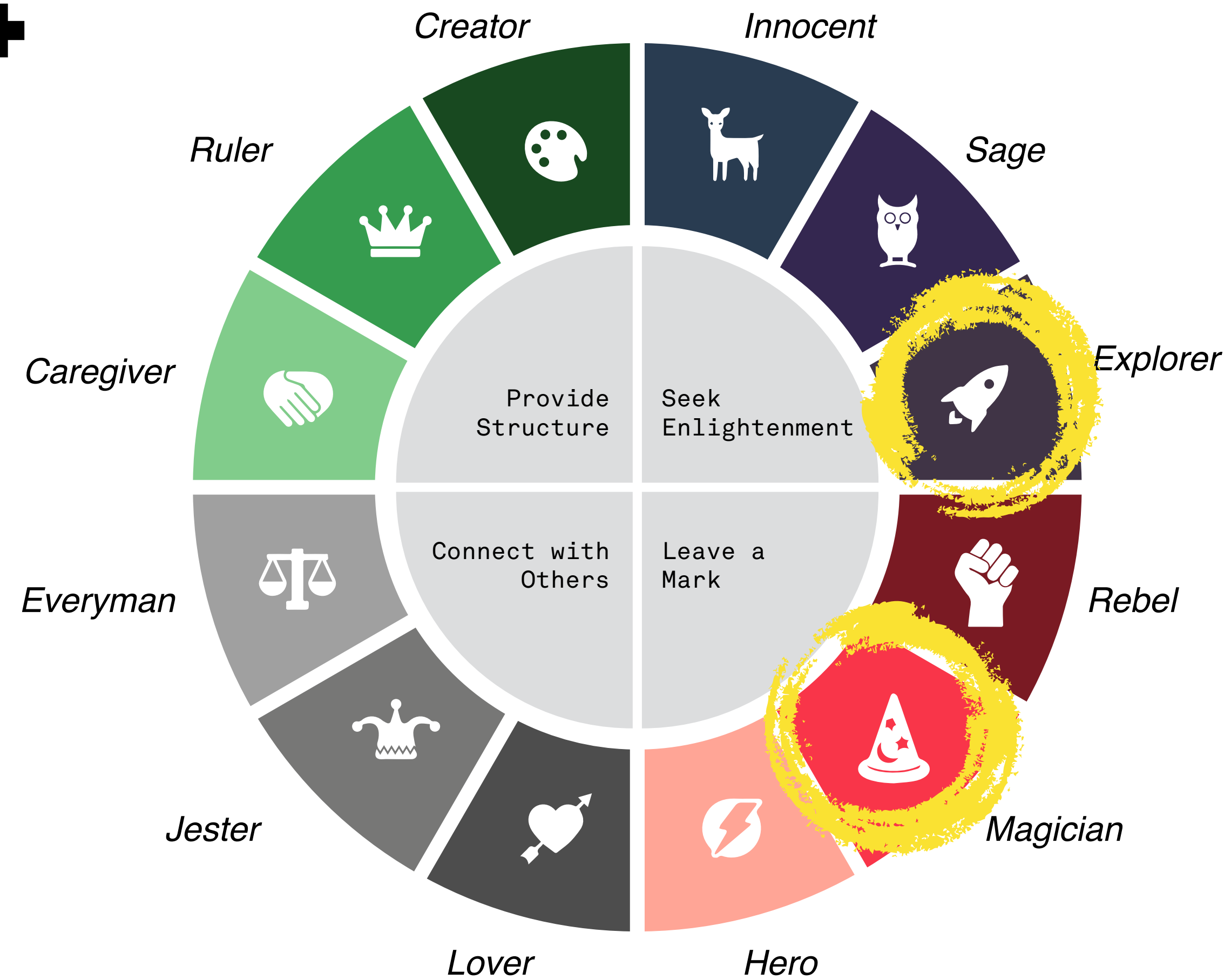
Archetypes help brands develop an emotional connection with audiences. They also remind us that while our brand can never be everything to everyone, we'll attract our most eager and loyal followers if we stay closely aligned with our role(s).

Camp Aranzazu transforms the lives of campers, counselors, partners and donors alike. We turn dreams into reality and bring out the courage in every stakeholder. **The unique culture of transformation that we provide can't be pinned down in one archetype alone.**





# BRAND ARCHETYPE: THE MAGICIAN + THE EXPLORER





## BRAND FOUNDATIONS

# ARCHETYPE PART 1: THE MAGICIAN

Aranzazu is a place for campers to do things they never thought possible, whether it's ziplining, swimming, sailing, or finding others just like them. This part of the brand archetype is the **magician**.

Magician brands connect with audiences by helping them see what's possible and **defy cultural expectations**. They invite curiosity and understand that **we are only limited by our imagination**. Magician brands have a unique ability to invite audiences to **realize the power of transformation**.





## BRAND FOUNDATIONS

# ARCHETYPE PART 2: THE EXPLORER

Many of our campers' lives have been defined by limitations. When they get to Camp Aranzazu, their world suddenly expands. We provide them a safe and accessible place where they can challenge the assumptions they have about themselves. This part of the brand archetype is the **explorer**.

Explorer brands have a palpable **inner drive to push themselves outside their comfort zone**. They are **brave and adventurous**, though their **affinity for challenge** is more about **self-discovery** than proving themselves to anyone else.

Both the **explorer** and **magician** archetypes speak to a sense of **transformation and wonder**.





# ARCHETYPE: MAGICIAN + EXPLORER

	Goals	Motivations	Values	Brand Examples
EXPLORER ↑ ↓ MAGICIAN	<p>Venture into the unknown</p> <p>Break free from the ordinary</p> <p>Defying conventional beliefs</p> <p>Turn dreams into reality</p>	<p>Independence</p> <p>Adventure</p> <p>Self-Discovery</p> <p>Wonder</p> <p>Possibility</p> <p>Innovation</p>	<p>Nature + Wilderness</p> <p>The Unknown</p> <p>Challenge</p> <p>Journey</p> <p>Transformation</p> <p>Imagination</p>	<p>Patagonia</p> <p>NASA</p> <p>Polaroid</p> <p>Disney</p>



## BRAND ARCHETYPE

# THE MAGICIAN + THE EXPLORER

## Audience Connection Strategies

- Emphasize awe, wonder and optimism for the future.  
*Tomorrow will be brighter than today, and dreams can come true if you just believe.*
- Bring people along and make them feel like part of our magic.
- Tell stories about safe exploration and the trailblazing work we do every day.
- Listen as much as we speak, inviting and seeking stakeholder feedback.
- Above all else, be **bold** and **unapologetic** about Camp Aranzazu's ethos and locale. It's an exceptional place, and its distance from major urban centers is part of its allure. Invite folks to see it a destination.







# **BRAND VOICE AND TONE**

Language is a critical part of every brand's identity. Our unique voice and tone keep us consistent and serve as a starting point for developing brand communications.





## BRAND FOUNDATIONS

# BRAND VOICE

Our brand voice informs the writing and speaking style of all brand communications. It grounds us in consistency and should be **evergreen and unchanging—regardless of subject matter or venue.**

## Bright

We use a Bright voice to help our communications **sparkle with enthusiasm and optimism**—mirroring what it feels like to be at camp through our everyday conversations. We use language to express the joy and excitement at camp, seeking to uplift and energize audiences.



*This means: cheerful, uplifting, vibrant*

*Not: childish, dumbed down, saccharine*

## Encouraging

We choose words that **speak to the heart and uplift spirits**, reinforcing the message that we believe in every person's ability to grow, connect and contribute (while having a blast). This voice supports every person's journey of discovery and transformation, no matter who you are or what labels society tries to put on you.



*This means: supportive, affirming, motivational*

*Not: patronizing, bossy, prescriptive*

## Hospitable

Our team extends a **warm, inviting welcome** to all, embodying the essence of Southern hospitality. We speak in a way that reassures families, campers and supporters alike that they are entering a caring, supportive environment where all belong.



*This means: welcoming, warm, inclusive*

*Not: insincere, overbearing, cloying*





## BRAND FOUNDATIONS

# BRAND TONE

Our brand should have the same voice every day, but our **tone may change** based on the context, channel or audience.

### Reassuring

This tone is important when speaking with families, expressing how we tailor the Aranzazu experience to each camper's unique needs. We strive to make everyone feel heard in this process.

This should sound *friendly and thoughtful*, and never *presumptuous*.

### Certain

When communicating with donors, nonprofit partners and regional communities, our tone should demonstrate that we are knowledgeable, excellent stewards of our resources and land, and unwaveringly committed to our mission.

This should sound *experienced and prepared*, and never *arrogant*.

### Empowering

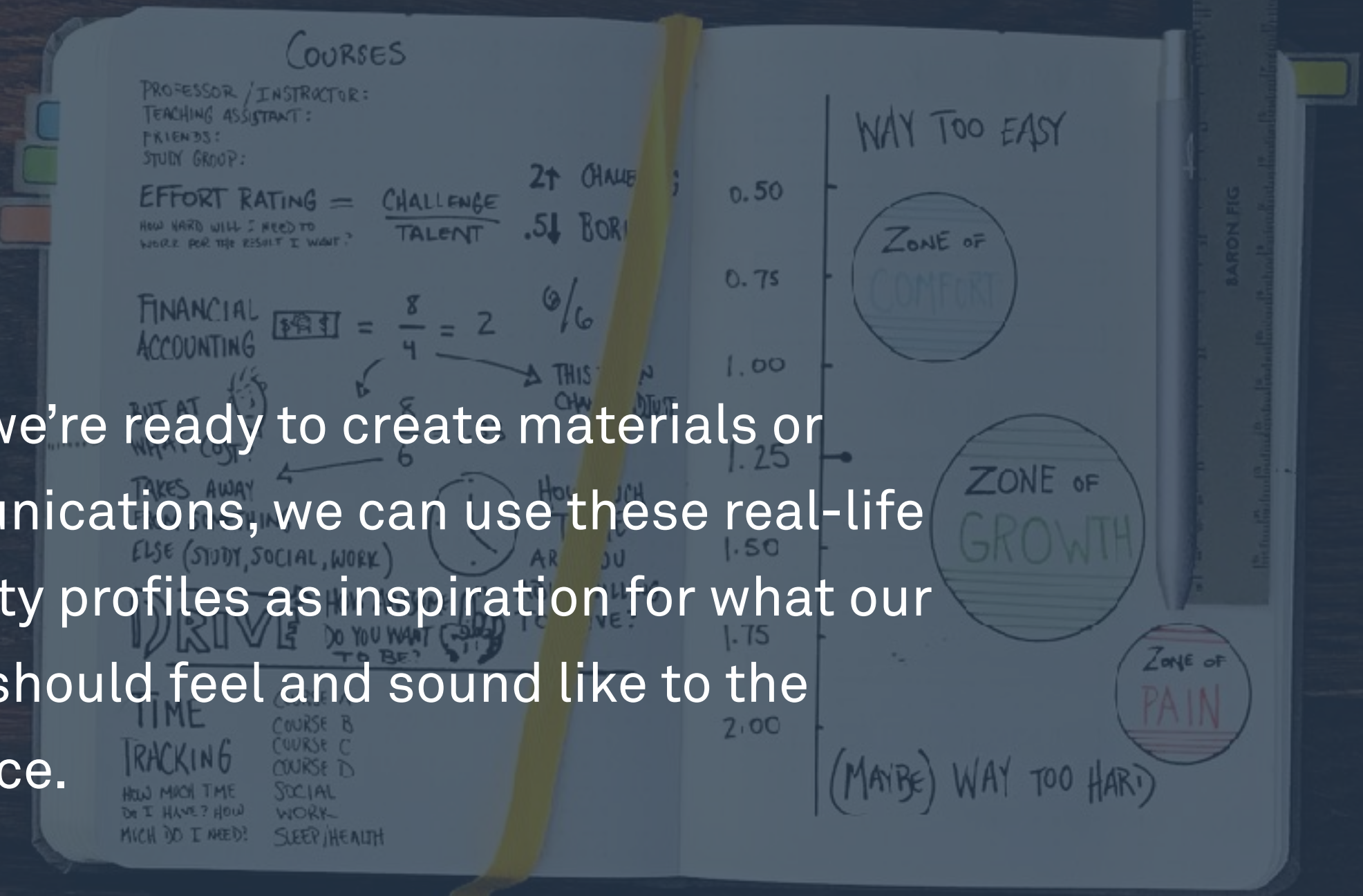
This tone is crucial when engaging with campers and families to encourage them to embrace new experiences. It communicates a sense of confidence and capability, reinforcing the belief that each one of us has the ability to face the unknown, try new things and overcome obstacles in the ways the serve us best.

This should sound *inspiring and empathetic*, and never *dismissive*.



# BRAND PERSONALITY

When we're ready to create materials or communications, we can use these real-life celebrity profiles as inspiration for what our brand should feel and sound like to the audience.







## BRAND PERSONALITY

# LESLIE KNOPE

The fictional character Leslie Knope (portrayed by Amy Poehler) from Parks and Recreation is known for her unwavering enthusiasm, boundless energy and love of the outdoors. She works tirelessly to improve Pawnee's parks, and she brings an infectious sense of joy, fun and adventure to every part of her job. She also goes the extra mile to make her friends and coworkers feel appreciated, whether it's with a thoughtful compliment, a personalized gift or an elaborate celebration.

**Style:** passionate, optimistic, caring, genuine

**Super power:** using her passion for public service to inspire others

**How she makes you feel:** valued, motivated, seen

**She is not:** frivolous, nonchalant, flighty

*"Sometimes you have to make the hardest climb to see the most beautiful sunrise."*

*"Go find your team. Get to work. Whatever that work is that you find worth doing. Do it, and find some people to love who'll do it with you."*





## BRAND PERSONALITY

# STEVE IRWIN

Steve Irwin, known affectionately as the "Crocodile Hunter," revolutionized advocacy work by infusing it with his trademark blend of enthusiasm, humor, and unbridled passion. With his magnetic personality and infectious energy, Steve had the rare ability to make conservation work fun, engaging, and accessible to people of all ages and backgrounds. His fearless demeanor and genuine love for animals and the natural environment captivated audiences around the world, inviting them to join his efforts to preserve our planet.

**Style:** devoted, adventurous, charismatic, daring

**Super power:** bridging the gap between the human and natural worlds

**How he makes you feel:** energized, empowered, capable

**He is not:** cocky, cavalier, disrespectful

*"My job, my mission, the reason I've been put onto this planet, is to save wildlife. And I thank you for coming with me."*

*"If we can get people excited about animals, then by crikey, it makes it a heck of a lot easier to save them."*





## BRAND PERSONALITY

# STEPHEN SPIELBERG

Through his visionary direction and masterful storytelling, Stephen Spielberg invites viewers on a journey of wonder, self-discovery and profound emotional resonance. He creates cinematic experiences that ignite the imagination, stir the soul, and leave an indelible mark on the hearts of audiences. Spielberg's movies are so much more than mere entertainment; they are portals to worlds of magic and possibility, where dreams are realized and lives are forever changed.

**Style:** evocative, compelling, soulful, competent

**Super power:** using the medium of film to prove that magic is possible

**How he makes you feel:** enchanted, childlike, inspired

**He is not:** pretentious, arrogant, manipulative

*"Every time I go to a movie, it's magic, no matter what the movie's about."*

*"The imagination is the most powerful tool we have. It can create entire worlds from nothing."*



# ALL TOGETHER NOW

## ARCHETYPE



### MAGICIAN + EXPLORER

Turn dreams into reality and inspire courage in every stakeholder.

## VOICE



Bright  
Encouraging  
Hospitable

## TONE



Reassuring  
Certain  
Empowering

## VALUE PROPOSITION

Inclusive, Camper-Centered Experiences  
Safe Place to Learn + Grow  
Coastal Connection

## POSITIONING RECOMMENDATIONS

Democratizing Access to Nature  
Camp is a State of Mind  
“Aranzazu” Everywhere

## NORTH STAR

***The Joy in the Journey***

## BRAND PERSONALITY



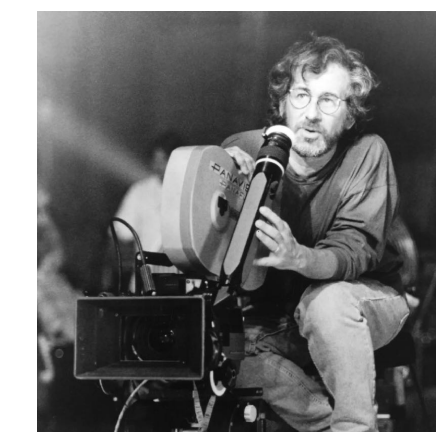
### LESLIE KNOPE

Tireless optimist and advocate, ready to bring out the best in everyone



### STEVE IRWIN

Courageous explorer, bringing us along to the world's wildest places



### STEPHEN SPIELBERG

Enchanted storyteller, inviting us on a journey of self-discovery

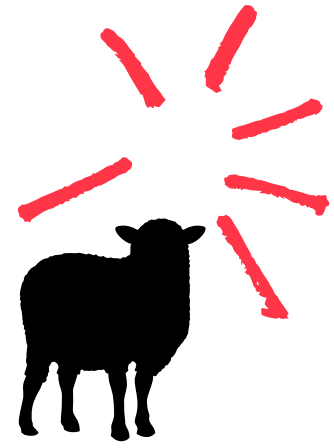




# **NEXT STEPS**

- ➔ **Discussion & Feedback**
- ➔ **Start Brand Work**





# THANK YOU!

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